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San Francisco

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Analysis

UC management's next step: stop union drive

Synapse staff report

There is no bigger league in public education than the University of California. The university could hardly be expected to play anything but hardball in its labor relations work - but is it playing fair? Not entirely, according to many unions organizing in preparation for next year's collective bargaining elections. Their comments, when combined with state of California records and an internal, UC management document obtained by Synapse, raise questions about the priorities the university has placed on an attempt to defeat the union drive - and its methods for doing so.

As a baseline, it's important to understand UC's firm belief that collective bargaining for employees is bad for the institution. Systemwide Director of Collective Bargaining Tom Mannix, echoing other top officials, says "the university administration is concerned that collective bargaining is going to make things more rigid, less flexible, more centralized, more standardized than we now have - and the University of California is the premier institution of public higher education because of such flexibility.

This flexibility apparently reflects on



UC's systemwide Director of Collective Bargaining Tom Mannix believes administraabout retaining UC's tion is concerned PHOTO BY CHARLES PILLER 'premier' quality.

UC's labor relations practice, but to what ends? According to records of the Public Employment Relations Board (the state agency which oversees labor relations in education), at least 158 unfair labor practice (ULP) charges have been filed against the university by unions or in-

dividuals since the enactment in 1979 of the Higher Education Employee Relations Act (HEERA), the law which allows collective bargaining for UC employees. This is an average of approximately one charge per week.

Either labor or management may file ULP's, which allege an illegal action, for example, failure to bargain in good faith (in union-management negotiations after a union is elected to officially represent a unit of employees) and a variety of other infractions of the law on both sides. The vast majority of charges received by the PERB accuse UC of the following actions:

- Reprisals or discrimination against employees for union activities or interference with their rights under the
- Denial of the rights of employee organizations,
- Interference with, or domination of an employee organization,
- · Refusal to engage in a meeting and conferring process with employee organizations in various circumstances prescribed by the HEERA, and instead taking unilateral actions on issues in question.



CSEA spokesperson Keith Hearn: Some employee organizations are 'diversionary tactic(s)' designed to distract employees from a

But mere charges do not prove guilt. The result of the many charges rarely were reached in the legal system. The PERB ruled on only a handful - and even some of these are on appeal. The vast majority of cases more than 6

Continued on page 4

UCSF reels under unexpected MediCal contract denial

By Kevin Grumbach **Associate Editor**

Tomorrow morning, as you make your way up Parnassus destined for work or school, gaze up at the top of Moffitt Hospital and consider a moment. "We (will) all be working in an institution with a big neon sign on the roof saying, 'Poor people, go someplace else!' '

That's how Chancellor Julius Krevans reacted to the news that the state had denied UCSF a contract for in-hospital care of MediCal patients. Due to the decision announced in late November by the MediCal "czar" William Guy, UCSF no longer will be able to admit MediCal patients into its hospital wards.

Implementation of the new MediCal contracts, originally scheduled to begin this week, has been deferred until February 1.

In a statement to the press following the contract announcements. William Kerr, Director of UCSF Hospitals and Clinics, said, "UCSF has a long tradition of providing care to MediCal patients, so

Saxon to head **MIT** Corporation

Upon UC President David S. Saxon's retirement this June 30, he will head for his alma mater - the Massachusetts Institute of Technology - to become chairperson of the institute's corpora-

Saxon was elected last December to become MIT Corporation's sixth chairperson, effective July 1, 1983. As chairperson, he will preside over the corporation, the institute's board of trustees, and will work closely with the president - chief executive officer of the

Saxon has retained his affiliation with MIT since his years there as an undergraduate, working from 1943-1946 as a research physicist in the institute's wartime Radiation Laboratory and serving since then on advisory committees most recently as a member of the MIT Corporation in a five-year term that endwe were extremely disappointed not to have received a contract.'

The decision affecting UCSF is part of a radical shake-up of the MediCal program. Prior to this year, any hospital could admit a MediCal patient, provide the services deemed necessary, and then bill the state for the costs incurred in the patient's care - the so-called retrospective, "cost-based" form of reimbursement. All that has changed as part of a plan the State Legislature hastily put together last summer to cut \$400 million from the MediCal budget.

Last summer's legislation directed hospitals to competitively bid for MediGal contracts with a state-appointed negotiator, known as the MediCal czar. Hospitals had to propose a prospective, per diem rate they would bill the state for the care of a MediCal patient; that is, a single, across-the-board price for a day of hospital care, regardless of whether a patient was hospitalized for an uncomplicated childbirth or a rare brain tumor, of whether the care entailed a simple blood count or multiple C1 scans and surgery. Each hospital faced the formidable task of distilling its vast array of in-patient services into a single MediCal price, and making that price sufficiently economical to appease a czar intent on negotiating for bargain rates in the competition for MediCal contracts.

UCSF, along with other California hospitals seeking MediCal contracts. submitted its sealed bid to the czar last fall. On November 17, negotiator Guy made public the list of hospitals awarded MediCal contracts in San Francisco county. One hospital unexpectedly absent from that list was UCSF.

The decision's impacts

The czar's decision stunned a local health care community which generally assumed that UCSF would receive a contract. Because of its role as the Bay Area's principal tertiary care center, UCSF traditionally has been called upon to provide select services to MediCal patients with problems of unusual complexity or risk.

Kerr asserted that "The UCSF

Hospitals and Clinics have been a statewide referral center for (MediCal) patients who need the highly specialized and in some cases unique diagnostic and treatment services required because of the severity of their illness." He added, "We provide an extensive array of unique services to an especially sick population."

The patients

A fundamental question posed by the czar's exclusion of UCSF is: will 'especially sick" MediCal patients be able to receive the specialty care they need? The question is particularly acute for younger MediCal patients, for the highest proportion of MediCal patients at UCSF is found in the Pediatric ward. Many of these children are admitted to specialty pediatric services: cardiology for congenital heart defects, renal for kidney transplants, hematology-oncology for childhood leukemias and lymphomas, and so on.

In almost every instance, these are tertiary services which are not provided or are provided to only limited degree by those San Francisco hospitals awarded MediCal contracts. Most of these hospitals simply appear ill-equipped to compensate for the absence of UCSF's tertiary care facilities.

Although there has been some suggestion that certain specialty services may be exempted from the contract exclusion. the state has yet to put any exemptions down in writing other than to allow open admissions to neonatal intensive care units. But even in the case of intensive care nurseries, the state has implied an unwillingness to continue paying the usual fee for such services. Also, although contract hospitals are given the option of subcontracting for specialty services they are unable to provide, it remains unclear to what extent - if any hospitals will pursue such arrangements with UCSF.

Staff and students

In addition to its implications for patient care, the denial of a MediCal contract to UCSF will have a profound im-

pact on the university's staff and students. Kerr predicts that with the barring of MediCal patients, "admissions at UCSF could drop in the neighborhood of 17 to 20 percent." The decrease in admissions means a decrease in hospital revenue, and Kerr believes UCSF may have "no alternative but to reduce expenses" by laying off workers.

Ellen Shaffer, of AFSCME local 1650. said her union had "met and conferred with the UCSF administration," but had received "no definite word" about poten-

Continued on page 7

On the inside...

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Political action week schedu	10	ed					2
Self-defense classes annound	ce	d					2
Rudi Schmid named new de	a	n.					3
Vital signs							2
Financial Aid							2
Letters							2
Announcements					1	2,	3
GSA Column							7
Millberry Union Calendar .							

SPECIAL ISSUE Reminder: writers wanted

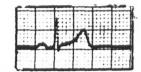
Intramural Calendar.....

The March 10, 1983 issue of Synapse will be devoted to creative writing selections from staff, students and other members of the UCSF campus community. All who are interested in contributing should submit their poems, essays and prose to Synapse MU Central Desk, UCSF, 94143 no later than February 4. Graphic illustrations also are welcome. Individuals should limit contributions to no more than four poems each, and should consider prose length maximum at five pages per submission.

The Synapse staff collectively will select the best of the submissions to be included in the March 10 issue, and will include as many of the remaining in later Synapse issues. Priority will be given to student submissions. For more informa-

tion, call 666-2211.

Vital Signs



Berkeley electroshock ban challenged

Berkeley's new ordinance banning electroshock therapy faces its first court test in Alameda's Superior Court; an attorney filed suit in December on behalf of four psychiatric institutes and one individual, seeking a temporary restraining order followed by a permanent injunction against the new law.

Organizations involved in the action are the American Psychiatric Association, the California Psychiatric Association, the Northern California Psychiatric Society and the National Association of Private Psychiatric Hospitals. Their representing attorney said in his lawsuit that the psychiatric community and "the general public will be irreparably injured if...Berkeley is not restrained from enforcing (the ban)."

The ordinance was voted into law in the Berkeley municipal elections November, 1982 (see *Synapse* Nov. 4), despite an \$18,000 campaign by psychiatric groups to defeat the measure. Since its passage, patients receiving shock therapy have had to seek treatment elsewhere in the Bay Area. A hearing on the suit is pending.

S.F. Chronicle, December 15, 1982

Reagan administration attacks abortion clinics

The Reagan administration is proposing guidelines that would make it extremely costly for federally subsidized clinics providing family planning services to perform abortions as well.

The proposal would require that the clinics use separate facilities — including entrances and exits — and separate personnel for providing abortions from those used to provide family planning.

The proposal also would require that recipients of the federal funds could not issue joint publications, hold joint meetings or use the same stationery for abortion-related activities and family planning activities, and would make it more difficult for clinics to refer patients who might want abortions by prohibiting them from assisting the client in making an appointment, completing the abortion consent form or obtaining transportation to abortion appointments.

The proposals, included in a memorandum signed by Dr. Robert Graham, administrator of the Health Resources and Services Administration, are being considered, according to Graham, because a General Accounting Offices report earlier this year said that the department had not clearly stated its policies on how a federally-funded family planning clinic should operate if it also performs abortions.

—S.F. Chronicle, December 7, 1982

Medical school admissions down

First-year enrollment is down this fall for the first time in nearly 20 years at the nation's medical schools. First-year enrollment in the 127 medical schools was 16,567, down 77 students, or 0.5 percent, from last fall. The Association of American Medical Colleges said, however, that with few students dropping out of school, overall enrollment crept to a record 66,748 — an increase of 450 students.

N.Y. Times, November 23, 1982

Special status contributes to longevity

Soviet and American researchers, who believe they have found that in a number of mountain villages in the Caucasus people remain vigorous to a very old age, attribute this in large measure to the special status that the elderly enjoy in their communities.

These findings are based on the work of more than 100 Soviet ethnographers and other specialists, with some American collaboration. The research was focused on Abkhazia, a Soviet Republic between the Black Sea and the High Caucasus, where a 1979 Soviet census reported 548 of the 520,000 population to be 100 years or older. While investigations pared the number of centenarians to 241, this still is five times the percentage in the United States.

Older Abkhazians are revered, and the society is described as one ruled by the elderly, who participate in a council of elders, perform prestigious roles in the local culture and regularly are sought out for advice by the young.

Dr. Paul C. Costa Jr. from the National Institute on Aging in Baltimore, while skeptical of some of the study's findings, said a similar reverence for the elderly seems to affect life spans in Japan. By contrast, he said, many of the elderly in American society have a self-image of being frail, of being at the risk of early illness or death and of having no control over their fate.

So far, researchers have not identified a distinction in genetics or in diet that would set Abkhazians apart from their geographical neighbors and explain their apparently unusually long lives. Still open, they said, is the possibility of some inherited form of disease resistance.

N.Y. Times, November 30, 1982

Financial Aid Columr

Applications for 1983-84

Financial Aid Applications for the 1983-84 year are available in the Financial Aid Office and at various Student Affairs offices on campus. These applications are due back in the Financial Aid Office by January 21, 1983 for continuing students who wish to be considered for priority funding during the upcoming academic year. Deadlines listed in the application will be strictly adhered to, so all instructions should be carefully read and followed. Summer sessions beginning in June 1983 are considered part of the 1983-84 academic year.

Continuing Physical Therapy students

Physical Therapy students who are completing their requirements during the summer of 1983 must apply for financial aid using the 1983-84 application. The posted deadlines for summer school information apply to these students. Aid cannot be calculated for this session without a 1983-84 application.

Veterans information

Students receiving veterans educational benefits are advised that they may refer to the UCSF General Catalog and individual school catalogs for standards of satisfactory progress and attendance. These publications are available in the Library, the Financial Aid Offices and the Student Affairs offices of the various schools.

Announcements

Women's resource guide published

The UCSF Women's Resource Guide has been published and mailed to all UCSF women. The guide lists courses, services and organizations at UCSF that are directed specifically to the interests and needs of campus women. It was produced by the Chancellor's Advisory Committee on the Status of Women, a group of women staff, students and faculty who meet regularly to review and to recommend policies that affect women on campus. The guide was developed to inform campus women of UCSF's resources and to encourage them to take full advantage of these existing facilities and services. Copies can be obtained from Jeanne Phillips in the Chancellor's Office, S-126, ext. 2401.

Letters

GSA urges tax increases, not cuts

To the Editor:

The state of California faces a serious budgetary crisis in the present year. This problem may be addressed either through budget cuts or an increase in taxes. Last year the University of California system absorbed a major portion of almost \$60 million in additional fees. This severe hardship is nothing compared with the drastic cuts that are under consideration in Sacramento now. If this year's projected deficit is made up in fee increases, students and their families will pay an additional \$200 million. This is a 300 percent increase over the last year's hike.

If additional budget cuts are chosen as the solution to this economic crisis, thousands of Californians will lose their jobs, adding to California's already dismal 11.2 percent rate of unemployment. Two hundred million dollars in cuts is equivalent to closing UC Irvine and UC Santa Barbara campuses immediately. In addition, the University of California may severely curtail or terminate service programs such as county hospitals which are vital to the community. The public would feel the effects of cutting UC programs. Therefore, budget cuts are more detrimental than other alternatives.

No one wants the burden of higher

taxes, but the alternatives are far worse. We support a legislative action to raise taxes and increase the revenues in the state's general fund. State funding of public higher education has long been a priority of the people of California. The University of California stands as one of the finest public universities in the world. California's society, its economy and its people have benefited immeasurably from this commitment. If California is to maintain its high quality of life and standards of living, we cannot turn our backs on higher education.

Fellow Graduate Students

Supervisor Ward thanks Synapse

To the Editor:

Thank you for the November 18 issue of Synapse. I particularly appreciated your coverage of the problems of San Francisco General Hospital and the treatment of medically indingent adults.

Doris M. Ward, San Francisco Supervisor

Student political action week planned

The UC Student Lobby and Student Body Presidents' Council has designated the entire week of January 24-28 as "Student Political Action Week."

The aim of the week's action will be to convince legislators that a supportive environment exists for raising taxes to increase the state's revenues. Possible results of a failure to increase revenues, says the UC Student Lobby Director Marc Litchman, include a potential cut to the university of over \$100 million to this year's operating budget — which in turn may result in student fee increases of between \$100 and \$400, deep cuts in graduate enrollment, academic programs, medical schools and hospitals, and the possible elimination of student services

One of the key elements of Political

Action Week will be a two-day conference, during which student leaders will be briefed by the Student Lobby staff, members of the California State Legislature and their staff, the California Postsecondary Education Commission and Systemwide Administration on the state's current fiscal situation.

Student leaders attending the conference then will spend a full day lobbying state legislators in their offices in the Capitol.

A conference agenda will be available early this month. For more information in the mean time, call Marc Litchman, Director, UC Student Lobby, (916) 442-3827.

Rape Prevention Program schedules classes

The UCSF Rape Prevention Education program is sponsoring a series of selfdefense classes for men and women this month. Two 30-hour classes for women, one 10-hour review class for women and one seven-hour co-ed class will be taught by Trisha Brinkman of the Women's Protection Program of the Marin Rape Crisis Center; a 30-hour class for men will be taught bu jujitsu black-belt holder Chris Anderegg. Registration fees for each 30-hour class are \$20 for UCSF faculty, staff and students and \$40 for the general community. Fees for the workshop are \$5 for the UCSF faculty, staff and students and \$25 for the general community. The fee for the review class is \$25.00. Classes will be held on the following dates:

Self-defense class for women (CE credit approved by the California Board of Registered Nursing) — Tuesdays, January 11 through March 15, 6-9 p.m.; Wednesdays, January 12 - March 16, 6-9 p.m.

Self-defense review (for women) — Mondays, January 17 through February 14, 7-9 p. m.

Self-defense class for men — Tuesdays, January 11 through March 15, 6-9 p.m. Co-ed self-defense workshop (CE credit approved) — Saturday, January 29, 9 a.m.-5 p.m.

Pre-registration is required for all classes. For more information, call ext. 5683.

synapse

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Announcements and letters should be submitted to Synapse, c/o Millberry Union Central Desk, by noon Friday, the week before publication. Letters shall be published at the discretion of the editors and must be signed; however, the name may be withheld if so desired by the writer. Subscriptions may be obtained through the Synapse office for \$7.50 per academic year.

The Synapse seeks to act as a forum for responsible dialogue between the authors and readers of the campus community, representing the spectrum of belief and action. Articles and columns published in the Synapse represent the viewpoint of the author and not necessarily that of the editorial staff. Unsigned editorials reflect the majority viewpoint of the staff and not necessarily that of the Board of Publications of the University of California.

Announcements

Amnesty International strategy meeting

All UCSF staff, faculty and students are invited to participate in a meeting to discuss strategies, urgent action and a Spring Symposium to support the work of Amnesty International — a group seeking the mobilization of public opinion in the defense of human rights. The meeting will be held Wednesday, January 12 at 5:30 p.m., 1290 5th Ave. on the corner of 5th and Irving. Use the Irving Street entrance to the building. Pizza will be cooperative; bring your choice of beverage, your friends, and ideas.

Winter quarter community health talk

Dr. Sharon Hall, associate professor in residence in medical psychology and director of the Habit Abatement Clinic, will present the winter quarter Community Health Talk January 26, 7:30-9 p.m. in Toland Hall. In her talk, "Smoking Blues," Dr. Hall will discuss the most recent treatment therapies for smokers. Her specific work in this area is based on the assumption that smoking is an addiction and a behavioral problem, and involves working with nicotine gum and a comprehensive behavioral program. She will discuss the evidence on lowered-nicotine cigarettes and the difference that they make; what the factors are that encourage children to smoke and what parents can do; and additional information and resources on the subject.

UCSF hosts Western Regional hearings

UCSF will host Western Regional hearings of the Association of American Medical Colleges' Panel on the General Professional Education of the Physician and College Preparation for Medicine on January 27-28. The panel is the advisory group to an AAMC three-year study, supported by a grant from the Henry J. Kaiser Family Foundation, to review and appraise the eight-year period of the general education of the physician that begins with the entry into college and ends with the award of the M.D.

Panel members are drawn from four-year colleges and universities, from the United States and Canadian medical schools, and from the practice of medicine. Chairperson of the panel is Steven Muller, President of the Johns Hopkins University and Johns Hopkins Hospital. A total of 92 U.S. and Canadian medical schools and 21 biomedical science professorial organizations have joined the effort in initiating local discussions of faculty and students in addressing three topics identified by the panel: the essential knowledge that all students must acquire to provide the foundation for later specialized education and for continued learning throughout their careers; the fundamental skills that students should acquire to gain essential knowledge; and the desirable traits that students should develop during these eight years.

Presentations from Western Region institutions and organizations in dialog with the AAMC panel will begin at 9:30 a.m. in Cole Hall, January 27. Faculty, students and practicing physicians are invited to attend, and will be provided an opportunity for comments.

Those interested in appearing at the San Francisco hearing should contact August G. Swanson, M.D., Project Director, AAMC, Suite 200, 1 Dupont Circle, N.W., Washington, D.C. 20036; phone (202) 828-0430.

An official UCSF presentation will be made by Associate Dean Alan Goldfein, but individual comments for presentation may be forwarded to him in S-211 or ext. 2346.

Wine and cheese-tasting auction

The Women's Exchange is sponsoring a wine and cheese-tasting auction January 16, at 3 p.m. in Millberry Union. The auction is to benefit the San Francisco Independent Living Project, a non-profit agency that provides support and services to disabled individuals in order to assist them to achieve or maintain their independence in the community.

Featured at the tasting will be many Monterey County wineries, the makers of Marcel and Henri pates, croissant bakers, Sonoma Jack Cheese Company and Wilfred Wong of Ashbury Market. The auction will be of items donated by local patrons. Ticket donation price is \$5 for students and resident-interns, \$7 for faculty and other community members. For tickets or more information, call 753-3104.

Dance/exercise classes for UC's SFGH staff

Attention UC employees at SFGH: second registration for the winter session of dance/exercise classes takes place January 17, 12-2 p.m., outside the SFGH Cafeteria. Classes are held daily from 12-2 p.m. during the lunch hours. Tuition ranges from \$22.75 to \$54.25 depending on the number of classes taken. There is an optional \$10 class card for new students good for four classes. The regular tuition is \$1.75 per class. Call 673-2634 for details. STARTS: January 3 - February 28.

Fitness evaluation for \$3

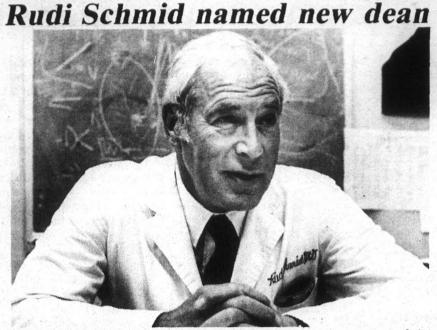
Fitness Evaluation Day is Tuesday, January 18 from 8 a.m. to 5 p.m., in the Madrone Room of Millberry Union. Testing will be in: cardiovascular function, body strength, flexibility, percent of body fat. Takes 30 minutes; costs \$3. Limited registration. Call early for appointment — Paulette, ext. 3206. Coordinator is Patty Zindler-Wernet; co-sponsors are Fitness Resources and Millberry Union.

UCSF disability services available

Services for students with disabilities are coordinated by Associate Dean Bill Wilson, MU 244, ext. 4488. The primary objective of the program of services is to integrate students with disabilities into the mainstream of campus programs and activities. The ultimate goal is for each student to function independently in the educational environment.

Among the services available to meet the individual needs of students with disabilities are: interpreter, reader, and notetaker services which are necessary to allow students to complete the academic program; loan of special equipment such as casette recorders and wheelchairs; wheelchair repair; special parking; special transportation arrangements; mobility assistance; registration assistance; test-taking arrangements; special orientation to the campus-physical environment; liaison with California State Department of Rehabilitation; and referral to resources, services and agencies.





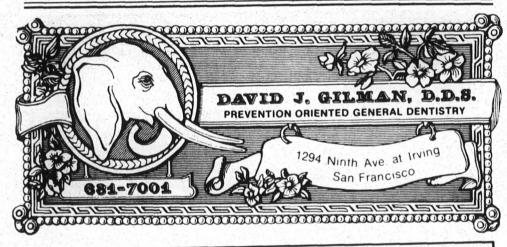
Rudi Schmid, M.D. (above) was appointed last month as new dean of the UCSF School of Medicine. Dr. Schmid is professor of medicine, director of the division of gastoenterology in the Department of Medicine and director of the Liver Center, and is internationally recognized as a leader in the field of liver disease and related metabolic disorders.

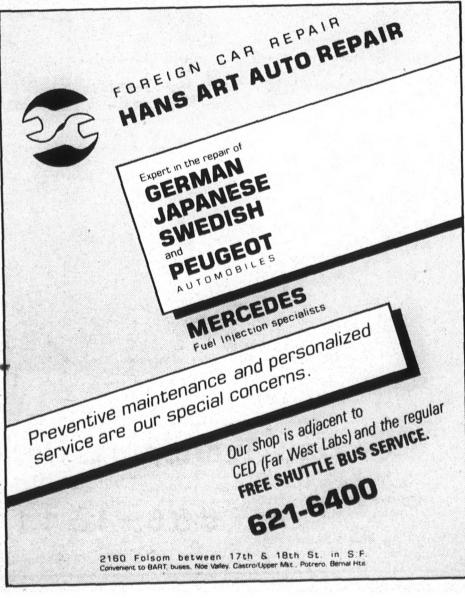
The new dean has been honored by many professional and scientific organizations, holds numerous prestigious awards (including Master, American College of Physicians; Member, American Academy of Arts and Sciences and Distinguished Lecturer Award, Association of American Physicians) and has served as visiting professor at universities and hospitals around the world.

Dr. Schmid's appointment will be submitted to the UC Regents this month for their approval, and he will assume his new position March 1.

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UC management, unions battle over upcoming elections

Continued from page 1

months old (and an absolute majority of the total number of cases) eventually were resolved out of the PERB by the concerned parties. The three largest unions in the UC system — the Service Employees International Union (SEIU), the American Federation of State, County and Municipal Employees (AFSCME) and the California State Employees Association (CSEA), which collectively are responsible for 80 percent of the total charges, report that a large majority of the settlements result in the union getting what it wanted and sought through the ULP process.

Mannix says that some of the ULP charges are a natural process of fleshing out the new collective bargaining law.

given isn't worth as much as something won, when you're in a political contest."

Keith Hearn, spokesperson for CSEA, believes Mannix's comments are "really out of line." He said that "the way we handle any employee problem is to go to the source and try to resolve it there. We've always done it that way. In cases where we perceive it has to do with union activity (for instance, a union activist failing to get an expected promotion) then we would go to the unfair practice board after we exhausted our remedies through labor relations."

Dennis Sullivan, PERB's general counsel, said that his agency encourages settlement of these cases before the filing of an ULP charge. He told Synapse he believes that "most charges are filed after

Question of method

But potential infractions of the law are only one part of labor-management conflict. There are many techniques the university can or does employ which are wholly legal — but considered manipulative of employees by the unions. Many of these techniques are held by management to be merely legitimate means of communicating its perspective to employees.

One example is the use of internal UC publications (or as they are called by management, "house organs") — at UCSF, the UCSF Journal and a variety of departmental newsletters; at UCB, the UC Employee. Unions claim these publications, which prominently feature employees and their work as part of the "UC team," falsely portray a highmorale, supremely cooperative work environment.

In fact, says AFSCME's UCSF local 1650 President Ellen Shaffer, "the university has a two-pronged strategy: the beating and scaring is the unfair labor practices, then they try to make you feel like a part of the family with all the newsletters."

An additional element is the "supervisor question." Under HEERA, supervisors do not qualify for collective bargaining rights. The university has asked PERB to exclude approximately 7,000 supervisors from the established bargaining units for this reason. But there are many limited supervisors in the UC system whose duties are substantially similar to their subordinates. A large number of these lower level supervisors could be deemed by PERB to be eligible voters in the upcoming union elections, while higher level managers will be exempt.

Yet, the unions say these low-level

"supervisors" are being courted for loyalty by the university via a variety of house organs designed for supervisors only. (At UCSF the Intercom is the entry, while at UCB, it's the UC Supervisor. Each of these publications, coincidentally, began approximately with the passage of HEERA.)

Some unionists, such as Ellyn Moskowitz of AFSCME's UCB local 1695, feel that PERB's verification of the inclusion of thousands of supervisors is virtually certain, and that such publications "are misleading attempts to win over legitimate voters, many of whom are already members of our union."

Mannix disagreed with any implication of deviousness on UC's part, saying, in effect, that such publications are just standard operating procedure. "If we were blowing our horn before the law, then we are still blowing our horn. And it's unrealistic to expect university publications to be super-critical of the university...so the subtle kind of public relations that you are talking about, I suspect hasn't changed (over the years)."

Another example is the Staff Council system (Staff Employee Council — SEC — here at UCSF). The SEC, similar to other campus councils, was created approximately 12 years ago by the Chancellor to operate as an advisory body on issues of concern to employees. Because they are university-sanctioned groups, the groups cannot play a role in collective bargaining under the law.

Carol Copperud, president of the SEC, says her organization includes both pro and anti-union people, although it's had difficulty keeping a consistent membership over the years — resulting in somewhat reduced effectiveness. Copperud feels the chancellor listens seriously to the SEC: "They do hear us, but because the university is so underfunded, it's hard to see changes or results."

The reason for few results is not entirely related to the budget, argues CSEA's Hearn, who calls organizations such as the SEC a "diversionary tactic" designed to distract employees from a union which can deal with management as an equal. According to Hearn, management "usually agrees with you, and says 'we'd like to do this, but don't have the money, or don't have the staff.' Or, 'let's discuss this some more — maybe set up a subcommittee.' "Any problem with stability of membership, he notes, probably derives from the inherent ineffectiveness of the group.

Telling confidential memo

An internal UC management memorandum obtained by AFSCME and passed on to Synapse further clarifies completely legal intentions and strategy the university could use to defeat the union drive. The document, "Preserving a Non-Union Environment: Strategies and Costs," is marked "confidential." According to Mannix, it was written by a group of systemwide administrators around the time of HEERA's enactment. It reflects the view of representatives of the Collective Bargaining Operations Group, a committee of representatives from each lab and campus in the system, which Mannix chairs.

Prepared to advise the highest levels of UC administration about reactions to the passage of the collective bargaining law,

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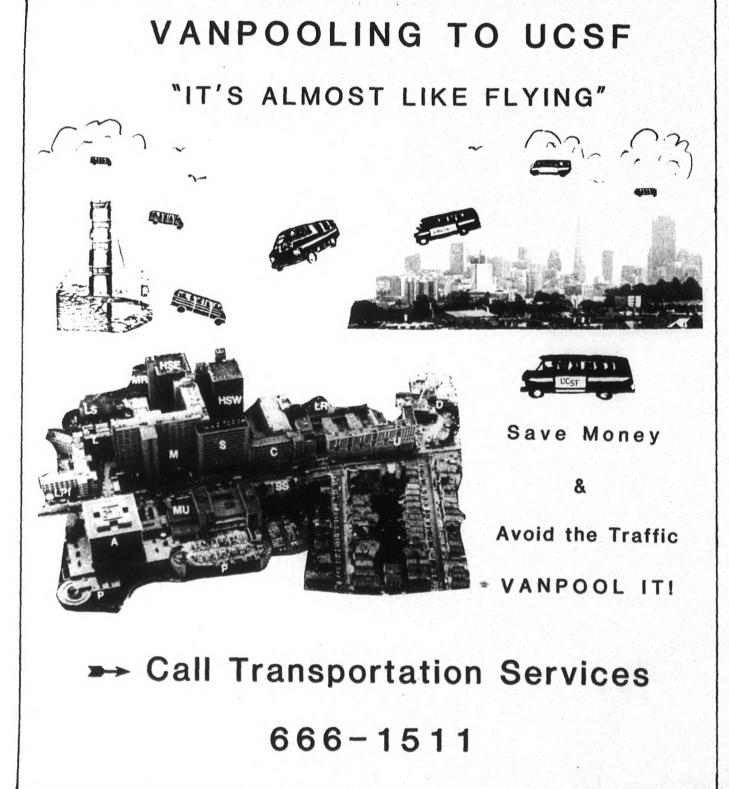
'Whether any particular department will be open and candid with employees — I have no way of knowing.'

Both unions and management wait to see how the PERB will interpret particular wordings of the statute. While he agrees that some may be based on "legitimate concern on the part of the employee or employee organization that rights may have been interfered with," UC's top labor relations professional feels that many ULP's are merely a publicity device for the unions which file them. Most charges, he notes, could have been resolved via informal discussions before they were ever filed with the PERB. The unions would prefer to file with PERB first, Mannix asserts, because "the union can then say 'we forced the university into accepting an agreement because we filed a charge with the PERB.' Something

the lines of a dispute are clearly drawn."

Don't unions also commit ULP's? As UC has filed only one charge against a union, the question may be more ambiguous than the other way around. Mannix maintains that unions commit many ULP's — mostly relating to improper access to employees. But UC doesn't file charges, he says, because the PERB cannot and will not enforce this aspect of the law, which he alleges is subject to widespread violation.

Sullivan disagrees. "We would process the charge like any other," he told Synapse. "We wouldn't do anything if it (the possible ULP) is not a violation of HEERA. But if it does violate the act, certainly we enforce it."



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COLLECTIVE BARGAINING

Continued from page 4

the document outlines reasons for opposing unions and how to go about the task. Mannix carefully noted that the memorandum was not formally adopted as university policy, and that, in fact, UC may or may not encourage each particular unit of employees to vote "no representation." In their November meeting, however, the UC Regents voted to have the university conduct a campaign to inform the staff that UC is opposed to collective bargaining.

"Preserving a Non-Union Environment" says that unions may be successful because employees perceive management as unresponsive - a perception which can be countered if managers take on a stance of openness and receptivity towards employees' concerns - whether or not those concerns are thought by management to be actually resolvable.

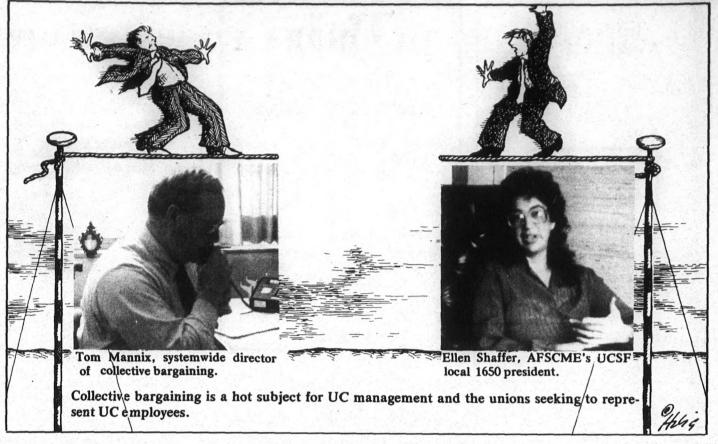
"The information (in the document) is to show a range of options the university has," Mannix told Synapse. "The range of options are 'don't communicate and communicate (with employees).' Within the communicate option; 'communicate openly and candidly and don't communicate openly and candidly.'

While Mannix emphasized that he personally favors the maximum of open and clear communication with employees on collective bargaining questions, he nevertheless can foresee "hundreds of reasons" for management to withhold information, for example, "because the regents haven't met yet, or it (a piece of information) is contingent on some discussion that's going on." acknowledged that there is a lot of room for campus-level autonomy during the pre-election activities, and "whether a particular department would follow (our advice on openness) - I have no way of knowing. Given human foibles, I suspect some will, some won't."

The strategy outlined in the memorandum sets a high priority on engendering a sense of identification among supervisors, noting that "neither academic nor staff supervisors...take pride in their supervisory status and, in fact, may often promote union activity among their employees." The document, like the newsletters, does not make a distinction between supervisors who will be exempted from the coming elections and those who may be determined by PERB to be eligible voters.

As defined in "Preserving a Non-Union Environment," the UC strategy for defeating unions could involve many high-level and lower level meetings with managers to plan how to conduct an information campaign prior to the elections. Eventually, this would include mass mailing or leafletting and a large number of group of individual sessions with employees during their working hours. Also emphasized is "continuing analysis of how groups of employees are going to vote." Intensive training programs for managers on how to conduct this campaign would be presented along the way.

Mannix acknowledged that such an information campaign will indeed take place, although he said it might merely be an effort to encourage employees to vote, explain why it is important to do so, "and that in certain locations a recommendation for 'no representative' will probably occur."



Question of costs

The memorandum ends on the most pragmatic of notes: "(The) program outlined here would require a very serious commitment from management in terms of time and other resources." It adds that for many employers, the costs of unionization are even higher. But how high is high?

The question of UC's costs for an effort to defeat the union drive is one for which there is no complete answer. It is possible, however, to put it into perspective. The UC budget for the current fiscal vear calls for approximately \$500 thousand in State of California funds for collective bargaining and related issues, with \$157,000 ear-marked for the information campaign. But that is by no means the total amount spent. According to systemwide Budget Director Larry Hershman, all campuses supplement their collective bargaining budget with other, discretionary state funds. The true total, he estimates, is probably closer to the more than \$1.6 million requested from the state by the regents for 1983-84. For example, at UCSF, this year's budget for collective bargaining-related expenses is approximately \$115 thousand.

For a system with more than 70,000 employees, even \$1.6 million may not seem like an extravagance. Yet, "hidden costs" more accurately show the resources UC has or will devote to its goals. According to Hershman, these costs, which never show up on a ledger, are the large outlay of time and resources from a variety of other departments for labor relations business. (For example, the unions consider the management's newsletters to be a related expense.)

As Mannix mentioned, a large amount of management time currently is used to plan strategy on labor relations. Once the information campaign is geared up, closer to the actual elections, an even greater outlay of management time will be devoted to efforts to "reach the employees with a particular message.' Synapse asked Mannix how many meetings he expected to take place. "An indeterminable number," he responded. "I have no idea how much staff or professional time is being spent on meetings."

Mannix, however, considers it a "union myth" that the university has millions of dollars to spend on this.

When asked if such a large number of meetings would not cost many millions in lost productivity and related expenses alone, he said "in terms of new money, no. If you mean that an individual employee will now spend 50 percent of his time working on an information campaign when before he was spending 50 percent of his time doing something else,

The point, which Mannix discounts and the unions consider a serious issue, is whether a large direct or indirect outlay of tax-derived UC funds to influence or defeat an organizing drive is appropriate though it is unquestionably legal - in a year when employees received no salary increase and the university is anticipating cutbacks on many fronts.

Predictably, the university's actions will continue to be condemned by the unions, whose tax-paying members feel they are subsidizing their adversaries. And certainly, there are many employers, particularly in private industry, who have used tactics to thwart organizing that tion that he now works as UC's top person in labor relations, Mannix described himself as a professional, who does what is required by his employer as long as the assignment doesn't interfere with his 'personal predilictions."

"There are some things I will not do," he said. "I would not work for an organization that takes an anti-collective bargaining stance or that is not committed to making collective bargaining work.'

but he is apparently talking in terms of degree, as to the definition of "anticollective bargaining stance." Because it seems abundantly clear from the statements of UC's top leaders, including the recent vote by the regents, the text of Mannix's own "Preserving a Non-Union Environment" and the plans for an information campaign which could include a "no representation" voting suggestion from management, that the university is making a serious effort to limit collective bargaining to the smallest possible number of employees. This would, in

'The program outlined here would require a very serious commitment from management in terms of time and other resources.'

would make UC's actions seem mild by comparison - even from labor's perspective, the university is not the worst of the worst.

Tom Mannix himself once was a labor man. At a time he even headed several locals of the American Federation of Teachers in New York state. He's anything but the picture of an unyielding hardliner. He works out of a humble office on the first floor of University Hall in Berkeley. The walls are adorned with news clippings (including one about the large percentage of representational elections in which unions have been defeated) and reports. On the desk is a photo showing parents in a New York community counter-picketing the picket line of the teachers in his former union during a particularly heated strike years ago. One sign reads: "Mannix - send your 'hoods' home.'

"You are what you come from," he said fondly about the photo.

When asked if it were not a contradic-

theory, help to maintain UC as the "premier institution of public higher education."

For their part, the unions believe UC. with its alleged ULP's, publications, "captive audience" meetings and information campaign, is waging a manipulative, expensive fight that is inimicable to a fair and open election process. They believe that without unionization, employees will never gain a real voice over their wages, hours and working conditions. They also are pulling out all stops to get across their point of view.

while moral certainty may never be reached for those considering these perspectives, next year the voting employees will decide which position rings truest.



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Contract denial will force UCSF to turn away poor

Continued from page 1

tial layoffs. Shaffer contended that there are "other ways to make up for lost money" than from labor costs, and she pointed out that UCSF workers had already been faced with no pay raises and increased health benefit fees over the past year. AFSCME currently is circulating a petition requesting the czar to reconsider UCSF for a MediCal contract.

Additionally, there is what Chancellor Krevans called the "terrible educational impact" of the MediCal ruling: UCSF will be training health professionals in a hospital setting off-limits to the poor. It is a prospect that hardly sits well with students and faculty advocating an educational environment responsive to issues of patient access and the equitable distribution of health care resources.

What went wrong?

Although no official explanations accompanied the czar's decisions — Kerr claimed UCSF had "not been told why our contract was unacceptable" — the competition for MediCal contracts appears to have boiled down to a simple matter of dollars and cents, with the low bidders winning out over higher bidders. Guy told the San Francisco Chronicle that hospitals in San Francisco were denied contracts because "we just couldn't deal with their bids. They were too high."

Hospitalization costs at UCSF tend to be higher than those at other local facilities, and UCSF's bid reflected its traditionally higher rates. While some state officials have argued that teaching expenses artificially inflate patient care costs at university hospitals such as UCSF, Kerr rejected this claim. He stated that UCSF's bid was "not high because of teaching costs" but because of the specialty care the hospital provides. "We do not deal with a so-called typical patient population," Kerr said, "but one at the ninety-ninth percentile nationally in terms of degree of illness acuity" requiring more elaborate and expensive types of care.

There are those who believe that what went wrong with the MediCal negotia-

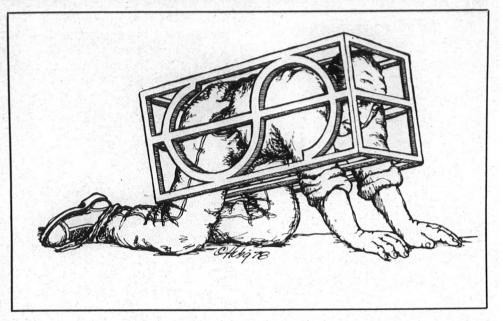
tions was not so much UCSF's bid as the whole contracting process itself. One UCSF housestaff member condemned the MediCal bidding as a "process allowing health care decisions to be made on sealed bids as if they were contracting for a building — it's totally outrageous."

While the building analogy may be appropriate, it is not entirely so: construction bids have to conform to a preestablished design blueprint. In the construction of a new MediCal system, contract bids did not have to conform to any blueprint for standards of patient care quality.

The exclusion of UCSF's tertiary care facilities is but one sign that concern for quality of patient care was not a prominent consideration in the selection of MediCal contract hospitals. Mount Zion and Saint Mary's have been among the most active of San Francisco's private hospitals in admitting MediCal patients. Nevertheless, the czar rejected both hospitals' MediCal bids. It is estimated that with UCSF, Mount Zion and Saint Mary's out of the Medical picture, some 40 percent of the city's MediCal patients will have lost their customary source of hospital care.

Perhaps nowhere is the situation more accentuated than at Mount Zion Hospital. Located in the heart of the Western Addition, Mount Zion has earned recognition for its role in delivering care to residents of this low-income community. The loss of MediCal patients may prove disastrous to Mount Zion, which depends on MediCal reimbursement for over one-quarter of its hospital revenue.

Bordering the Western Addition is Pacific Heights, one of the city's poshest neighborhoods. As it happens, one hospital not overlooked by the czar in granting MediCal contracts was Pacific Heights' own Pacific Medical Center. The czar's decision now compels Western Addition MediCal patients to travel away from their community and Mount Zion Hospital to Pacific Heights in order to get to the nearest contract hospital, Pacific Medical Center — a hospital that has not distinguished itself in the past for its



eagerness to welcome the city's poor into its wards.

The secrecy with which the MediCal negotiations were conducted — from the sealed bids to the abrupt announcement of final contract awards — has led many to indict the negotiating process for its failure to accommodate community health needs and sound health planning goals. The lack of coherent health policy led one San Francisco Department of Public Health administrator involved in negotiating a contract for San Francisco General Hospital to complain, "Negotiating with these people (the czar) was like sumo wrestling in the dark and they were the only ones who knew how big the ring was."

Guy lived up to his title of "czar," displaying a hard-nosed style in the bidding competition one source described as "autocratic" and "ruthless." Guy's reply to detractors of his contract choices? "There were those who didn't think we were serious about this, and they will have to think again."

Such is the tenor of the new czarist era of MediCal. In its repudiation of any accountability to community interests or professional health care standards, in its return to a two-tiered health system where the poor must accept a level of care

qualitatively lower than that available to other Californians, the new MediCal system is a drastic retrenchment of the state's commitment to health care.

As the February 1 deadline approaches, keep an eye out for UCSF's new neon sign.

Contract awards

The San Francisco hospitals awarded MediCal contracts are:

Children's
Chinese
Ralph K. Davies
Marshall Hale
Mary's Help
Pacific Medical Center
Saint Francis
Saint Luke's
San Francisco General
Hospitals denied contracts are:
UCSF

Mount Zion Saint Mary's French



GSA Column

GSA urges political involvement

Interested in UC politics? What is UC doing about student affirmative action, threats of tuition increases, student housing issues...? Wouldn't some kind of student government participation or similar extra-curricular activities look good on your CV?

UCSF hosts January SBPC meetings

UCSF GSA and ASUC will be hosting the January Student Body President's Council meetings. The January 7 and 9 meetings (held in the Chancellor's Conference Room 10 a.m. - 5 p.m.) will be open to the public. Graduate and undergraduate students from the nine UC campuses and honored guests from the legislature and UC administration will be present. Be there or be square. Call the GSA for more details, ext. 2233.

Next GSA Council meeting

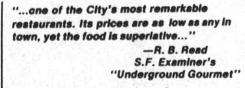
The next GSA Council meeting will be in HSE-1250 on Thursday (today), January 6 at 5 p.m. To be discussed at the meeting is financing for the upcoming year.



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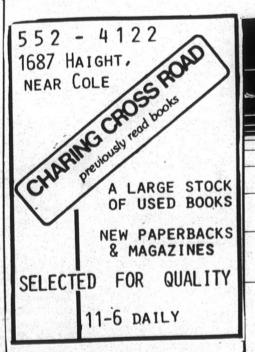
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MU Calendar

Events

Thursday, January 6

FILM: Chariots of Fire. A true story about the 1924 Paris Olympics which focuses on two British runners. Winner of four Academy Awards, including Best Picture. 5:45 p.m. ONLY, Cole Hall Auditorium, \$2.25/1.75/1.25.

Friday, January 7

FILM: Chariots of Fire. See January 6 for description. 6:30 and 8:45 p.m., Cole Hall Auditorium, \$2.25/1.75/1.25.

Wednesday, January 12

MUSIC: Dalglish & Larsen Band. A program of folk music - jigs, schottisches, reels, airs, old songs from rivers and camps, and jazz - on hammer dulcimer, flute, guitar, and more. Noon, MU Lounge, FREE.

Thursday, January 13

MUSIC: Queen Ida & The Bon Temps Zydeco Band. See photo description.

Friday, January 14

FILM: Mission. A Political thriller by Director Costa-Gavras (Z) about an American writer who mysteriously disappears in a South American country and his relatives' attempts to locate him (superbly played Sissy Spacek and Jack Lemmon). 6:30 and 8:45 p.m., Cole Hall Auditorium, \$2.25/1.75/1.25.

Classes

Thursday, January 6

MU Registration for Adult Classes -Winter '83 - Students and members only. MU Central Desk, 8 a.m.-2 p.m. and 4-7 p.m.

Friday, January 7

MU registration for Adult Classes -Winter '83 - Open registration. See January 6 for place and times.



Queen Ida & The Bon Zydeco Band. The "Queen" of Zydeco music on lead vocals and accordian is accompanied by her band in a potpourri of Louisiana blues and French Cajun music. Join us in a "happy hour" of refreshments and snacks at 5 p.m. followed by the concert at 6 p.m., Thursday, January 13 in the West Entrance to Millberry Union Cafeteria. SEATING IS LIMITED AND AD-VANCED TICKETS ARE REQUIRED. Tickets will be available beginning Monday, January 10 at MU Central Desk or the ASUC Office, Rm. 249-MU. The event is being co-sponsored by the Committee for Arts & Lectures and the Associated Students. INFORMATION, call 666-2571. (\$2.00 donation is suggested).

Monday, January 10

Writing — Susan Schwartz (NEW CLASS) - 6:30-9 p.m. Students and members: \$40; general \$50. This inten-

sive workshop will help professionals and Four Weeks Toward Better Scientific advanced students in science and medicine write more clearly, concisely and easily. January 10-31. Register at MU Pool (after January 7).

Wednesday, January 12

Aha! A Creative Problem-Solving Class - Bruce Honig - 7-9:30 p.m. Students and members: \$28; general: \$35. This course will enable you to solve your problems more efficiently and effectively. January 12-February 9. Register at MU Pool (after January 7).

Thursday, January 13

Communicate at Work! - Katherine Smith — (NEW CLASS) — 5:30-7 p.m. Students and members: \$16; general: \$20. In this workshop you will learn to read the messages from the environment, identify your own needs and react with constructive choices in the work setting. January 13-February 3. Register at MU Pool (after January 7).

Intramurals

UCSF Olympics

The Third Annual UCSF Olympics will be held on two separate weekends this year (one in the winter quarter and one in the spring). The olympics are co-ed student competition between the various campus schools. The weekend of February 6-7 will feature competition in co-ed basketball, co-ed floor hockey and mixed doubles table tennis. The overall winner of the games the past two years has been the Dental School. Interested teams and individuals should call Joel Biechele at the Recreation Department, ext. 1800.

Intramural volleyball signups Signups for intramural volleyball will be held in the MU Gym on January 12 from 7:45 to 10:30 p.m. The nets will be set up for practice during this time. Entries will

Other activities

not be accepted without the entry fee.

Check the MU Winter Brochure or call the Recreation Department for information on other Intramural and Sport Club activities.

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UCSF students may place classified ads at no cost (20 word maximum). Ads are taken at the Synapse Office on Friday, 11 a.m.-1 p.m. Students must show UCSF