1981-82 Salaries

In two separate memoranda presented together on page 2, the Office of the Provost has issued salary guidelines for 1981-82 that give each school and center budget a 10 percent increase in salary funds, but outline different formulas for its distribution to academic and nonacademic personnel.

Standing faculty will have a base increase of 8 percent with the remaining two percent discretionary. For nonacademic administrative, professional, and support staff, the formula will be five percent as base, with the rest discretionary up to 15 percent.

In addition, a floor of $17,500 has been set for assistant professors' salaries, and a salary reserve has been created to meet special conditions including a "marketplace adjustment" to maintain or improve the competitiveness of clerical salaries.

On pages 4 and 5, Executive Director of Personnel Relations Gerald Robinson gives additional information on nonacademic salary structures effective July 1.

Executive Board: May 14

The Sunshine session of the May 14 Trustees Executive Board meeting begins at 2:30 p.m. in the Tea Room of the Faculty Club and is open to observers on reservation to the Office of the Secretary, Ext. 7005.

Six Honorary Degree Recipients

Civil rights leader Vernon E. Jordan, Jr. (right), author James Baldwin and Penn's eminent Indian art scholar Stella Kramrisch will be among six honorary degree recipients at the University's 225th Commencement, May 18. With them will be MIT educator and neuroscientist Francis Otto Schmitt, historian and educator John Hope Franklin of Chicago, and the Rt. Rev. Lyman C. Ogilby, Episcopal Bishop of the Diocese of Pennsylvania, who is also this year's Baccalaureate speaker.

Mr. Jordan, president of the National Urban League, will give the Commencement Address at Monday's ceremony in the Civic Center, which begins with a student procession at 10 a.m. and academic procession at 10:30 a.m. His daughter, Vicky, a graduating senior in the FAS, will be among the more than 3,500 students receiving degrees.

Mr. Jordan has directed the National Urban League since 1972. His weekly column, "To Be Equal," appears in approximately 200 newspapers and his radio commentaries are broadcast three times a week on the Westinghouse Broadcasting Network. He is a fellow of the Institute of Politics at the John F. Kennedy School of Government, Harvard University, and was recently appointed to the Board of Overseers of Penn's School of Social Work.

Mr. Baldwin's first book, Go Tell It on the Mountain, was published in 1953, followed two years later by the widely acclaimed Notes of a Native Son. He has since written a dozen other books including The Fire Next Time, Another Country, If Beale Street Could Talk and, most recently, Just Above My Head. He is a member of the National Advisory Board of the Congress of Racial Equality and the National Committee for Sane Nuclear Policy.

Dr. Kramrisch, an emeritus professor of the University, curator of Indian Art for the Philadelphia Museum of Art, and instructor at the Institute of Fine Arts in New York, has been a major force in developing the study of Indian art in the U.S. She received her Ph.D. from Vienna University and taught at the Courtauld Institute of Art, University of London, and the University of Calcutta before coming to Penn in 1950 and serving as professor of South Asian art until 1969. Her numerous publications on Indian art include The Art of Nepal and Tibet and Himalayan Art, and her exhibit Manifestations of Siva, acclaimed as the most important exhibition of its kind, is now on display at the Philadelphia Museum of Art.

Dr. Schmitt is Institute Emeritus Professor at the Massachusetts Institute of Technology and chairman of the Neurosciences Research Foundation, Inc. He is considered one of the founding fathers of the field of biophysics and was an early advocate of neuroscience as an interdisciplinary field. He was associate professor of zoology and later biology at Washington University, St. Louis.

Dr. Franklin, John Matthews Manly Distinguished Service Professor of History at the University of Chicago, is on leave serving as Senior Mellon Fellow at the National Humanities Center, North Carolina. He has taught history at Fisk, St. Augustine's College, North Carolina College at Durham, Howard University, and Cambridge University, and Brooklyn College, where he was department chairman. His publications include Free Negro in North Carolina, From Slavery to Freedom: A History of Negro Americans, Militant South and A Southern Odyssey.

Bishop Ogilby has served as Suffragan Bishop of the Philippines, secretary of the Council of the Church of Southeast Asia, Episcopal Visitor to Indonesia, Bishop Coadjutor of South Dakota, and secretary of the South Dakota Council of Churches. He became Bishop Coadjutor of the Diocese of Pennsylvania in 1973, and Bishop of Pennsylvania in 1974. He is also a member of the boards of the Church Army of the Episcopal (Continued on page 2)
Salary Policy for 1981-82

In setting this year's salary policy our first priority was the preservation of the economic status of our faculty and staff. Even within the constraints of a truly austere budget, we have created both a 10 percent salary pool and a "salary reserve," a major portion of which will be used to make certain our faculty salaries remain among the most competitive in the nation. In developing this year's salary guidelines, I have had the advice and concurrence of the Senate Committee on the Economic Status of the Faculty, the Council of Deans, and my administrative colleagues.

Because I believe good salary planning must have a rational basis, I also asked the Office of Planning Analysis to study the available data measuring the University's salary position among peer institutions. This analysis, along with the requests of the individual deans, has guided me in distributing the "salary reserve" for marketplace and equity adjustments. I have shared this information with both the Senate Committee on the Economic Status of the Faculty and the Council of Deans.

Salary Guidelines for Standing Faculty for 1981-1982

1. The minimum base salary for assistant professors will be $17,500.
2. The standard increment for continuing standing faculty will be 8 percent (rounded up to the nearest $100).
3. The distribution of the remaining 2 percent of the salary pool for standing faculty will be at the discretion of each dean, to improve the salary structure in the Schools.
4. The salary reserve will be distributed as follows:
   a) for promotions in consultation with the Provost;
   b) for market adjustments as indicated by the Planning Analysis Salary Study, and by individual deans;
   c) for individual raises to meet offers from other institutions;
   d) for discretionary salary increments in the Schools (to be distributed proportionally among the Schools); and
   e) for a contingency fund to meet individual requests from the schools for attracting outstanding new faculty to the University and for unforeseen contingencies.

Salary Policy for Administrative/Professional and Support Personnel

Despite the constraints of an austere budget, our compensation policy for the fiscal year beginning July 1, 1981, provides for significant improvements in the salaries and wages of continuing administrative/professional and support personnel. Accordingly, funds totaling 10 percent of the current salary and wage base have been provided in school and center budgets. These funds will be allocated by the responsible administrator for increases for all classes of personnel; increases are not required for part-time personnel and are at the discretion of the deans and vice presidents within the approved budgets.

Individual increments are to be distributed as follows:

- a) for promotions in consultation with the Provost;
- b) for market adjustments as indicated by the Planning Analysis Salary Study, and by individual deans;
- c) for individual raises to meet offers from other institutions;
- d) of each dean, to improve the salary structure in the Schools.
- e) for discretionary salary increments in the Schools (to be distributed proportionally among the Schools); and
- f) for a contingency fund to meet individual requests from the schools for attracting outstanding new faculty to the University and for unforeseen contingencies.

To maintain and, where appropriate, improve competitive salaries for clerical personnel, we are also using funds from our "salary reserve" to make a significant marketplace adjustment in our clerical salary scales. Individual adjustments will be determined by Personnel Relations as part of their continuing analysis of our compensation policies and practices.

—Louis A. Girifalco, Acting Provost
Analysis of a Disaster

Computation in economics and the social sciences has long been a disaster situation at Penn. Since the change in policy away from a central computer facility, we have seen a proliferation of computers as each school tried to take care of its own needs. It is not at all clear that this has been either advantageous or cost efficient in all cases.

The Faculty of Arts and Sciences has particularly been squeezed in that it has failed to spend sufficient resources on computation on a central school-wide basis. In order to meet the needs of the departments in FAS which depend on the computer, funds were allocated for use on Uni-Coll, then a commercial but University-owned enterprise. When it was sold off altogether, an accommodation was made: FAS contributed to the purchase of the High Energy Physics computer in David Rittenhouse Labs. This computer remains owned by the U.S. Government with use on a charge basis by students and faculty in Economics and in other FAS departments. The service from the DRL machine has been good, and access has been provided from the McNeil building. While the charges per CPU are lower than at Uni-Coll, the costs have been much higher than expected. This reflects in part the use of new programs which do not run cheaply on the DRL computer in part increased use of the computer in response to student needs—a result, I suspect, of the greater convenience of its use!

For the first time this year, a serious attempt has been made to keep within a budget. Each department was allocated a computer allowance at the beginning of the year, some 75 percent of what had been requested. By late January it was becoming clear that the Economics Department would need more money. The high level of use did not represent wasteful use. It represented intensive work by Ph.D. students and classes, and a gradual return to normalcy from a time when use had been depressed by difficulty of access. The Dean responded by providing additional funds, but unfortunately these funds were quickly exhausted. At that time, no additional computer allocations were accepted by the DRL computer facility, on the position that there were no budgeted funds. As a result graduate students, some in the middle of the dissertation, and several faculty members suddenly found that their accounts were exhausted and that the computer was closed to them. This is equivalent to locking the library doors. Emergency arrangements have been made in the meantime, but the damage has been done.

This is the computer. It is an essential instrument for research in economics and in many other FAS fields. Computer work stands at the frontier of many disciplines. In place of saying to the student and the faculty member that computation is expensive and should be minimized, we should encourage all of them to use the computer. This is not a matter of encouraging wastefulness. Rather, it is a matter of recognizing that computation is an essential ingredient of modern science and that Penn ought to again be at the forefront of empirical and computer-based methods in many fields. This poses two issues:

1. We simply have not put enough resources into computation. Penn falls far behind equivalent universities in the amount of funding to computation and, consequently, in the availability of computer equipment to its students and faculty. This is all the more ironic since we pride ourselves in our early involvement in computation and in some of the strongest empirically-oriented departments in the country.

2. Student and young faculty research computation does not fit into a responsibility center budgeting system. The computer should be treated as a resource center like the library. To encourage the utilization of computers we must make computer time available with great convenience on modern equipment—at zero cost or at marginal cost. To budget it as other expenses and then to allocate it to students and faculty is not manageable. Few people know in advance how projects will require over the next year, many indeed do not even know that they will be using the computer. There is great variation in the amount of computer time required—$200 may be too much in one case, but $200 may not be sufficient in another.

We surely do not want a situation where students and faculty see computation as a scarce expense. This will distort learning and research. It will create a perception at Penn and elsewhere that we do not provide adequate computation, and this will discourage top class students and faculty from coming to our University.

-F. Gerard Adams, Chairperson FAS Computer Committee

More Than 'Sit'

Associate Professor Pring's "clarifications" on the issue of the cut-off of computer privileges to graduate students and faculty in the Department of Economics (Almanac May 5) seem to us to be a misinterpretation of the problem.

Professor Pring is correct in stating that "What the Department of Economics ran out of was money for computer time." He goes on to say that "It should be a simple administrative task to locate the computer blockage (which in his view, precipitated the whole problem) and then to allocate money to those of them who need it, in part at the indirect expense of the Department of Economics..." A little thought would seem to merit some response.

The solution to some of the more general questions posed in this letter, I hope that upon reading this, Professor Pring will agree that there are things which the Vice Provost's committee can do besides "sit."

--Ian Novos, Chairperson Graduate Economics Society Subcommittee on Computing

Martin Pring Responds:

I am gratified that Mr. Novos too perceives the communication blockage referred to by Professor Pring is a minor short-run problem and is by no means the real issue. The real issue is Penn's commitment to serious empirical research. I hope that upon reading this, Professor Pring will agree that there are things which the Vice Provost's committee can do besides "sit."

I am gratified that Mr. Novos too perceives the communication blockage referred to by Professor Pring is a minor short-run problem, since I have argued, and he does not dispute, that it was the sole precipitant of the cut-off of computer privileges in question. I agree that, with one exception, the broader issues he raises are important and should be addressed.

The exception is the library model for the provision of computer services. All scholars benefit from a good library, each uses its resources to roughly the same degree, no particular group could consume them to the extent that others are denied them. None of this is true of computers. Therefore libraries are treated as an indirect cost, and computer services as a direct cost item. Would Mr. Novos want dissipated water, "as crucial in much research as...use of the library," to be provided free to all who need it, in part at the indirect expense of the Department of Economics?

We also disagree, it seems, with whom the solution to some of the more general questions lies. Surely FAS, in the main, must decide whether it needs and can afford its own computer. Are there enough genuine computer-related issues of University-wide importance left to exercise the Vice Provost's committee?

-M.P.

Graduate Economics Society

SPEAKING OUT welcomes the contributions of readers. Almanac's normal Tuesday deadline for unsolicited material is extended to THURSDAY noon for short, timely letters on University issues. Advance notice of intent to submit is always appreciated. —Ed.
The following was sent to the Secretary of the University, Dr. Mary Ann Meyers, on May 8, 1981:

On University Officers

The Senate Committee on Administration has reviewed the draft revision of the Statutes of the University, published in Almanac on April 14, 1981, and has several substantive suggestions concerning provisions of Article 3 of the draft ("The Officers") dealing with the responsibilities of the President, the Provost and the General Counsel.

1. In Article 3.2(a) ("Functions and Duties of the President") the Committee suggests adding, at the end of the first paragraph, the following two sentences:

"In the performance of these duties the President shall consult with the faculty. Furthermore, the President shall constitute the chief liaison between the trustees and the faculty, and shall inform each of the views and concerns of the other relating to the programs and administration of the University."

The language would give statutory recognition to the existing understanding at the University about the vital role of faculty consultation in University governance. It would also codify the essential role of the President in serving as the communications link between faculty and trustees. Matters so basic to the governance of the University should, in the Committee's view, be stated explicitly in the Statutes.

2. In Article 3.2(e) ("Removal of the President") the Committee suggests adding the underlined language below to the first sentence:

"The President may be removed only after consultation with the faculty and by the affirmative vote of trustees actually present at a stated or special meeting equal to at least two-thirds of the number of trustees then in office."

This new language would make clear that a President cannot be removed without prior faculty consultation. Again, the Committee believes that this change would usefully serve to codify existing understandings.

3. The Committee suggests rewriting the first paragraph of Article 3.3, which describes the office of the Provost, as follows:

"Functions and Duties of the Provost. The Provost shall be the chief educational officer of the University who is responsible, in association with the President, for the conduct, coordination, and quality of the University's academic programs and for their future development. In the performance of these duties the Provost shall consult with the faculty."

In the Committee's view, it is important that the Statutes contain a description of the duties of the Provost that recognizes the historical pre-eminence of this officer in educational matters, as well as the accepted understanding that the Provost, like the President, consults with the faculty in the performance of his or her duties.

4. The Committee suggests rewriting Article 3.7, dealing with the office of the General Counsel, to make explicit the fact that the General Counsel reports to the President. The Committee suggests the following language:

"The General Counsel is responsible to the President and represents the University in legal matters in accordance with its rules and policies."

We request that you bring these suggestions to the attention of the Trustees.

Martin Pring, Chair
Senate Committee on Administration

Paul Bender, Chair Phoebe Leboy, Chair-elect
Faculty Senate Faculty Senate

Corrections to 5/5/81 Issue

The bulletin on increases in the Blue Cross/Blue Shield rates next year that appeared (page 3, Almanac May 5), was incorrectly attributed to the Office of Personnel Benefits. The signature should have been that of Jon C. Strauss.

In the news item on the Baccalaureate Service (page 5, May 5), the passage reading "...the Rev. Charles Hagen, director, Hillel Foundation..." should have read "...the Rev. Charles Hagen, director, Newman Center; Rabbi Michael Monson, director, Hillel Foundation..." We were not employing an ecumenical message — just dropped a line of type, for which we apologize to both members of the campus ministry. — Ed.

Salary Scales for Nonacademic Positions

For the first time (page 5), the University publishes in full the salary scales of each title. These scales show the range of salaries, and how to relate them to individuals' salaries and advancement.

On Scales, Ranges, and Advancement

For almost a decade, the personnel offices of U.S. colleges and universities have worked to professionalize and regularize the classification of nonacademic positions in our nonprofit institutions. This has been done partly to arrive at a basis for job comparability so that equal-pay-for-equal-work policies can be implemented, and partly as a simple matter of good management — including the retention and promotion of able staff, and the attraction of new staff from the wider community of business, industry and government where we must compete.

It is important, in reading the scales at right, to recognize the significance of grade (the vertical progression of job classifications) versus range (the horizontal delineation of minimum, midpoint and maximum salary for the individual who holds the position).

In the horizontal range that the individual factors of merit and length of service are reflected. There are evaluation systems that help place the incumbent on a range. The horizontal axis represents the lowest starting salary that a supervisor may offer to a person who meets the qualifications for the job as classified, and the midpoint represents the highest starting salary that may be offered. (And this higher salary would require evidence of unusual experience or skills, provided they are actually applicable to the work and will enhance the productivity of the position.)

The maximum serves as the upper limit to what the University thinks is reasonable to pay for a given position. If a significant number of individuals were to reach the maximum of a grade it would signal us that we should look again at what we have priced the positions in that grade. In addition, as an individual approaches the maximum, he or she may want to look for ways to increase the responsibilities within the current position or to enhance his/her readiness for promotion.

A different advance on the vertical scale by several routes: One is promotion within the home unit, or change to a job elsewhere in the University that has a higher grade assignment (more responsibility). Another is, during reorganization of the home unit, the acceptance of new responsibilities of such magnitude that the supervisor may request reclassification of the position to a new grade above without necessarily changing the title. A third, less often accessible, route is reclassification when an incumbent gradually assumes new responsibilities and increases the productivity of the position without formal reorganization of the home unit; in such a case the supervisor may apply for reclassification to reflect a gradual change in the nature of the work.

Most employees are aware of their official titles, but many do not know the grade assigned to each title. One's supervisor and/or the person who handles PAPs in the unit are excellent sources of that information.

It is important to note that the scales themselves are developed from marketplace surveys conducted by the compensation staff. They do not necessarily reflect the funding applied to school and center budgets for annual increase. During the last several years the scales have been increased at a faster rate than nonacademic salaries in general. The result is what is called "compression within the grade" where individual salaries tend to cluster close to the minimum and new people are hired at salaries close to those of longer-service employees. This year's marketplace adjustment, referred to in Dr. Girgis's memorandum on page 2, is an attempt to deal with that problem.

Finally, it is important to note that the refinement of our scales and reward systems is an ongoing process. Like most of our peer institutions we are late to the recognition that we must be as professional as our extramural competition if we hope to have cost-effective support for the academic enterprise of teaching and research, and the students' living and learning experience. We are working toward ever-increasing equity, rationality, and productivity as the nonacademic sector's contributions to the academic goals of the University.

—Gerald L. Robinson
Executive Director of Personnel Relations

(Scales begin past insert)


Professional and Administrative Scale
Annual Salary Figures

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>PA 1</td>
<td>$12,000.00</td>
<td>$16,100.00</td>
<td>$20,200.00</td>
</tr>
<tr>
<td>PA 2</td>
<td>13,100.00</td>
<td>17,800.00</td>
<td>22,500.00</td>
</tr>
<tr>
<td>PA 3</td>
<td>16,250.00</td>
<td>21,750.00</td>
<td>26,075.00</td>
</tr>
<tr>
<td>PA 4</td>
<td>20,500.00</td>
<td>28,675.00</td>
<td>37,250.00</td>
</tr>
<tr>
<td>PA 5</td>
<td>23,600.00</td>
<td>33,250.00</td>
<td>42,925.00</td>
</tr>
<tr>
<td>PA 6</td>
<td>27,125.00</td>
<td>38,225.00</td>
<td>49,325.00</td>
</tr>
<tr>
<td>PA 7</td>
<td>31,150.00</td>
<td>43,925.00</td>
<td>56,700.00</td>
</tr>
<tr>
<td>PA 10</td>
<td>35,950.00</td>
<td>50,575.00</td>
<td>65,400.00</td>
</tr>
</tbody>
</table>

Clerical Scale—35-Hour Work Week
Annual and Hourly Figures

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>C 1</td>
<td>$6,325.00</td>
<td>$7,625.00</td>
<td>$8,925.00</td>
</tr>
<tr>
<td>C 2</td>
<td>7,725.00</td>
<td>9,300.00</td>
<td>11,000.00</td>
</tr>
<tr>
<td>C 3</td>
<td>8,250.00</td>
<td>10,000.00</td>
<td>11,775.00</td>
</tr>
<tr>
<td>C 4</td>
<td>8,775.00</td>
<td>10,725.00</td>
<td>12,650.00</td>
</tr>
<tr>
<td>C 5</td>
<td>9,375.00</td>
<td>11,500.00</td>
<td>13,625.00</td>
</tr>
<tr>
<td>C 6</td>
<td>9,925.00</td>
<td>12,250.00</td>
<td>14,575.00</td>
</tr>
<tr>
<td>C 7</td>
<td>10,575.00</td>
<td>13,100.00</td>
<td>15,650.00</td>
</tr>
<tr>
<td>C 8</td>
<td>11,225.00</td>
<td>14,000.00</td>
<td>16,775.00</td>
</tr>
<tr>
<td>C 9</td>
<td>11,895.00</td>
<td>14,975.00</td>
<td>18,000.00</td>
</tr>
<tr>
<td>C 10</td>
<td>12,655.00</td>
<td>16,050.00</td>
<td>19,300.00</td>
</tr>
<tr>
<td>C 11</td>
<td>13,717.00</td>
<td>17,692.00</td>
<td>20,918.00</td>
</tr>
</tbody>
</table>

Technician Scale—35-Hour Work Week
Annual and Hourly Figures

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>T 1</td>
<td>$7,450.00</td>
<td>$8,925.00</td>
<td>$10,400.00</td>
</tr>
<tr>
<td>T 2</td>
<td>8,225.00</td>
<td>9,900.00</td>
<td>11,575.00</td>
</tr>
<tr>
<td>T 3</td>
<td>9,150.00</td>
<td>11,100.00</td>
<td>13,050.00</td>
</tr>
<tr>
<td>T 4</td>
<td>10,175.00</td>
<td>12,400.00</td>
<td>14,900.00</td>
</tr>
<tr>
<td>T 5</td>
<td>11,625.00</td>
<td>14,775.00</td>
<td>18,000.00</td>
</tr>
<tr>
<td>T 6</td>
<td>14,125.00</td>
<td>17,475.00</td>
<td>20,950.00</td>
</tr>
</tbody>
</table>

Craft and Service Scale
Annual, Weekly, and Hourly Figures

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>KS 13</td>
<td>$6,200.00</td>
<td>$7,775.00</td>
<td>$9,300.00</td>
</tr>
<tr>
<td>KS 14</td>
<td>8,225.00</td>
<td>10,000.00</td>
<td>12,250.00</td>
</tr>
<tr>
<td>KS 15</td>
<td>10,200.00</td>
<td>12,300.00</td>
<td>14,800.00</td>
</tr>
<tr>
<td>KS 16</td>
<td>12,525.00</td>
<td>15,125.00</td>
<td>18,000.00</td>
</tr>
<tr>
<td>KS 17</td>
<td>16,400.00</td>
<td>20,725.00</td>
<td>25,360.00</td>
</tr>
<tr>
<td>KS 18</td>
<td>20,500.00</td>
<td>26,000.00</td>
<td>32,500.00</td>
</tr>
<tr>
<td>KS 19</td>
<td>25,500.00</td>
<td>32,500.00</td>
<td>40,500.00</td>
</tr>
<tr>
<td>KS 20</td>
<td>30,500.00</td>
<td>38,000.00</td>
<td>47,500.00</td>
</tr>
<tr>
<td>KS 21</td>
<td>35,000.00</td>
<td>43,000.00</td>
<td>54,000.00</td>
</tr>
<tr>
<td>KS 22</td>
<td>40,000.00</td>
<td>50,000.00</td>
<td>62,000.00</td>
</tr>
<tr>
<td>KS 23</td>
<td>45,000.00</td>
<td>57,000.00</td>
<td>71,000.00</td>
</tr>
<tr>
<td>KS 24</td>
<td>50,000.00</td>
<td>63,000.00</td>
<td>79,000.00</td>
</tr>
<tr>
<td>KS 25</td>
<td>55,000.00</td>
<td>69,000.00</td>
<td>87,000.00</td>
</tr>
<tr>
<td>KS 26</td>
<td>60,000.00</td>
<td>75,000.00</td>
<td>95,000.00</td>
</tr>
<tr>
<td>KS 27</td>
<td>65,000.00</td>
<td>82,000.00</td>
<td>104,000.00</td>
</tr>
<tr>
<td>KS 28</td>
<td>70,000.00</td>
<td>90,000.00</td>
<td>116,000.00</td>
</tr>
<tr>
<td>KS 29</td>
<td>75,000.00</td>
<td>96,000.00</td>
<td>128,000.00</td>
</tr>
<tr>
<td>KS 30</td>
<td>80,000.00</td>
<td>102,000.00</td>
<td>144,000.00</td>
</tr>
<tr>
<td>KS 31</td>
<td>85,000.00</td>
<td>108,000.00</td>
<td>156,000.00</td>
</tr>
</tbody>
</table>

Craft and Service grades start at 13.

ALMANAC May 12, 1981
Academic Calendar

May 15 Ivy Day
May 16 Alumni Day
May 17 Baccalaureate Service: organ recital. 2:30 p.m.; service, 3:30 p.m., in Irvine Auditorium.
May 18 Commencement
May 19 First summer session begins

Exhibits

May 15-17 The Class of 1981 Art Exhibits features works of graduating seniors majoring in fine arts, sponsored by General Alumni Society and PUC at Bowl Room, Houston Hall. Opening May 15, 4-6 p.m.
May 22-24 The Department of Landscape Architecture and Regional Planning presents Penncamp '75, an exhibition of the accomplishments made by the Department and its alumni during the past 25 years, at Central Gallery, GSFA. Opening May 22, 5-7 p.m.
May 22 through August 29 Echoes of the Samurai, a Japanese arms and armor exhibit with helmets, weapons, samurai swords and body armor dating from the 17th-19th centuries at the University Museum; accompanied by a continuously-run video-film on the making of sword guards) produced by the Japan Foundation.
Through May 18 Master of Fine Arts Exhibit, showing works of graduating painters, sculptors and printmakers of GSFA, at the ICA.
Through May 29 Exhibition of paintings and pastels by Penn alumni Michael Neff and Claire Marcus, at the Faculty Club Gallery.
May 24 Through June African Sculpture from the Collections, more than twenty masks and statues from sub-Saharan Africa at the Sharpe Gallery of the University Museum.
Through August The Egyptian Mummy: Secrets and Science, the exhibition conveys Egyptian ideas about life after death and health and disease patterns; at the University Museum.

University Museum Gallery Tours

May 13 Biblical Archaeology
May 17 Peru Before the Incas
May 20 Sub-Saharan Africa

All tours begin inside University Museum's main entrance at 1 p.m. and last 45 minutes. $1 donation requested.

Films

Through August 31 Mummy 1770. The Unwrapping and Egypt's Pyramids, Houses of Eternity, shown in conjunction with the current exhibition The Egyptian Mummy: Secrets and Science, Saturdays at 1:30 and 2:30 p.m., Sundays at 1:30 p.m. in Harrison Auditorium of the Museum.

Meeting

Trustees Executive Board: May 14, 2:30-3:30 p.m. in the Tea Room, Faculty Club. Observers must register in advance with the Secretary of the University, Ext. 7005.

Music

May 15 Penn Glee Club presents Double Take, the 119th annual production, 8 p.m. at Zellerbach Theatre, Annenberg Center.
May 17 Organ Recital preceding Baccalaureate Service, by alumnus Christopher McCutcheon, accompanied by Gwyneth Leech. 81 and Deborah Wong, 81 on flutes, 2:30 p.m. at Irvine Auditorium. The Penn Glee Club will sing three anthems during the service.

The President and Provost present a Commencement Concert featuring Nancy Wilson, to celebrate the Year of the Black Centenary. 8:30 p.m. at Irvine Auditorium. Ticket information, Ext. 4410.

Religion

Ecumenical Eucharist 12:10 p.m. Fridays at the Christian Association. A gathering for new and informal ways of sharing communion.
Ecclesial Weekly services at St. Mary's Church. Information: 386-3916.
Jewish Orthodox and Reform services are held at Hillel and Conservative services, at the Christian Association Auditorium Fridays. Shabbat morning services (Conservative and Orthodox) are held at Hillel 9:30 a.m. Saturdays.
Lutheran Eucharist service 11 a.m. Sundays at the Lutheran Student Center. Information: 387-2885.
Muslim The Muslim Student Association hosts Jumma congregational prayer and meeting, 12:30 p.m. Fridays, at Room 245, Houston Hall.
Roman Catholic Midnight mass Saturdays: masses at 9:30 and 11 a.m. and 5 p.m. on Sundays; daily mass at 12:05 p.m. Holy days at 12:05, 5:15 p.m. at the Newman Center.

Special Events

Through May 13 Department of Statistics hosts Conference of Professional Association at Hilton Hotel. For information call Nancy Scherer at Ext. 8223 or Donald Morris at Ext. 2229.
Through May 15 Spring Festival and Plant Sale of the Morris Arboretum features plant clinic, tours of grounds and several tree-climbing demonstrations; plant booths and information. Festival hours: 10 a.m.-5 p.m. Admission: $1 for adults, 50 cents for children and senior citizens. Call 247-5777 for information.
Through June 5 Registration for English classes at International House, every Monday, Tuesday and Friday, 10 a.m.-4 p.m. by personal interview. Call 387-5125, Ext. 225 for more information.
May 15 Dedication of the New Veterinary Hospital with guest speaker, Roger Caras, noon; tours, 1 p.m.; reception, 2 p.m. at the new hospital, 39th and Pine Streets.
Third Annual Smokey Joe's—University of Pennsylvania Golf Outing, call Gerald Beaver at Ext. 4773 for reservations and information.
Martin Scorsese, film director of Raging Bull and Taxi Driver, will address the senior class at Ivy Day, and senior honor awards will be presented, 4 p.m. at Irvine Auditorium.
May 15-16 The School of Medicine presents Medical Alumni Weekend. For more information call Nancy Wink at Ext. 8006.
May 16 Third Annual Alumni Run, post entries, 7:45-8:45 a.m.; 5:00 meter race begins 9:15 a.m. at Franklin Field. The Class of 1981 marches down Locust Walk in the traditional Alumni Day Parade of Classes. President Sheldon Hackney reviews the parade, 2 p.m.
May 17 Baccalaureate Service, organ recital by Christopher McCutcheon accompanied by Gwyneth Leech and Deborah Wong on flutes, 2:30 p.m.; baccalaureate address by Rt. Rev. Lyman C. Ogilvy, Episcopal Bishop of the Diocese of Pennsylvania, service conducted by the Rev. Stanley Johnson, chaplain, assisted by the Rev. Charles Hagan, director, Newman Center; Rabbi Michael Monson, director, Hillel Foundation, and the Rev. Ralph Moore, director, Christian Association with remarks by Dr. Hackney; 3:30 p.m. at Irvine Auditorium.
May 18 Commencement Exercises, Civic Center Convention Hall doors open 9:30 a.m.; Pennsylvania Pro Musica, a percussion and brass ensemble, and the Glee Club will perform; student procession 10 a.m.; academic procession 10:30 a.m., commencement address by Vernon Jordan, president, National Urban League. Honorary degrees will be awarded to six recipients.
May 22-24 25th Anniversary of the Department of Landscape Architecture and Regional Planning. Opening of the Penncamp '75 exhibition and cocktail reception 5-7 p.m., May 22; conference sessions and dinner, May 23; first meeting of Penncamp Alumni Association, May 24. For information call Marie Komansky, Ext. 5967.

Sports

May 12 Men's Baseball vs. Delaware, 2 p.m. at Bower Field.
May 13 Men's Lacrosse vs. Cornell, 4 p.m. at Franklin Field.
May 15 Women's Tennis. EAIAW at Lost Tennis Courts.
May 23 Heavyweight Crew vs. Cornell (Madeira Cup), 10 a.m. at Schuylkill River.

Nancy Wilson helps Penn celebrate the Year of the Black Centenary with a concert, May 17.
School Convocations Following Commencement

Graduates will receive their diplomas as indicated below immediately following Commencement, at 12:15 p.m., or as noted. Families and friends are welcome.

The Faculty of Arts and Sciences
Diplomas: 117 Logan Hall
Luncheon: Hill House
The College of General Studies: 210 Logan Hall
The School of Engineering and Applied Science
Undergraduate Diplomas: Harrison Auditorium, University Museum (entrance via 33rd Street)
Graduate Diplomas: Biddle Hall
Reception: West Lawn, Towne Building

The Wharton School (undergraduate)
Diplomas: 110 Centenary Hall
Reception: Stouffer Triangle

The Wharton Evening School
Diplomas: 137 Centenary Hall
Reception: Stouffer Recreation Room

The Wharton Graduate Division
Luncheon: Plaza Ballroom, Civic Center, 1 p.m.
One: Civic Center Auditorium, Hall

The School of Nursing: Records Office, Nursing Education Building, Room 474
The School of Allied Medical Professions: Auditorium, Nursing Education Building, 2 p.m.

The Graduate Faculties
Diplomas and Reception: 200 College Hall
The School of Medicine
Ceremony: Irvine Auditorium, 3:30 p.m.

The Law School: At the school, 1 p.m.

The Graduate School of Fine Arts: Gallery, Fine Arts Building
The School of Dental Medicine: Irvine Auditorium, 12:30 p.m.

The School of Veterinary Medicine: Zellerbach Theatre, Annenberg Center, 2:30 p.m.

The Graduate School of Education
Ceremony and Reception: Social Science Plaza, 3700 Walnut, 3 p.m.

The School of Social Work: Harrison Auditorium, University Museum, 3 p.m.

The Annenberg School of Communications: Conference Room, Annenberg School
The School of Public and Urban Policy: Dean’s Office, Fels Center

A-3 Assembly Holds Annual Elections

The A-3 Assembly will hold its ninth annual elections on Tuesday, May 19, noon-2 p.m. Voting is open to all A-3 employees of the University. Positions to be elected include Spokesman for the Assembly, two seats on the Steering Committee, and 11 seats on the Coordinating Committee for 1981-82. Candidates for those positions are as follows:

Spokesman
Roosevelt Hicks, estimator, Physical Plant, Engineering Services
Patty Lynn Dopiela, secretary III, assistant to director of placement

Steering Committee
Louise Andrews, history technician, School of Veterinary Medicine
Patty Lynn Dopiela (see above)
Harry Hance, laboratory curator, MDL, School of Veterinary Medicine

Coordinating Committee
Ernest Antonino, Wharton Duplicating Center
Michael Castaldo, Office of Vice Provost for University Life
Rachel Clifton, executive secretary to the Vice Provost for University Life
Roosevelt Hicks (see above)
Nancy Farrell, secretary, Electrical Engineering
Marion Friedman, secretary III, FAS Advising
Gereth Gaterward, secretary to the associate treasurer, Office of the Treasurer
Harry Hance (see above)

Betsy Hutt, secretary III, Physics Department
Joseph Kane, electrical technician III, Radiation Safety Office
Ingis Larson, secretary, Wharton Executive Program
Phyllis Pompa, administrative assistant, Graduate School of Education
Nancy M. Rodgers, Office of Student Financial Aid
Margaret Sabre, secretary III, Development and University Relations
Theresa Singleton, Graduate School of Education
Celia Slom, clerk III, records and files, Undergraduate Admissions
Leigh S. Vogel, project budget assistant, EES Department, Moore School of Electrical Engineering
Jacqueline Washington, administrative assistant, Classical Studies
Virginia Wojnowicz, secretary, Radiation Safety Office

Polling places will be at the following locations:
Centenary Hall, lobby; College Hall, main lobby; Chemistry, Room 125; Edgar Fabs Smith, Room 118; DRL, Room 264; Dental School, Duplicating Room; Franklin Bldg., lobby, NEB, main desk; Piersol, Room 204; Richards, Room 201 first floor, outside elevator; Towne Bldg., inside west door, University Bookstore, main office; Veterinary School, Room 151 (in NBC/Vet., to be posted). These polling places will be open noon-2 p.m.

Special Programs

Crosscurrents in Nineteenth Century American Painting and Delicate and Dispatch: Ocean Liners of The North Atlantic are two of the special programs offered by the College of General Studies, Summer Sessions Office.

During the second half of the nineteenth century, American artists produced a rich and varied spectrum of work. Crosscurrents in Nineteenth Century American Painting, a slide lecture and gallery talk, presented in cooperation with the Philadelphia Museum of Art, will examine the Hudson River School, Luminist and Landscape Painters, and the portrait and genre scenes of Mary Cassatt, Thomas Eakins, and Winslow Homer. There will be two sections: May 12 and 18; the fee will be $10.

The great ocean liners that crossed the North Atlantic during the first part of the twentieth century evoke memories of a magical era before travel by air was popularized, and going by ship was "the only way to cross." Delicate and Dispatch: Ocean Liners Of The North Atlantic is a slide-illustrated lecture by John Maxtone-Graham, author of The Only Way To Cross. The author will explore the social life on board, the technology used to power the liners, their structure and interior decoration and their enduring influence on design. The session will be May 24; fee will be $12.

For further information about either program contact Summer Sessions, 210 Logan Hall, Ext. 7327.
Opportunities

Accountant I (3583) $11,400-$15,800.
Accountant II (3887) $14,200-$19,625.
Accountant, Operations (3814).
Applications Programmer II (3747) $16,325-$22,600.
Assignment/Billing Officer (3793) $11,400-$15,800.
Assistant Bursar (3881) $14,200-$19,625.
Assistant Director (3753).
Assistant Director, Placement (3915) $11,400-$15,800.
Assistant to the President (3914).
Assistant to Treasurer (3901).
Assistant to Vice Provost (3869) $14,200-$19,625.
Assistant Trainer (3835) $10,025-$13,425.
Assistant to Director of Graduate and Professional Aid (3912) $11,400-$15,800.
Secretary, Technical Word Processing (3904) Hourly wages.

Support Staff

Administrative Assistant I (3933) plans and monitors budgets and purchases; coordinates secretarial and clerical work; performs office records; performs secretarial duties (ability to organize and supervise, knowledge of University procedures and services, excellent typing and use of dictaphone, three years’ administrative and secretarial experience) $8,775-$10,850.
Administrative Assistant I (7 positions) $8,775-$10,850.
Assistant to Vice Provost (3867) $8,250-$10,875.
Bookkeeper (3867) $8,250-$10,875.
Buyer (3823) $8,250-$10,875.
Buyer II (3832) $8,775-$10,875.
Cleaner (3863) $7,750-$9,750.
Coordinator, Court House Programs (3786) develops educational programs and resources for college house systems; serves as a liaison between Vice Provost and college house masters and chief person for Council of Masters and Resident Life, physical plant (academic credentials to teach accredited courses; familiarity with college house system; administrative experience; ability to interact with faculty, administrators and students) $16,325-$22,600.
Department Head I (3926) organizes, administers and operates Library of the School of Engineering and Applied Science; develops collection; provides library services; reports to Director of Libraries (ALA accredited MLS required; experience in engineering or science/technology oriented library; academic preparation in science and/or technology) $14,200-$19,625.
Director (3873) $11,400-$15,800.
Director, Admissions Data Systems (3569) $16,325-$22,600.
Director of Internal Audit (3583).
Director, University Bookstore (3650) $11,400-$15,800.
Education Coordinator I (3928) coordinates educational programs and resources for physically disabled; plans, implements programs and resources; develops and implements programs in psychology, social work; one year’s experience in educational training for disabled) $11,400-$15,800.
Environmental Safety Officer (3716).
Environmental Safety Officer, Research (3716).
Environmental, Safety Officer, Research (3716).
Foreign Student Advisor (3922).
Foreign Student Advisor (3922).
Freight Claims (3872) $8,250-$10,875.
Freight Claims II (3873) $8,775-$10,875.
Freight Claims III (3874) $9,600-$11,700.
Freight Claims IV (3875) $10,375-$12,525.

Save for Summer

Next week, May 19, will be the last issue of Almanac for the semester. Anyone interested in finding a new position at the University may wish to save the list of personnel bulletin boards at: Anatomy-Chemistry Building; near Room 358.
Centennial Hall: lobby.
College Hall: lobby.
Dental School: first floor.
Franklin Building: near Personnel (Room 130).
Johnson Pavilion: first floor, next to directory.
Law School: Room 28, basement.
Leidy Labs: first floor, outside Room 102.
Logan Hall: first floor, near Room 117.
LISIM: first floor.
Richards Building: first floor, near mailroom.
Rittenhouse Lab: east staircase, second floor.
Towne Building: medicine lobby.
Van Pelt Library: ask for copy at Reference Desk.
Veterinary School: first floor, next to directory.

For further information, call personnel services, 243-7284.
The University is an equal opportunity employer. Where qualifications include formal education or training, significant experience in the field may be substituted. The two figures in salary listings show minimum starting salary and maximum starting salary (midpoint). Some positions listed may have strong internal candidates. If you would like to know more about a particular position, please ask at the time of the interview at a personnel counselor or hiring department representative. Openings listed without salaries are those in which salary is to be determined. Resumes are required for administrative/professional positions.