

Almanac

Volume 21, Number 18

January 21, 1975

Published Weekly by the University of Pennsylvania

- Primary Health Care • HONORS • DEATHS
- Human Beings in Research • GRANT DEADLINES
- Personnel Benefits: Doing Good Wisely (Abel)
- A Neighbor Shares a Bus
- OPENINGS • Women's School
- THINGS TO DO

SENATE

NOMINATING COMMITTEE ELECTED

Since no additional nominations by petition have been received within the allotted time, the Advisory Committee's slate for the Nominating Committee is declared elected. Those elected are:

Elizabeth Flower (Philosophy)
Ward Goodenough (Anthropology)
Peter Hand (Veterinary)
Robert Hanna (Landscape Arch & Regional Planning)
Ella Haugaard (Medicine)
Howard Lesnick (Law), *chairman*
John Quinn (Engineering)
David Solomons (Accounting)
Vincent Whitney (Sociology & Demography)

REQUEST FOR NOMINATIONS FOR OFFICES AND MEMBERSHIP ON COMMITTEES

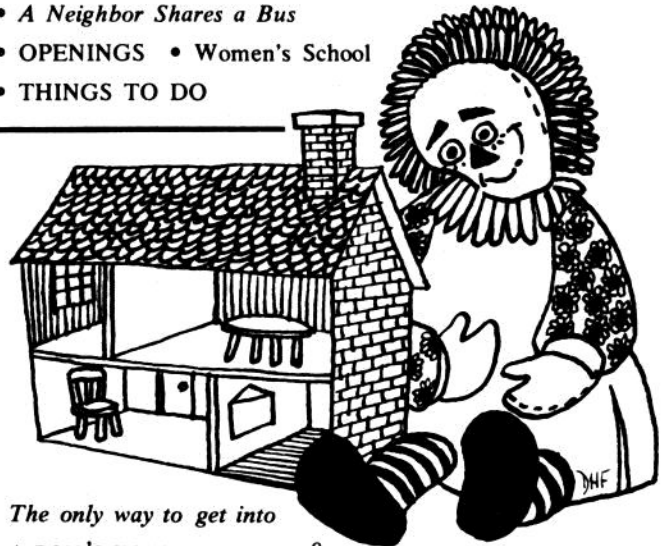
Pursuant to Section 11 (b) (I) and (II) of the Rules of the Faculty Senate you are invited to suggest candidates for the posts and terms stated below, with supporting letters if desired. Candidates' names should be submitted promptly to the *Secretary of the Senate*, Maria Z. Brooks, c/o Faculty Senate Office, 303A College Hall/CO or to the *Chairman of the Nominating Committee*, Howard Lesnick, 137 Law/14.

The following eleven posts are to be filled for 1975-76:

Chairman-Elect of the Faculty Senate (1 yr)
(Incumbent: Ralph Amado)
Secretary-Elect of the Faculty Senate (1 yr)
(Incumbent: Steven C. Batterman)
Four Members of the Senate Advisory Committee (3 yrs)
(Incumbents: William G. Grigsby, Benjamin F. Hammond,
David T. Rowlands, Dell H. Hymes)
Two members of the Senate Advisory Committee (2 yrs)
(Incumbents: John A. Quinn, Robert L. Shayon)
Two Members of the Senate Committee on Academic Freedom and Responsibility (3 yrs)
(Incumbents: Lawrence Klein, Donald Silberberg)
One Member of the Replacement Pool for Academic Freedom and Responsibility (3 yrs)
(Incumbent: Madeleine Joulie)

At least 42 days prior to the spring meeting the list of candidates that will have been compiled by the Nominating Committee will be circulated to the Senate membership, with an invitation for additional nominations via petition, if any, in accordance with the Rules, Sec. 11(b) (III) and (IV).

—*Maria Z. Brooks, Secretary*



The only way to get into

A DOLL'S HOUSE . . . page 8.

Giving to Penn: Up in '74

Gift receipts for the first six months of the current year have reached \$20.2 million, a significant increase over the amount received in the same period last year, Senior Vice President for Development E. Craig Sweeten has announced.

The comparable figure on December 31 last year was \$11 million. The \$20.2 million received so far is equal to four-fifths of last year's twelve-month total, Mr. Sweeten said. Last year's \$24.5 million was itself an all-time high in total private gifts, and the year was the ninth in a row in which giving topped \$20 million.

Most of the increase is in the capital area, where gifts are designated by the donor for specific programs or projects, Mr. Sweeten added. "However, the six-month figures for Annual Giving, providing unrestricted funds that make a direct impact on the operating budget, also show a welcome upward trend." As reported by Annual Giving Chairman William D. Patterson, the six-month figure this year is \$885,000, compared to \$782,000 at this time last year. The number of donors increased from 8500 for the period last year to 9800 this year.

Particularly encouraging is continued strong support from corporations, foundations and voluntary associations, Mr. Sweeten continued. Last year's record totals from these sources have more than doubled for the comparative six-month totals: \$14.3 million versus \$6.2 million. Corporate giving has increased from \$1.4 million to \$2.3 million; foundation gifts from \$4 million to \$10.5 million; and association support from \$800,000 to \$1.4 million. Total corporate, foundation and association gifts account for nearly 70% of all voluntary support of the University this year to date, and are largely responsible, Mr. Sweeten said, for Pennsylvania's remarkable fund-raising success in a period of economic uncertainty.

Associate Dean: Dr. Girifalco

Dr. Louis A. Girifalco, professor of metallurgy and materials science and former director of the Laboratory for Research in the Structure of Matter, has been named Associate Dean for Graduate Education in the College of Engineering and Applied Science. He will be responsible for graduate education and

PRIMARY HEALTH CARE

The Commission on Education for Primary Health Care is the most important committee, task force, or commission that I have named since I have been Vice President for Health Affairs.

Few academic health centers in the nation have the talent and the resources that the University of Pennsylvania has to apply to the development of new and imaginative programs in primary health education and health delivery. This statement may appear paradoxical to those who understand the character and traditions of the University of Pennsylvania health schools. Our schools have been leaders in research, the training of teachers, and in the generation of specialists rather than family practitioners. However, we sponsor a model inner-city health maintenance organization, a center for the organization of emergency medical services, a family nurse practitioner program to deliver primary care, and an institute of health management and health economics. We have nine affiliated hospitals, in addition to the two University-owned hospitals. We share responsibility for two family practice residency programs in community hospitals, and we are involved in the organization and testing of various models of primary health delivery teams. In addition, health education is a major theme of the entire University, not only the health schools. In the last academic year health and health-related courses were given in thirteen of the fourteen schools within the University.

These extensive programs are not as well organized as they might be nor has there been a clear definition of the educational and service goals for the University and its health schools. Society and governments are dissatisfied with the availability of health services, particularly in the inner-cities and rural areas. They are placing demands on academic health centers that will be difficult to satisfy. No two academic health centers have the same talents, resources, and aspirations. The purpose of this commission is to examine our own institution in depth and recommend courses of action in the education and training of primary health professionals at the University of Pennsylvania. Hopefully the published results of the activities of the Commission will help chart our future course and assist other universities that are grappling with the same issues.

—Thomas W. Langfitt

PUBLIC SESSIONS SCHEDULED

In preparing its report on education for primary health care, the new commission headed by Drs. Alfred Fishman, chairman, Henry Riecken, vice chairman and Denis Lucey, secretary will follow the model used earlier to solicit advice on the phasing-out of the diploma nursing program at HUP: invitation of outside experts for consultation, combined with well-publicized open hearings where the opinions of all concerned may be presented. The Commission will soon release an inventory of present educational programs that relate to primary health care. It has scheduled two all-day symposia (details to be announced) and a series of hearing dates. Symposia and hearings will be open to interested members of the public; those who wish to present views are asked to furnish a short written statement in advance to help in scheduling related subject matter and to prevent duplication. All sessions will be in the sociology department, second floor conference room at McNeil Building, on the dates that follow:

February 4	<i>Symposium</i>	all day
March 20	<i>Symposium</i>	all day
January 27	Testimony	9:30-12:00
February 3	Testimony	9:30-12:00
February 10	Testimony	9:30-12:00
March 12	Testimony	9:30-12:00
March 24	Testimony	9:30-12:00
March 26	Testimony	9:30-12:00
March 31	Testimony	2:30-5:00

research at CEAS and serve as budget coordinator there. Dean Arthur E. Humphrey said the new associate dean's immediate objectives will be to develop the energy engineering program and coordinate the growing number of bioengineering programs; develop joint seminars, research activities and programs with other faculties in the University; coordinate the directions and modes of graduate research at CEAS; and upgrade physical facilities for research.

Dr. Girifalco plans to continue his teaching and research, which includes studies of defects and diffusion in metals, the statistical mechanics of crystals and metallic bonding and its application to metallurgical phenomena.

After serving as head of NASA's solid state physics section, he joined Pennsylvania in 1961 as an associate professor, became full professor in 1965, director of LRSM in 1967 and director of the School of Metallurgy and Materials Science in 1972. He is the author of three textbooks and over fifty scientific papers and articles and a member of several professional societies including The American Physical Society, The American Association for the Advancement of Science and The Metallurgical Society of AIME.

Oral Surgery: Dr. Guernsey

Col. Louis H. Guernsey, D.D.S., Chief of Walter Reed Army Medical Center's department of dentistry and Dental Surgeon for the Military District of Washington since 1973, has been named chairman and professor of oral surgery at the University's School of Dental Medicine.

Beginning his active duty in World War II, Dr. Guernsey has served as Chief of Oral Surgery and Dental Service at the 11th Field Hospital in Augsburg, Germany; at Martin Army Hospital, Fort Benning Georgia; and at the 97th Field Hospital in Frankfurt, Germany. He was promoted to colonel in 1967, and joined Walter Reed General Hospital's staff as Chief of Oral Surgery the following year. He was also Director of Oral Surgery Intern and Residency Training there. Dr. Guernsey has also been a visiting professor in oral surgery at Baylor and Georgetown and held major advisory posts in dental professional organizations.

His civilian appointments include Gooding Memorial Hospital, Gooding, Idaho; Idaho State Tuberculosis Hospital; Washington Memorial Center; and Montgomery General Hospital in Olney, Maryland.

Dr. Guernsey is a 1947 honor graduate of the School of Dental Medicine here, and took an M.S. from the Graduate School of Medicine in 1956. He also holds a B.S. in education from New York University in 1959. Among his honors is the 1972 Harold W. Krogh Memorial Award from the Washington Chapter of the American Cancer Society for service to the profession in oral cancer control.

Graduate Surgery: Dr. Nemir

Dr. Paul Nemir Jr., a former dean of the Graduate School (now Department) of Medicine, has been named chief of surgery at Graduate Hospital, Vice President for Health Affairs Thomas Langfitt has announced.

Dr. Nemir completed his residency in surgery at HUP in 1951 and has spent his entire career at Graduate Hospital, the unit of Penn's Medical Center that was GSM's counter part to HUP as a teaching hospital. Long noted for its training of physicians of nations around the world as well as for this country, Graduate Hospital recently installed a unique center city activity, Penn-Urb, which is a prototype for comprehensive health care delivery. The Hospital at 19th and Lombard is also due for upgrading of physical facilities in the near future. President Martin Meyerson said on the announcement of Dr. Nemir's selection as chief of surgery.

HONORS

ELECTIONS AND APPOINTMENTS

Helena F. Clark, director of the Law School placement service, is president of the National Association for Law Placement, a national organization which met first at Penn in 1971.

Dr. David K. Detweiler has been elected to the Institute of Medicine of the National Academy of Sciences.

Dean Alice Emerson has been elected to the board of directors of the Girard Company and Girard Bank.

Dr. Harvey L. Garner has been elected a Fellow of the Institute for Electrical and Electronics Engineers.

Dr. Aravind K. Joshi, chairman of the computer and information science department, is the new president of the Association for Computational Linguistics.

Dr. Howard E. Mitchell was appointed to the review panel for the museums and historical societies program of the National Endowment for the Humanities.

Dr. Max Silverstein has been named to the National Advisory Mental Health Council, the principal policy-setting group of the National Institute for Mental Health.

Dr. Marvin E. Steinberg was named president-elect of the Eastern Orthopaedic Association.

SERVICE TO THE UNIVERSITY

Seven alumni and one student received *Awards of Merit* at campus Founders' Day ceremonies last weekend. Honored for outstanding service to the University were: *Jean Rosenthal Bellet*, CW'41; *Robert E. Derby*, Eng. '38, '49; *A. Richard Gerber Esq.*, Wh. '56; *Joseph R. Gilhooly*, Wh. '48; *John P. Hellwege*, C'56 and Dent. '59; *Rosemary Mazzatenta*, Ed. '53, '56; *Elaine H. Nagler*, CW'38 and *James B. Wallingford*, Wh. '75. Awards of Merit were also given to the *classes of 1919, 1924 and 1963*.

DEATHS

Lillian Blackwell (November 7 at 73), a housekeeper here for forty-three years until her retirement in 1965.

Arthur F. Deam (November 9 at 79), who came to Penn in 1945 as chairman of the architecture department. He retired as emeritus professor in 1956.

Jane M. Lewis (November 30 at 66), who held a variety of clerical positions here from 1936 until her retirement in 1971.

James S. Lucas, Jr. (December 11 at 65), who retired in 1971 after seventeen years as a gardener here.

James A. Mulhern (January 12 at 84), emeritus professor of education and noted historian. A native of Dublin, he received his M.A. and Ph.D. degrees here, joining the faculty as an instructor in 1925. His book "History of Education" was cited by the National Science Foundation as one of the outstanding books of the year when first published in 1946. He is survived by his wife, the former Maud Kelly.

Michael J. Nimtz (December 4 at 29), a doctoral candidate in anthropology who was returning from the University's Iranian expedition at the time of his death.

Linda E. Pekus (December 5 at 26), a first-year graduate student, School of Nursing.

Helen Delano Piersol (December 27 at 92), widow of Dr. George Morris Piersol, Penn professor of medicine and rehabilitation until his death in 1966. She served for many years on the Woman's Board of Graduate Hospital.

Clyde Washington (December 29 at 36), assistant football coach from 1970 to 1973.

Clifford H. Wood (December 15 at 61), came to Penn in 1942 as an instructor of physical education; he also served as supervisor of Hutchinson Pool and Gym during the summers.

SAFEGUARDING HUMAN BEINGS IN RESEARCH

A new 22-page handbook, *Human Beings in Research: University of Pennsylvania Policies and Procedures*, has been prepared by the Office of Research Administration with the cooperation of the Vice President for Health Affairs and his 30-member interdisciplinary Committee on Studies Involving Human Beings, which will help implement the newly-codified policies and procedures.

ORA has distributed the manual widely but stocks additional copies for those interested, Director Reagan A. Scurlock said. In addition ORA has examination copies of other pertinent documents such as DHEW regulations, the Helsinki Declaration and the Nuremberg Code. For information: Ext. 7293.

GRANT DEADLINES

The Office of Research Administration announces the following deadlines for grants from outside agencies, and for University-funded grants available to faculty here. For additional information: Anthony Merritt, Ext. 7293.

NATIONAL SCIENCE FOUNDATION

1/31/75 Research on General Revenue Sharing. Brochure available at ORA.

2/7/75 Faculty Fellowships in Science Applied to Societal Problems. Applicants must have at least 5 years' teaching experience. Request brochure E-76-16 from NSF, 1800 G Street, N.W., Washington, D.C. 20550. (202) 282-7595.

3/1/75 NATO Senior Fellowships. Short term awards—1 to 3 months—for U.S. citizens 5 or more years beyond doctoral degree. For information call (202) 282-7595.

U.S. PUBLIC HEALTH SERVICE

2/1/75 New Research Grant Applications. Forms available in ORA.

2/1/75 National Institute of Dental Research. Nutrition research program focused on role of nutrition in prevention of oral disease. Additional deadline for program will be **June 1, 1975**. Contact Paul D. Frazier or Matthew A. Kinnard, NIDR (301) 496-7808 for further information.

2/1/75 National Cancer Institute. Clinical Cancer Education Grants. Additional deadlines for this program June 1 and October 1, 1975.

NATIONAL ENDOWMENT FOR THE HUMANITIES

3/15/75 Education Project Grants.

4/1/75 Planning Grants (Education Programs). Write Director of Education Programs, NEH, Washington, D.C. 20506 for brochure and application material.

U.S. DEPARTMENT OF TRANSPORTATION

4/1/75 University Research for Solution of Transportation Problems. Write Office of University Research (TST-60) Office of the Secretary, U.S. Department of Transportation, Washington, D.C. 20590 for booklet.

U.S. PUBLIC HEALTH SERVICE

2/1/75 Alcohol, Drug Abuse and Mental Health Administration. Institutional Grants for National Research Service Awards, for Predoctoral and Postdoctoral Training. Forms available at ORA.

2/15/75 National Institutes of Health. Institutional Grants for National Research Service Awards for Predoctoral and Postdoctoral Training. Forms available at ORA.

Personnel Benefits: Doing Good Wisely

by Jacob M. Abel

Did Plato's cook have Blue Cross?

When tracing the development of the modern university, historians often begin with the simple model of the scholar and a student. Growth in stages to numbers of students and several scholars expert in diverse fields soon follows, and the trend leads easily to the creation of our present-day large institutions of higher education. What is usually ignored in recounting this history is the substantial set of auxiliary functions and obligations of an entirely nonacademic nature which the academy acquired as a consequence of its growth. Even in the simplistic model, the scholar and the student required shelter and a meal or two. If they were continuously involved¹ in their studies, then it made sense at some point to hire a cook, the primary ancestor of today's administrative and support personnel. Thus with its founding, the academy became at the same time a landlord, the operator of a dining service and an employer.

It is sometimes in its role as employer that a university is least comfortable, fearing that the business of hiring and compensating large numbers of employees will intrude upon its main function, scholarship. Ironically though, it is when the university fails to carry out the business of hiring and compensating in an efficient, intelligent and humane manner that the institution's mission suffers most. What began as the simple process of handing over coins from a leather pouch has evolved into an intricate and complex system of compensation, wherein the employer, in addition to paying wages, is required by law to contribute to social programs which enhance the financial security of the employee: for example, Social Security, Workman's Compensation, and Unemployment Insurance. Also, during the twentieth century American employers have moved in increasing numbers towards providing additional employment benefits as part of their compensation programs, the most significant of which also contribute to the employees' financial security: for example, life insurance, pensions, and medical insurance. While many of these programs were instituted as part of the settlement of sometimes violent collective bargaining processes, these personnel benefits not mandated by law are referred to as "Voluntary Benefits", even though the employer may have been a most reluctant party to the compensation agreements. Sometimes the employer's only contribution to a particular program may be the administration of it—processing payroll deductions, keeping records—while the employee pays the major part of the program's cost; though today, under the pressure of employee demands and the stimulus of the United States tax law, the company-paid benefit is becoming the rule. Just what that stimulus is, quantitatively, will be discussed later. To the employer's dismay, virtually all voluntary benefits are subject, in time, to a changing attitude on the part of the employees. The benefit which is heralded as an unparalleled display of generosity or progressiveness by the employer at the time of its institution inevitably comes to be regarded as a "right" by employees who are hired subsequently.

Although Plato's cook undoubtedly did not "have Blue Cross", he probably viewed the leftovers as his "by rights", and even the clerk in a Victorian-era office anticipated his Christmas goose from the firm with as much confidence as he anticipated the coming of the holiday itself. The changes that have taken place in the ways and means of compensating employees rival in scope and complexity the changes which have taken place in scholarship itself. Indeed, compensation has become an important subject for scholarship in schools of business administration. In today's climate it is important that all parties involved become aware of the details of the interplay among wages, benefits and the cost of compensation, and of the opportunities and compelling needs for changes in programs of personnel benefits.

A DOLLAR IS NOT A DOLLAR

In view of the substantial inflation which has been experienced and the University's inability to adjust salaries for change in the cost of living, the question of how to divide any increases in compensation between direct increases in salary and the purchase of new or improved voluntary benefits requires serious attention. It is interesting and worthwhile to trace the economic consequences of increasing a typical employee's salary by one dollar per month in terms of what the employee receives and what it costs the employer. It is painfully familiar to everyone that a one-dollar increase in monthly salary *never* appears as a one-dollar increase in take-home pay. What is probably not so well understood is that the granting of a one-dollar increase in monthly salary costs the employer significantly more than one dollar. The discrepancy between incremental cost of compensation and the employee's increment in net take-home pay is of primary importance in the consideration of apportioning increases between salary and benefits. The size of that discrepancy varies widely, depending upon the salary level and tax status of the employee, but in no case is it likely to be less than 30 cents for each dollar of nominal salary increase, and it may reach as much as 50 cents for more highly paid employees. The number of possible models of salary and tax status which could be treated in this discussion is too large to be considered in detail; however, one or two examples can illustrate the point. The table below lists the major components of the incremental costs of compensation and the deductions from salary which would be experienced by an A-3

Effect of One-Dollar/Month Salary Increase					
A-3 (less than \$14,100/year)		A-2 (more than \$14,100/year)			
Cost of Compensation	Employee Receives	Cost of Compensation	Employee Receives		
Salary	1.00	Salary	1.00	1.00	
FICA	+ .0585	FICA	- .0585	TIAA-CREF	.09
Pension	+ .025	Federal Tax	- .10	Group Life	+ .014
MISC	+ .01	State Tax	- .02	MISC	.02
		City Tax	- .03	Federal Tax	- .15-.35
				PA State Tax	- .02
				City Tax	- .03
COST	1.09	NET RECEIVED	.79	COST	1.12
				NET RECEIVED	.80-.60

¹ The committee had not been invented yet.

employee who earns less than \$14,100² per year and by an A-2 employee earning more than \$14,100 per year.

It can be seen that in the A-3 model the incremental cost of compensation is \$1.09, while the increase in take-home pay is roughly \$.79. In the case of the higher-paid A-2 employee, the cost becomes \$1.12 and the net increase in take-home pay may range between \$.60 and \$.80. The corresponding computation for the case in which a compensation increase of one dollar per month is used to improve an existing *untaxed* benefit is rather direct, is not differentiated according to salary or tax status, and requires no table for its explanation: *a one-dollar increase in compensation in the form of untaxed benefits costs the employer one-dollar and the value received by the employee is one dollar.* The question of the value of benefits improvements is a difficult and often emotion-charged issue, and the argument for improved benefits rests in part on the assumption that the employer can find improvements which will be widely accepted and valued by the employees. This becomes a challenging, often frustrating task for administrators; but as the calculations show, there is considerable financial motivation for its accomplishment.

ONE MAN'S MEAT . . .

Given the diversity of ages, incomes, family compositions, medical histories and prejudices of the University employees, it is understandable that finding a single benefit with universal appeal is impossible. The problem of instituting benefits programs which are viewed as equitable by employees is often an obstacle to any progress in plan improvement. Parochial concerns may have been responsible in part for this university's regrettable and costly delay in adopting employer-paid voluntary benefits in the medical and life insurance areas. The most significant step in this direction was taken in January, 1973 when University employees were offered a choice of three options under which the University would pay for certain medical or life insurance premiums. Since then, no significant changes have been made in the existing voluntary benefits or in their method of payment. There is still a substantial residual set of voluntary benefits which University employees are purchasing with after-tax dollars—or rather, with those after-tax seventy-nine cents. From a rough estimate, it appears that University employees as a whole pay one-third of a million dollars in taxes each year on salary used to purchase benefits that could be paid for by the University without tax consequence.

The difference in needs and preferences among employees is one obstacle to simply recommending that the University pay for all such residual benefits as part of its next compensation increase. These differences need not be an insurmountable obstacle, but can function as a challenge to the ingenuity of those who are responsible for recommending changes in the benefits plans. Sometimes the plans themselves contain subtle twists which subvert their own intentions. The value of an employee's group life insurance is twice his salary, and hence increases as he ages, while at the same time, it is widely recognized that the insurance needs of an individual who is the sole provider for a family are maximized in the middle years when all children have been born but have many years of their minority ahead of them. To take another example, current estimates show that our youthful A-1 or A-2 employees who enter the retirement plan with more than 30 years' potential participation will retire with incomes which may exceed their final salaries—while present employees who are within a few years of retirement face the prospect of receiving inadequate retirement income because of the fall in the value of variable dollar investments and because of the unprecedented rise in the cost of living. Certainly, there are some grounds for suggesting that the present formulae for life insurance and pension contributions produce a somewhat inverted relationship between benefit and need. The challenge, then, is to develop benefit options which are valuable to all employees on an

equitable basis and which can meet the needs that vary with age and family situation.

FUNCTIONING AS A HUMANE INSTITUTION: FEEDING THE BIRDS IN WINTER

There is one set of considerations in formulating benefits policy which should override those of efficiency, economy or even equity among employees, and that is the humanitarian aspect of the benefits plan. A bird lover will caution the novice who contemplates installing a feeder that if you once begin to feed the birds in winter, you must continue to do so. If not, those birds induced by your feeding to remain instead of migrate will perish if you cease to provide for them. The relationship between the employer that provides the heart of its employees' program of financial protection and those employees is similar. There is an obligation to maintain the provisions of these plans so that the degree of security or protection provided is not seriously eroded by inflation, changing laws or changing conditions. The employer assumes an obligation when it incorporates plans with names like "Major Medical" or "Long-Term Disability Insurance" in its compensation program. The obligation is to maintain the real level of protection afforded by these plans at the level at which the employee first perceives them, responding particularly to changes in cost of living or general medical fee scales. The obligation to the "birds in winter" is, of course, moral and cannot be evaded by referring to contracts or brochures that explain but cannot justify the way a "Major Medical" plan has eroded to the effective status of a "Moderate Medical" plan, or the way a program of disability insurance has been weakened by inflation to the point where it can only slow but not arrest the disabled employee's descent into poverty. Under the pressure to give the appearance of substantially improving compensation, it is easy for the employer to overlook the growing obsolescence of benefit plans and to allow those with fixed-dollar provisions to diminish in real value. To incorporate these plans into the compensation program invites the employee to depend upon the protections he is told the plans afford. In general, the evaluation of these protections is too complex for the average employee to perform, and remedies for discovered deficiencies are either difficult or too costly on an individual basis. To be a humane employer requires the University to honor the principle which is advocated here; failure to do so makes the employees unwilling participants in a grim form of roulette.

THE WAY THINGS WORK

To some degree the University preserves the concept of collegial governance in the administration of the personnel benefits programs. The University Committee on Personnel Benefits is charged with making recommendations to the administration on most benefit matters. The Committee represents faculty, administrative and support personnel and has the very active participation of the administrators in the Office of Personnel Relations who are responsible for the benefits plans. Recommendations are forwarded to the administration where the response they receive does not appear to have been standardized except for a recent trend toward rejection. The opportunities for advocacy and mobilizing employee opinion are few, which accounts for the writing of this article. At present, proposals aimed at remedying some of the most serious deficiencies in our medical and disability plans have been prepared and submitted. Hopefully, some of what is written here will provoke discussion and thought among University employees and those charged with deciding the outcome.

Dr. Abel, associate professor of mechanical engineering and applied mechanics, is Chairman of the University Committee on Personnel Benefits. Responses to his article may be sent to Dr. Abel or directly to Almanac at 515 Franklin Building.

² Maximum wages to be subjected to FICA tax in 1975.

HARRISON'S PHOTO/ART SERVICES

The Medical School's Harrison department of surgical research offers campus users photographic and film services such as:

- one-day Ektachrome color processing (Instamatic or 35mm)
- complete darkroom services for black and white
- slide duplication
- production and development of 16mm films
- scientific and technical studio photography

For price list call 227-2093 from University phones.

Medical illustrations, charts, graphs and artwork for slide presentations or publication are also available at Harrison. Customers are charged an hourly fee; estimates: 227-2068.

A-3 ASSEMBLY: JANUARY 23

The ways in which support personnel can help the University economize and other aspects of the recent 3% budget cut will be discussed by Vice-President Paul O. Gaddis when he meets with the A-3 Assembly. In the Ivy Room, Houston Hall, 1-2 p.m. For more information: Virginia Hill, Ext. 6171.

WEATHER-WARNING BY THE NUMBERS

Should inclement weather make classes impossible, Penn will be identified in "school closing" broadcasts as 102 for day-time classes and 2102 for evening sessions.

A NEIGHBOR SHARES A BUS LINE: DREXEL SCHEDULE

As a result of negotiations between the Deans of Students at the University of Pennsylvania and Drexel, students, faculty and staff from each institution are now authorized to ride the bus of the other upon presentation of a valid Penn or Drexel identification card. Following is the current Drexel bus schedule. Special attention should be given the supplemental notes. [Penn bus schedules, Almanac September 3, are available from B&G, Ext. 8644.]

	PM	PM	PM	PM	PM	PM	PM	PM	PM	PM	PM	PM	PM	PM	AM
LIBRARY (C LOT)	5:00	5:15	5:30	6:10	6:45	7:20	7:55	8:30	9:00	9:30	10:00	10:35	10:55	11:25	12:05
33RD AND ARCH STS. (WILFORD BUILDING)	5:02	5:17	5:32	6:12	6:47	7:22	7:57	8:32	9:02	9:32	10:02	10:37	10:57	11:27	12:07
HEALTH CENTER (SOUTH OF 33RD & POWELTON)	5:03	5:18	5:33	6:13	6:48	7:23	7:58	8:33	9:03	9:33	10:03	10:38	10:58	11:28	12:08
VAN RENSSELAER HALL (COR. POWELTON & SPANGLER)	5:06	5:21	5:35	/	6:50	/	8:00	/	9:05	/	10:05	10:41	11:01	11:30	/
33RD AND PEARL STS. (UNIVERSITY WEST APTS.)	/	/	/	6:14	/	7:24	/	8:34	/	9:34	/	/	/	/	12:09
36TH AND BARING STS. (SAE FRATERNITY HOUSE)	/	/	/	6:17	/	7:27	/	8:37	/	9:37	/	/	/	/	12:12
EAST OF 35TH AND POWELTON (TKE FRATERNITY HOUSE)	/	/	/	6:19	/	7:29	/	8:39	/	9:39	/	/	/	/	12:14
34TH AND POWELTON (EARLY CHILDHOOD CENTER)	/	/	/	6:20	/	7:30	/	8:40	/	9:40	/	/	/	/	12:15
KELLY HALL-PANHEL APTS. (SOUTH OF 34TH & POWELTON)	5:08	5:23	5:38	6:21	6:53	7:31	8:03	8:41	9:08	9:41	10:07	10:43	11:03	11:32	12:16
34TH AND MARKET (PARKING GARAGE & SUBWAY)	5:11	5:26	5:41	6:24	6:56	7:34	8:06	8:44	9:11	9:44	10:09	10:45	11:05	11:34	12:19
On Demand Only: 39TH AND CHESTNUT STS. (CHESTNUT HALL-NORTH ENT.)	/	/	/	6:30	/	7:40	/	8:50	/	9:50	/	/	/	/	12:25
On Demand Only: 36TH AND CHESTNUT STS. (GRAD TOWERS & THE WOODS)	/	/	/	6:33	/	7:43	/	8:53	/	9:53	/	/	/	/	12:28
MAIN BUILDING (32ND & LUDLOW-WEST ENT.)	/	/	5:44	/	6:59	/	8:09	/	9:14	/	10:12	/	/	11:37	/
31ST AND MARKET (SUBWAY STATION)	/	/	5:46	/	7:01	/	8:11	/	9:16	/	10:14	/	/	11:39	/
On Demand Only: 30TH STREET STATION (WEST ENTRANCE)	/	/	5:49	/	7:04	/	8:14	/	9:19	/	10:17	/	/	11:42	/
NESBITT HALL (EAST OF 33RD & MARKET)	/	/	5:49*	/	7:04*	/	8:14*	/	9:19*	/	10:17*	/	/	11:42*	/
33RD AND ARCH STS. (WILFORD BUILDING)	/	/	5:51*	/	/	/	/	/	/	/	10:19*	/	/	11:44*	/
KELLY HALL (COR. RACE & SPANGLER STS.)	/	/	5:53*	/	/	/	/	/	/	/	10:20*	/	/	11:45*	/
34TH AND MARKET (PARKING GARAGE & SUBWAY)	/	/	5:57*	/	/	/	/	/	/	/	10:22*	/	/	11:47*	/

Please Note: Asterisk (*) indicates that the bus may be 4-6 minutes late due to stop at 30th Street Station.

Slash mark (/) indicates that no stop will be made.

"On Demand Only" indicates that the bus will only make stops noted when requested. See reverse.

Service to Chestnut Hall, 36th and Chestnut, and 30th Street Station will only be made as requested. If you want to be picked-up at any of these three "Demand Only" stops you must call Drexel Security at 895-2822 and request that the bus driver be advised that you are waiting. On receiving this information the driver will pick you up according to the scheduled times. If you want to Go to a "Demand Only" stop simply advise the driver when boarding the bus.

OPENINGS

The following listings are taken from the Personnel Office's weekly bulletin and appear in ALMANAC several days after they are first made available via bulletin boards and interoffice mail. Those interested should contact Personnel Services, Ext. 7285, for an interview appointment. Inquiries by present employees concerning job openings are treated confidentially.

The University of Pennsylvania is an equal opportunity employer. Qualified candidates who have completed at least six months of service in their current positions will be given consideration for promotion to open positions.

Where qualifications for a position are described in terms of formal education or training, significant prior experience in the same field may be substituted.

The three figures in salary listings show minimum starting salary, maximum starting salary (midpoint) and top of salary scale, in that order.

ADMINISTRATIVE/PROFESSIONAL (A-1)

APPLICATIONS PROGRAMMER ANALYST, personnel (1/14/75).

APPLICATIONS PROGRAMMER ANALYST to coordinate and assist in the training of personnel using computer terminal; provide expertise in APL programming for academic planning and interactive modeling programs; develop UMIS, APL programming standards and assist in future APL applications for statistical analysis. *Qualifications:* College degree desirable. At least two years' programming experience; strong APL background. \$12,300-\$15,325-\$18,350.

CO-CHAIRMAN, Health Professions, 20 hrs/wk (1/14/75).

DEPUTY DIRECTOR OF COMPUTING ACTIVITIES, Office of Computing Activities, to assist director in office management and development of computing policy and procedures; supervise account initiation, control and reporting and high and low speed computer terminal management. *Qualifications:* B.S. in computer-related discipline or equivalent; several years' experience in computing as both a user and provider of services related to computing; familiarity with IBM 360/370 and DEC System 10 computing environments; good working knowledge of JCL, OS/VS, PL/I, FORTRAN, APL and standard application packages. Salary to be determined.

DIRECTOR OF ADMINISTRATIVE SERVICES (11/26/74).

DIRECTOR OF UNIVERSITY MUSEUM (1/14/75).

FISCAL AND BUDGET COORDINATOR (11/26/74).

FISCAL EDP COORDINATOR (11/19/74).

JUNIOR RESEARCH SPECIALIST, biochemistry (9/3/74); amino acid analysis (1/14/74).

MANAGEMENT INFORMATION SYSTEMS ANALYST (1/14/75).

RESEARCH SPECIALIST, surgical research lab (9/24/74); biochemistry (11/12/74).

SUPPORT STAFF (A-3)

ABSTRACTOR, news bureau (1/14/75).

ADMINISTRATIVE ASSISTANT I, Wharton, to enter material on computer terminal, handle budgets, arrange appointments and meetings, compile data, edit, assist in development of automation project. *Qualifications:* Knowledge of APL, familiarity with computer technology; typing ability; experience at a university. \$6,550-\$7,925-\$9,300.

ADMINISTRATIVE ASSISTANT I, medicine, to prepare reports, budgets, appointments, payroll forms and perform secretarial and administrative duties. *Qualifications:* Supervisory ability; good typing skills; knowledge of medical terminology preferred. Five years' experience desirable. \$6,550-\$7,925-\$9,300.

ASSISTANT COMPUTER TERMINAL OPERATOR to operate computer terminal card reader, card punch, printer, decollating and

bursting machines and optical scanning machine with back-up capacity. *Qualifications:* Must have mechanical aptitude and be able to handle cartons of computer forms. Delivery on campus. Experience preferred. \$5,700-\$6,750-\$7,800.

BILLING ASSISTANT, Graduate Hospital, 8:30 a.m.-5:00 p.m., to prepare and monitor bills, type, distribute memos, answer inquiries. *Qualifications:* Bookkeeping experience, preferably in medical area; good typing skills; knowledge of medical terminology. \$6,550-\$7,950-\$8,300.

CLERK I, medical area, for receptionist duties. *Qualifications:* Good typing skills; familiarity with office procedures. \$4,625-\$5,300-\$5,975.

CLERK IV, billing (1/14/75).

ELECTRON MICROSCOPE TECHNICIAN II (1/14/75).

KEY PUNCH OPERATOR I (1/14/75).

MEDICAL SECRETARY (I) (1/14/75).

RESEARCH BIBLIOGRAPHER, medicine (1/14/75).

RESEARCH LABORATORY TECHNICIAN II (11/26/74).

RESEARCH LABORATORY TECHNICIAN III to assist in acute animal experiments involving catheterization of blood vessels; use blood gas determinations and polygraphic equipment in physiological monitoring; prepare brains for autoradiography; calculate data; maintain lab. *Qualifications:* Biology degree; biological laboratory experience; interest in animal research. \$7,900-\$9,450-\$11,000.

RESEARCH LABORATORY TECHNICIAN III. Four positions announced September 3 through November 26 including tissue culture, blood gas processing, enzyme assays and hormone immunoassays.

SECRETARY II (2); SECRETARY III (4) (10/29/74).

SECRETARY IV, medicine, to draft and type confidential material, handle appointments, supervise secretaries, monitor budgets. *Qualifications:* Secretarial and administrative experience, preferably at Penn; ability to deal with people and knowledge of shorthand and medical terminology desirable. \$7,050-\$8,600-\$10,150.

TECHNICAL TYPIST (1/14/75).

HOURLY RATE (A-4)

Hourly rate is negotiable on the basis of qualifications.

LIBRARY CLERK, Medical School, 1-5 p.m., Mon.-Fri. (1/14/75).

SECRETARY II, medicine, 4 hrs/day, 5 days/wk. (1/14/75).

SECRETARY III, pediatric dentistry, 4 hrs/day, 10 a.m.-2 p.m. preferred (1/14/75).

TECHNICAL DIRECTOR, Student Performing Activities, to demonstrate and instruct in the proper use of power tools and methods of scenery construction; assist student production manager and set designer to determine set construction budgets; order materials, schedule work sessions, coordinate "move-ins" and "strikes" in student performance facilities. *Nine month position.* *Qualifications:* Experience in theater crafts, construction, lighting and design. Must know how to use power tools.

TO BECOME A NONSMOKER . . .

New groups are being formed in the smoking program at the psychiatry department's Center for Behavioral Medicine. Individuals meet eight times in 90-minute, small group sessions with a therapist and, through the application of behavior modification techniques, learn to give up smoking. Several follow-up meetings are scheduled as part of the program.

The success rate in this program has been outstanding. Dr. Ovide Pomerleau, program director, reports. The cost is \$50 for the eight sessions; each participant is also asked to indicate full commitment with another \$50 which he or she will have the opportunity to earn back entirely.

Those interested should call 662-3503 (227-3503 from University phones) for further information or for a screening interview.

BOOKSTORE'S REMAINING DISCOUNTS

The financial crunch eliminated the textbook discount at the Bookstore, but tradebooks and many other items are still available at reduced rates to faculty, staff and University departments.

- Trade books: 15% discount to faculty; 10% discount on departmental orders; 8% discount to staff
- Textbooks: 10% discount on departmental orders
- Gifts, stationery, sporting goods, cameras (selected items) and Dorm Shop merchandise: 10% discount to faculty, staff and departments

There is no reduction on textbooks, medical texts, sundries or University rings.

Free Women's School: Feb. 3

Practical skills, women's studies and the arts highlight this semester's course roster at the Free Women's School. All classes begin the week of February 3 and continue through the full ten-week term unless noted; half-term is five consecutive weeks.

Registration starts next week and must be made in person at the Women's Center, 112 Logan Hall, at the following times: *Jan. 28:* 5-7 p.m.; *Jan. 29:* 6:30-8 p.m.; *Jan. 30:* 12-2 p.m. and 5-7 p.m.; *Jan. 31:* 12-2 p.m. and *Feb. 1:* 10 a.m.-noon. Fees, based on individual income, reach a maximum of \$25 for full-term courses and \$15 for half-term classes. Course descriptions and information about instructors are available at the Women's Center.

Witchcraft I, *Tamora Pierce*, Thurs. 7-9 p.m.

Job Finding Techniques, *Josette Wingo*,
Thurs. 12-1:30 p.m. (half term)

Feminist Child-rearing in Sexist Society, *Eileen Abrams*, TBA

Dance Movement and Exercise, *Susan Glazer*, TBA

Massage, *Robin Tobias*, Sat. 10 a.m.-noon (half-term)

Public Speaking, *Charlotte Fiechter*, Mon. 12:30-1:30 (half-term)

Medical Self-help, *Penn Women's Self Help Group*, TBA

Female Literature, *Diane Eyer*, TBA

Art and Politics, *Pat Gallner*, TBA

Life Planning, *Diane Ronningen*, Wed. 7-9 p.m.

Health Exercises Combined Well with Zen Breathing and

Yoga, *Mizue Tamaki*, Tues. 5:30-7 p.m.

Free Plaster Sculpture, *Dale Holman*, TBA

Weaving, *Sharon Kasserman*, Thurs. 6-8 p.m.

Introduction to Oil Painting, *Ruth Selzer*, TBA

Intermediate Oil Painting, *Thelma McGowan*, TBA

Poetry, *Hannah Ross Lurie*, Sun. 1-3 p.m.

Poetry Workshop, *Phyllis Middlebrooks*, TBA

Parapsychology, *Mary Ann Medora*, Tues. 9-10 a.m.

Jewish Women, *Judy Mock*, *Naamah Kelman*, TBA

Elizabeth Cady Stanton and the Women's Bible, *Peg Wallace*, Wed.
12-2 p.m.

Assertiveness Training, *Mary Lou Kincaid*, *Gloria Einstein*, *Brenda*

Kaubin, *Marlyn Moyer*, Tues. 12-2 p.m. or 5-7 p.m. (half-term);

Mary Lou Kincaid, *Karen Freedman*, Mon. 4-6 p.m. (second half-
term beginning March 31)

History of Working Women, *Linda Backiel*, Tues. 5:30-7:30 p.m.
(half-term)

Auto Mechanics, *Wendy Caplin*, *Ellen Tichenor*, TBA

The Hidden Role of Women in History, *Suzanne Haney*,

Mon. 7-9 p.m.

Lesbianism, *members of last semester's class*, Sat. 10-noon.

AUCTION: GOODS WANTED

Furniture, books, kitchenware, toys, pre-cleaned clothing or any other salable items you might have are needed by the Free Women's School for an upcoming auction to raise funds. Contributions may be dropped off at the Women's Center. For pick-up at your home, call Ext. 8611.

THINGS TO DO

LECTURES

Technology and Modern Building. Carl Condit of Northwestern's urban study department speaks in the Second Herbert Spencer Lecture Series. January 22, 3 p.m., Alumni Hall, Towne Building.

Vacant buildings, abandoned autos, absentee landlords—and what to do about them—highlight the topics to be considered Saturday, January 25 in a conference at Drexel. Sponsored by *University City Partners*, a group of community organizations that includes the West Philadelphia Corporation, the conference offers workshops on specific urban problems and features The Honorable Hillel Levinson, managing director of the city, as keynote speaker. The conference runs from 9:30 a.m.-2 p.m. with a box lunch for participants. There is no admission charge. To register, call the West Philadelphia Corporation, EV 6-5757.

One of Philadelphia's most dynamic—and colorful—women, The Honorable *Lisa Richette*, Judge of the Common Pleas Court will speak *promptly* at 12:30 p.m., January 28, Room 2, in the Law School. Sponsored by the Faculty Tea Club.

EXHIBITS

At the Museum is a collection of paintings and sculpture by *Latvian American artists* living in the Delaware valley. Traditional Latvian folk costumes will be displayed concurrently in the rotunda and members of the local Latvian community will be available on weekends to discuss their culture with visitors. The exhibit runs through February 1 in the Sharpe Gallery.

An exhibition of paintings and prints by the *fine arts faculty of Beaver College* will be on display January 22-February 14 in the Houston Hall gallery. Sponsored by PUC.

MIXED BAG

Works of *Schumann*, *Beethoven* and *Corelli* are, performed by two Van Pelt College House alumni, Melanie Mason, cello and Richard Wind, piano, in a concert sponsored by the House in its lounge, January 28, 8 p.m. No charge; for more information, call Ext. 5202.

Music at the Museum continues this semester with pianist David Smith; Saturday, January 25, 3:30 p.m., Rainey Auditorium.

The *New Foxhole Cafe*, a nonprofit nightspot, hopes to bring back live jazz music to Penn on a regular basis. Located at 3916 Locust Walk in the lower level of Hamilton Village Hall (formerly known as St. Mary's parish hall), the cafe features *Rufus Harley*, the unique jazz bagpipe player, January 24 and 25; 10 p.m. and midnight; admission, \$3. On Sunday, January 26, guitarist-gourmet *Jack McGann* will cook up an evening of music and Mexican food in the Hall. Black bean soup, turkey molé and other Mexican dishes will be served at 7:30 p.m.; the performance of bluegrass, jazz and ragtime follows at 9 p.m. Price of the dinner and concert is \$3.50; concert only: \$1.50. Reservations are requested and can be made by calling, 386-8388.

Mystery of the Maya, the critically acclaimed film broadcast last spring on PBS stations, will be shown Wednesday at the Museum. Narrated by Ricardo Montalban, the film includes footage of Mayan life today and records the filmmakers' rediscovery of a Mayan temple deep in the Yucatan. Hugh and Suzanne Johnston, filmmakers, will be on hand for discussion. January 22, 5:15 p.m., Rainey Auditorium; admission: free to Museum members, \$1 to non-members.

With Liv Ullmann in the lead, *A Doll's House* is sold out except for Saturday evening, February 1 when the Auxiliary of the Graduate Hospital holds its major fund-raising event of the year: a preview performance of Ibsen's play followed by late supper and dancing in the main lobby of the Annenberg Center. Tickets are \$50 per person with appropriate tax deduction and may be reserved by calling KI 6-4500, Ext. 666.

ALMANAC: 515 Franklin Building (16) Ext. 5274

Editor *Karen C. Gaines*

Assistant Editor *Jane Wilson*

Distribution *Dana Cummin*