

Almanac

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Mark Levitan: Leaving HUP in 1983

Mark S. Levitan, executive director of the Hospital of the University of Pennsylvania, announced late last week that he will be leaving HUP in the first quarter of 1983 to become president of Shared Medical Systems Corporation, a national company in King of Prussia that deals with computer management for hospitals.

Mr. Levitan, Wh'55, joined HUP in 1974 and directed it during turnaround from a \$1.23 million deficit in 1974 to a surplus of \$4.98 million this year. Silverstein Pavilion and other projects totalling \$60 million were built, and Graduate Hospital became freestanding. Dr. Thomas Langfitt, vice president for health affairs, cited Mr. Levitan's work in strengthening hospital ties with Medicine, Dental Medicine and Nursing; and HUP Board Chairman Samuel H. Ballam, Jr., said "his leadership will be greatly missed." Information on a search to select his successor will be announced shortly.



Bruce Stromberg

Budget Message: Earlier Than Usual

The President and Provost present their preliminary budget message for FY 1984 in this issue. On page 2, they project University wide *pool* increases, but not school-specific rates, for compensation and tuition. Last week the Undergraduate Assembly reportedly adopted a resolution asking to hold the tuition increase to 9.7 percent. The Faculty Senate's Committee on Economic Status has not yet announced a salary recommendation, but the topic is on Senate's November 17 stated meeting agenda (see page 4).

Philadelphia Past/Present/Future: The 'Now' Part

As the two-year community-wide study of "Philadelphia Past, Present and Future" came to a close, over 500 people turned out during an October 25 rainstorm to hear the results of some 700 people's work on 12 task forces.

The project, co-sponsored by this university and Temple, produced 56 recommendations (see pages 5-6) for launching Philadelphia's economic and cultural revival in Century IV. It also produced good press, including a *Philadelphia Inquirer* Today Magazine wrap-up in which writer Peter Binzen used the report—with credit to SPUP's Dr. Theodore Hershberg—as background for the 25 least costly rejuvenation projects Philadelphia could undertake.

Aside from making 56 separate proposals—many of them aimed at creating jobs and job skills for Philadelphians—the study looks at the City in a different way. "The old image—of the city as organism—is the wrong image for the 1980s, for it inspires the wrong debate," Dr. Hershberg said. "It locks us into an argument of growth versus decline, of expansion versus shrinkage. The right image for the 1980s is of the City as a vast organizing structure concerned with development—not growth. There is a critical difference here: Growth is a concept concerned with *size*. Development is a concept concerned with *competence*."

Defining the City as "not simply Government, but business, labor, civic and neighborhood groups, and citizens," Dr. Hershberg's address to the Century IV gathering called for the City to play four developmental roles—as innovator, conservator, mediator and enhancer.

As innovator, the City is charged to create an environment for economic development; design accessible opportunity structures; upgrade the labor force and enter the international economy. Educational institutions, and those in health and medical research, pharmaceuticals and materials science, are key resources in the City's role as innovator.

They also have direct and indirect roles in the three others, however:

As conservator: managing and maintaining energy resources, housing stock, infrastructure, environment and cultural and recreational facilities.

As mediator/broker: managing conflict and bringing diverse groups and interests together for rapid and efficient achievement of common goals.

As enhancer: creating a quality of life and of environment that will make a city lifestyle not available in suburbs and exurbs.

Calling the 56 items "The Philadelphia Investment Portfolio," the study suggests *who*

might carry out each idea and how it might be financed.

The Portfolio had to avoid two serious problems, Dr. Hershberg said. "If a proposal is just an idea, it can be effectively dismissed as vague, or as the product of wishful thinking. On the other hand, if overly specified, it runs the risk of offending key actors—as yet uninvolved—whose participation is essential for implementation." In the Portfolio are a number of projects designed by Penn faculty, including Architecture Department Chair Adele Santos' ideas on local agricultural development; Dr. Vukan Vuchic's and Dr. Bruce Allen's on transportation; Dr. Stephen Feldman's on energy; Dr. Robert Mittelstaedt's on venture capital; and Dr. Seymour Mandelbaum's on telecommunications learning.

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FY 1984 Budgets: Initial Projections

In our development of budget projections for next year—fiscal year 1984—we have continued to work intensively to ensure that academic priorities shape budget decisions. That is the key reason for accelerating the budget process and for our planned shift to a two-year budget. (See *Almanac Supplement*, October 12, 1982, which includes the President's Statement of Purpose, The Planning Process and its Calendar, and the Development Plan.) These steps are particularly important as new resources available to the University are likely to be severely restricted from a number of important sources.

Initial projections for the budget next year have just been made. We summarize here the main features of those projections. In doing so, these key points are of primary importance.

First, as the Statement of Purpose makes clear, academic quality is our first priority. The preliminary budget estimates are premised on that fundamental judgment. We are committed to follow it.

Second, our approach to estimating both the net tuition revenue pool and the total compensation expense pool seeks to ensure maximum possible faculty and staff compensation consistent with limiting the cost burden to students and their families.

Third, administrative expenses will be held to very minimal increases, to ensure that the maximum possible funds are available for academic purposes. At the same time, we recognize the importance of quality administrative services to the University, and will make every effort to ensure a continued increase in the productivity of those services.

Fourth, as all are aware, we must continue to operate within a balanced budget and make certain that we do not use critical resources that must be maintained for the future well-being of the University.

Against that background, we emphasize two caveats concerning our initial budget projections. First, those projections cover only University-wide revenue and expense *pools*, not school-specific rates of either compensation or tuition. These and other decisions must necessarily be made later in the year. The projections are, we stress, preliminary estimates, not firm figures. Second, unfortunately we cannot assume increases for next year in two key elements of our past revenue growth: the Commonwealth appropriations and indirect cost recoveries from sponsored research. We will naturally press with all possible efforts to gain more resources from the Commonwealth and to expand sponsored research. But at this early stage, we must necessarily be cautious in our projections. At the same time, as a result of shifts in federal policy, severe pressures continue to bear upon our funds available for student financial-aid.

Preliminary projections of next year's budget indicate that total undergraduate regular tuition revenues minus undergraduate regular student financial aid expenses must be increased in the range of 12 percent. This is, we stress again, only an initial estimate of the total pool increase, and it will continue to be tested against our budgetary requirements as well as expected actions of our peer institutions. Total graduate tuition revenues are expected to require an increase in the same range,

though the difficulties in estimating graduate enrollment in the coming year calls for perhaps even more caution in considering this projection.

Our initial review also indicates that the total expense pool for salaries and employee benefit expenses should increase about 8.5% beyond the amount budgeted in the current year, assuming that other expenses can be held below the expected rate of inflation, as we intend. Due to government-mandated increases, particularly in Social Security, as well as to health benefit increases, the rate of increase for employee benefit expenses will likely be greater than the direct salary and wage rate increase. In addition, we plan to establish a faculty salary reserve pool to meet special situations, as was true in the last two fiscal years.

Apart from that salary reserve pool, however, our current estimates suggest that the total subvention amounts available for the various schools from the University will not increase. This is some measure of the severe financial pressures that will result unless our Commonwealth appropriations increase significantly or indirect cost recoveries from sponsored research show substantial growth.

We will be meeting today with Chairs of Departments throughout the University and also with Undergraduate Assembly and GAPSA representatives. Last year many suggested that we hold such sessions earlier than previously and we are meeting that request. In these discussions, of course, we will make every effort to respond to questions and concerns.

In preparing the projections, we have received the advice of the Academic Planning and Budget Committee, which continues to provide enormously useful counsel. Almost as soon as the 1984 budget is set, we will begin work with that Committee on the fiscal year 1985 budget as part of our effort to shift to a 24-month budget. Further, we have met with the Senate Committee on the Economic Status of the Faculty. We will also be discussing the budget with the A-1 and A-3 Assemblies. We will, of course, continue to talk with these and other groups concerning budget matters throughout the year.

The Statement of Purpose affirms our commitment to growth of faculty real income at both junior and senior ranks. As was true in the current year, we expect to achieve that growth for next year. At the same time, the Statement underscores the increasing pressures of tuition costs on students and their families and the need for every possible effort to limit tuition and other cost increases in light of those pressures. The factors that can be controlled, most particularly administrative costs, will remain under tight rein. The other budget dimensions, those that call for expanding revenues through increased development efforts and expanded state and federal funding, will receive our critical attention.

Sheldon Hackney Tom Eulich

Council: No Agenda, No Meeting, November

The University Council has cancelled its November meeting to allow more time for preparation of agenda items not yet ready for discussion, Steering Committee Chair Murray Gerstenhaber has announced.

On Steering's November 29 agenda, for possible presentation at the December 8 Council meeting, is a resolution on compliance with University policy which restricts access to University facilities by organizations that discrimi-

nate on the grounds of sexual or affectional preference. The issue developed after the Law School determined this fall that the U.S. Army Adjutant General's Office should not have access to School facilities for placement interviews. Application of the policy to other areas of the University is under discussion.

Another unfinished item, on the Open Expression Guidelines, has been referred to the Committee on Open Expression, an is not

expected to reappear on Steering's agenda before February. Two questions—on implementation procedures for the Guidelines as now written (see *Almanac* October 26, p. 5, for excerpts), and on proposals to change their provisions or interpretations with respect to "threats of disruption not involving violence,"—are to be studied Dr. Gerstenhaber said.

The Steering Committee is also looking at the Graduate Student Associations Council's recommendation on Teaching Assistants' workloads and compensation (excerpts in *Almanac* February 2, 1982).

SPEAKING OUT

'Administrative Creation'

The reply by President Hackney and Provost Ehrlich to my communications in the *Almanac* of October 5 was wholly nonresponsive. It was also counterfactual and condescending.

My experience is that funding and support for policy studies are *not* hard to come by, given a minimum of administrative support. The recent difficulties of SPUP are an administrative creation, for which the President and Provost should be accountable.

Since it has proved hopeless to anticipate a reasonable discourse on these matters in any recent venue, I find it necessary and appropriate to open a discussion in the forum provided by the Faculty Senate. I have thus submitted thirty days in advance of the Senate meeting of November 17, three resolutions. The first two deal separately with matters of procedure and substance in the closing of SPUP. The third resolution calls for holding this decision in abeyance, pending the application of proper procedures to an appropriate subject of discussion. All three resolutions call for Senate and possibly administrative actions.

The passage of the resolutions and even their acceptance by the administration would not necessarily guarantee the continuation of SPUP. Such an immediate determination is not my objective. I seek rather the development of a well-informed decision which is based on procedures of a collegial and cooperative nature, since I regard these qualities as essential to the continued health of the University.

—Britton Harris
UPS Professor of Transportation
Planning and Public Policy, Emeritus

NOTE: See text of resolutions, page 4.

A Strategic Error

President Hackney's planning document as published in the October 12 *Almanac* contains no plan dealing with affirmative action for women, despite the fact that women's exclusion was pointed out to the President by faculty members several times during discussion of early drafts.

In view of the underutilization of women on our faculty and at the higher levels of administration, this omission is most unfortunate.

It is also a glaring strategic error in a plan predicated on keeping our enrollment levels up

in the years ahead. It does not take a feminist to recognize that if Penn wants undergraduate and graduate students of the highest quality, despite a shrinking college-age population, we must be a university that women will choose. The SAT scores tell the tale, and with complete neutrality: if there are only so many people in the country who meet our quality standards, and over half of them are female, our choice is either to lower our standards or to attract women who meet the high ones. To its credit, Penn has chosen in these past ten years to seek progressively more women rather than lower the SAT. A backhanded success, perhaps, and possibly even a cynical one; but it should tell the planners something about where our admissions bread is buttered.

How does this relate to the President's failure to appoint even one woman to a top administrative post during the unprecedented rash of new appointments he has made? The impact is highly visible, as when in Freshman Convocation this fall the University "welcomed" its 42-percent-female Class of 1985 with a program made up entirely of five male speakers* and the men's Glee Club. To the strains of *Men of Pennsylvania* (a song that should be rewritten or retired), women students at the reception pointedly remarked upon the omission. But the University had (and has) no woman in a position central enough to be put on the program—nor was there enough sensitivity to alter the line-up by introducing the undergraduate deans (one of them a dynamic woman) and/or women leaders of the student activities and residential life operations who will be very central to the students' experience here.

That was a picture worth a thousand discouraging words: Penn may admit women, and welcome them indeed at the bursar's office or in the empty seats of the classrooms, but they must be reminded tacitly that Penn is a men's school by tradition. This will not endear us to their sisters and female high-school classmates at home—and if anyone doubts the impact of present students' word-of-mouth opinions upon the recruiting and matriculation yield, let them serve on admissions committees for a year.

We must be honest in our recruiting. And we cannot honestly promise young women a leadership role in life through choosing Penn if we

*All white, needless to say; the subject of this letter is women because of their numerical potential, but it should be noted that offense to one excluded group magnifies the offense to the other.

continue to greet them with tangible proof that women do not have an equal opportunity for leadership *within* Penn.

Our colleagues in the Black Faculty and Administrators, and the many dynamic minority women in WEOUP itself, have long pointed out the disservice to students and their education that comes from tokenism, and from promises of equality not kept when it comes to making real decisions about appointments and promotions. Our gains of the past few years have been so fragile that they have now disappeared overnight in College Hall. There are in fact fewer women in high administrative posts than there were ten years ago. By informal count (necessarily, since secrecy has descended on our affirmative action statistics), the proportion of women on the standing faculty that grew slightly in the seventies has come to a standstill in this decade. We remain predominantly male and overwhelmingly white—and in a decidedly poor position to compete for the bright women and minority students we need, and say we want.

Real welcome starts at the top, and words are not enough (as we wrote, in company with BFA, to President Hackney and Provost Ehrlich on September 25, 1981, "we have always thought Penn to be long on rhetoric and short on action in the field of Affirmative Action"). Now, however, the University's blueprint for the future cannot even come up with a few words of commitment.

That's moving backward at a time when the University needs more than ever to move forward. It is time for this administration to stand up and be counted on the side of Affirmative Action: to write in a commitment, and then keep it.

—Helen C. Davies, Professor of
Microbiology and President,
Women for Equal Opportunity at the U. of P.

Response from the President:

Professor Davies is correct that the planning document should include explicit references to the need for affirmative action for women, and in the final version it will.

I am grateful to the large number of faculty members, students, and staff, who have written directly to me with helpful suggestions on ways to strengthen the document. I hope that many more will do so.

—Sheldon Hackney,
President

SPEAKING OUT welcomes the contributions of readers. *Almanac's* normal Tuesday deadline for unsolicited material is extended to THURSDAY noon for short, timely letters on University issues. Advance notice of intent to submit is always appreciated.—Ed.

Faculty Senate: Fall Meeting

Wednesday, November 17, 1982, 3-5 p.m., 200 College Hall

Proposed topics for discussion will include:

- Policy on Conflict of Interest
- Cost-benefit analysis of central administration
- Faculty salary increases
- Closing of SPUP
- Tuition and admissions benefits for faculty children

The full agenda will appear next week. Below are Professor Britton Harris's resolutions on the SPUP closing.

Proposed Resolutions on SPUP for 11/17/82

A. The Senate finds the procedures used to terminate the School of Public and Urban Policy inadequate and contrary to the understandings arrived at between the faculty and the administration at the time of the review of the School of Allied Medical Professions.

The procedures used were faulty: first, in not arriving at a plan for dealing with the academic situation of public policy in the University prior to deciding on the dissolution of the School; and, second, in forestalling collegial discussion of the issues surrounding this dissolution. We note that the administration has still not responded to these contentions as they were published in *Almanac*.

The Senate finds the proximate cause of these difficulties to lie in the reconstitution of the Educational Planning Committee and the Budget Committee as the Academic Planning and Budget Committee. The first committee operated collegially and reported to the Senate and the Council. The new committee operates in secret and functions only as an advisor to the President and Provost. Under these circumstances, as has now been revealed, neither the Committee nor the administration can be held to any accountability for its recommendations or decisions.

The Senate instructs its chair and executive committee immediately to initiate steps to provide for open advance discussion of major academic decisions, maintaining confidentiality on sensitive budget and personnel issues but not on their aggregate effects and academic implications. The Senate also instructs its chair and executive committee to take steps to

reconstitute an academic planning review committee which will report to the Senate and be accountable to it.

B. The Senate recognizes that the field of public policy studies, dealing with major dispositions of national product and major interventions in many aspects of private life, now offers a major challenge to the academic intelligence and professional expertise of the University. It notes, with the President and the Provost, that policy studies are intrinsically interdisciplinary and interprofessional, and that aspects of policy studies are dealt with in many curricula and research centers throughout the University.

Given the central importance of policy studies, the Senate also recognizes the need for a focus of coordination and innovation in the field within the University. It therefore deplores the decision of the administration to terminate the School of Public and Urban Policy as such a focus without at the same time providing for an institutional channel to give long term consideration to the position of the University and its components *vis-a-vis* policy studies.

For this reason the Senate instructs its chair and executive committee to initiate such a long-term study, if possible in cooperation with the administration. This study should have the effect of invoking the active cooperation of units engaged in policy studies and preventing the preemptive development of programs in a manner detrimental to the University as a whole. It should aim within a limited period of two to three years to generate a feasible proposal for focussing policy studies at Pennsylvania which is consistent with international academic experience and the potentials of this University. Such a focus might or might not include a school of public policy.

C. Given the determination by the Senate that the procedure or the substance (or both) of the administration's decision to terminate SPUP were ill-conceived, it is indefensible to permit this decision to stand in its present form. We the Senate therefore advise the President and Provost that they should revoke this decision and reinstate in cooperation with the Faculty a review of policy studies at the University. This review should include but not be limited to the status of SPUP; it should be open and thorough; and it should conclude with an acceptable set of general recommendations as to the future of policy studies at the University.

Call for Nominations: Lindback Awards for Distinguished Teaching

The Christian R. and Mary F. Lindback Awards are presented annually to eight members of the Pennsylvania faculty in recognition of their distinguished contributions to teaching. The awards are open to teachers of graduate students as well as undergraduates in both the professional schools and the arts and sciences.

The criteria and guidelines for the selection of the award recipients define distinguished teaching as "teaching that is intellectually demanding, usually coherent, and permanent in its effect. The distinguished teacher has the capability of changing the way in which students view the subject they are studying. The distinguished teacher provides the basis for students to look with critical and informed perception at the fundamentals of a discipline, and how he/she relates this discipline to other disciplines and to the world view of the student. The distinguished teacher is accessible to students and open to new ideas, but expresses his or her views with articulate conviction and is willing to lead students, by a combination of clarity and challenge, to an informed understanding of an academic field. The distinguished teacher is fair, free from prejudice, and single-minded in the pursuit of truth."

Four awards each year go to faculty in the non-health areas (F.A.S., Wharton, Engineering, Law, Education, Social Work, Fine Arts, Annenberg School of Communications and S.P.U.P.) and four go to the faculty in the health schools (Medicine, Dental Medicine, Veterinary Medicine and Nursing).

Non-Health Areas: Nominations from schools or departments, students, faculty members, or chairmen should be submitted to the Committee on Distinguished Teaching, 112 College Hall/CO, to the attention of Constance C. Goodman. Nominations and supporting letters should cite those qualities which make the nominee an outstanding teacher, and should include the nominator's address and explain his/her association with the nominee. Additional supporting evidence, in the form of statistical surveys, curricula vitae, lists of courses taught, etc., will also be helpful to the selection process. The Committee on Distinguished Teaching, appointed by the Vice Provost for University Life, on behalf of the Provost, presents the Provost Staff Conference with eight finalist candidates from which the four non-health winners are chosen. The nomination period closes Friday, December 10.

Health Areas: The deans of the health schools will welcome nominations for the 1982-83 awards from individuals in the respective schools. Nominations and supporting material, including a current curriculum vita, comments from faculty and students concerning the nominee's teaching ability and any objective quantitative evaluation of the nominee's teaching activities will be reviewed by a broadly based committee of faculty and students within the school. Each health school may nominate up to four individuals for Lindback Awards. The Vice President for Health Affairs appoints an ad hoc committee drawn from the several school committees, to choose the four recipients in the health schools.

Philadelphia Past, Present and Future: 56 Notes on the 'Future' Part

From the massive but handsomely packaged report of the Philadelphia Past, Present and Future study led by Penn and Temple, here are the topic sentences of the Philadelphia Investment Portfolio, describing four roles for the City in its own rejuvenation as Philadelphia celebrates the beginning of Century IV. The full Portfolio is available from the University's Center for Philadelphia Studies, 4025 Chestnut Street.*

The City as Innovator

- "Inventions, Inc." a for-profit entity to license, develop and market promising inventions.

- A High-Technology Business Development Zone in West Philadelphia, focusing business, financial, government and academic resources on the gestation of new high-tech firms.

- The formation of local private Venture Capital Fund(s) to aid in the development of new enterprise creation, spin-offs and the expansion of industry in Greater Philadelphia.

- An Entrepreneurial Clearinghouse to encourage and facilitate entrepreneurial activity in the Delaware Valley, focusing on the formation of new businesses, expansions and buyouts of existing firms.

- A Greater Philadelphia One-Stop Innovation Center to accelerate entrepreneurial activity by providing technical and managerial advice to entrepreneurs and fostering enhanced potential for development of innovations.

- A system of Neighborhood Job Banks, sponsored by community organizations to provide information on jobs, training programs and future employment opportunities supported by City, State and Federal economic development and business subsidy programs of the private sector.

- Launch regional phase of an on-going human resource development process in the Delaware Valley (CLEO) to create the competencies required for a high-tech economy, strengthened community life, and productive personal and family lives.

- Philadelphia Youth Conservation Corps—a public/private partnership providing work experience and incentives to work and learn for disadvantaged youth.

- Human Capital Incentive Fund: Vouchers for individual investment in continuing education/skill training.

- Literacy Commission of Philadelphia—a catalytic leadership body able and willing to advocate and influence a significant response to the crisis of illiteracy in Philadelphia.

- A Computer Literacy Center to provide skills development and training; to promote and coordinate computer education programs in area schools and colleges; and to create a human capital pool well-matched with rapidly

expanding computer-based job opportunities.

- Enhanced Instructional Effectiveness in the Public School System through adoption of Mastery Learning.

- Teletraining to vastly increase access to educational and employment opportunities by creating a vocationally-oriented "open university" as part of an aggressive effort to extend the work-related competence of Philadelphia's labor force.

- Enhanced Managerial Effectiveness for the Philadelphia Public School System.

- Completion of the first Inner-City "Boytown": involving the renovation of a block of twenty-three abandoned buildings in West Philadelphia for reuse as a residential, educational, and economic development center for minority youth.

- A Partnership between the Colleges and Universities of Greater Philadelphia and the City to actively engage in urban problem-solving with the creation of a Policy Board to match city concerns with university expertise.

- A Center for Philadelphia Tomorrow, a "think tank" to assure that Philadelphians consider pioneering urban reforms as soon as possible.

The City as Conservator

- City-wide effort to cut residential energy consumption by 15-20 percent through a public-private-utility program to provide information on and install low cost and no cost energy conservation measures (e.g., thermostat set backs, caulking, weatherstripping, hot water tank wrappers) on as many as 300,000 housing units.

- Massive Energy Education Program designed to change the energy habits of Philadelphians and lower energy bills.

- The development of a Homestead Program for the Rehabilitation of Vacant Public Housing Units.

- Development of Innovative Financing Packages for Capital Improvements to Public Housing for Rehabilitation and Weatherization.

- Housing and Economic Development Capital Fund(s) to improve the quality of life in communities in need of both economic and housing assistance.

- Integrated Hazardous Waste Program which includes retrofitting existing sites and identification of appropriate locations for development of new, safe, "state of the art" facilities for treating, storing, disposing, and recycling.

- A Comprehensive Solid Waste Program emphasizing separation and recovery of recy-

clable materials, the development of "trash-to-energy" facilities, and co-disposal of sewage sludge and municipal waste.

- An intensive program for maintenance and repair of the City's water distribution and sewage collection systems.

- An Infrastructure Technology and Management Consortium consisting of business, engineering, academic and government organizations to improve infrastructure management and development rehabilitation technologies to be used locally and marketed nationally and internationally.

- Creation of a Coordinated Research and Development Program to stimulate the development of energy-saving products and better, more cost-efficient approaches (technical, managerial and financial) to energy efficiency.

- An Investment Pool and Shared Savings Scheme to improve Energy Efficiency for Small Businesses in Philadelphia.

- An Urban Agricultural Development Program for inner-city Philadelphia combining community resources with business, financial and government investment to create new labor intensive food production companies.

- A Center for Neighborhood Self Reliance (CNS) to increase the autonomy and quality of life of Philadelphia neighborhoods through the introduction of agricultural production technologies, new energy conservation techniques and the co-production of services.

- A "Core Competencies" Model of Public Education for the Philadelphia Public School System to provide students with reading, writing, speaking, problem-solving, calculating, computer and collaborative skills needed to effectively participate in complex social and work environments.

- A targeted two-year strategy development project to identify innovative responses to prison over-crowding in Philadelphia.

The City as Mediator

- The formation and support of in-plant and industry-wide labor management cooperative efforts aimed at advancing both the competitiveness of firms and the quality of work life in the Delaware Valley.

- Replace the teacher's contract with school-based performance contracts that purchase educational results rather than teacher instructional hours. Alter the relative position of the Board of Education and the Philadelphia Federation of Teachers by divesting the Board of its school operations and put them out for bid on

(Continued on page 6)

* By the Bell Telephone Company as a contribution. The two-year project was funded by grants from CBS, Inc.; The Pennsylvania Humanities Council; The William Penn Foundation; Atlantic Richfield Foundation; The Pew Memorial Trust; and SmithKline Beckman Corporation.

a school-by-school basis to qualified teachers and administrators who establish themselves as approved educational providers.

- A Venture Capital Information Referral System which will screen and refer investment opportunities in start-up or expanding firms to venture capital investors and brokers.

- A Regional Clearinghouse for Information on the Defense Economy, increasing the benefits of defense business to the Delaware Valley.

- A Metropolitan Information Corporation (MIC), linking Philadelphia to the world's information industry using as its centerpiece the Philadelphia Free Library.

- Cooperative Research and Development programs which serve the technological needs of area industries through joint development projects and transfer-of-technology services.

- A Technical Support Network for community-based enterprise development.

- An Inter-Modal Freight Distribution Terminal in Southwest Philadelphia to establish Philadelphia as a regional freight distribution center.

- Terminal Railroad in Philadelphia to assume the retail functions of Conrail and the Chessie system, by consolidating shipments and enhancing delivery services.

- A Regional "Piggy-Back" (motor carrier-to-flat car) Load Center to take full advantage of Philadelphia's strategic location between New York and Baltimore.

The City as Enhancer

- Regional Commercial-Industrial Tax-Base Sharing to improve tax financing of services in the Delaware Valley making the entire region a more efficient place to do business and a more tax-equitable place to live.

- A Public Education Program on Property Tax Reform as an appropriate, efficient and equitable means for collecting additional City revenues.

- Delaware Valley Resources Development Inventory: A comprehensive assessment of research strengths among institutions and industries in The Delaware Valley to provide an up-to-date system for entrepreneurs, government agencies, professional industrial site search firms, corporate decision makers, and investors in selecting the Greater Philadelphia Region as a choice location for future growth and development.

- A Delaware Valley Information bank with data collected by means of an ongoing sample survey of the demographic characteristics of the Delaware Valley—a resource to attract and retain business.

- Room Occupancy Tax on use of Philadelphia hotels to create a fund for promoting the City.

- An image development and marketing analysis program that directly links ongoing promotion and planning efforts to the long-range economic and social objectives of Greater Philadelphia.

- Culture/Recreation Advocacy Group—a catalytic leadership body—able and willing to advocate and influence significant change for culture and recreation in Philadelphia.

- Regional Tourist Development: a program of promotion to expand the numbers of day tourists to Philadelphia.

- A service sector Facility Locations Program to promote and develop Philadelphia as a center for corporate, institutional, public sector, technical, professional and leisure industry facilities and headquarters.

- Creation of one or more special development districts—featuring coordinated public/private planning, special tax arrangements, and flexible zoning and building code regulations—leading to new opportunities for economic and community development.

- Downtown Convention Center for Philadelphia, located in close proximity to major hotels and cultural attractions; in possible combination with a new hotel and performing arts center.

- Center for Housing and Community Policy Research to provide data on current and future housing markets in the Greater Philadelphia area.

- Increase productivity of existing streets, highways and transit services through low-cost traffic regulation and enforcement measures.

- Formulate a coordinated urban transportation policy for the city and establish a body to direct its implementation.

ON CAMPUS

November 2-November 14

Children's Activities

Film Series

November 6 *Run Wild, Run Free*

November 13 *Chitty, Chitty Bang Bang*

The Saturday children's film series is free. Films are screened at 10:30 a.m., Harrison Auditorium, the University Museum.

Workshop

November 13 *Knowing and Growing Herbs*, 10 a.m., Morris Arboretum, 2 p.m. Registration and information: 247-5777.

Conferences

November 2-4 *Italy Today*. Franco Ferrarotti on *The Development and Evolution of Italian Society* on November 2, 4 p.m., Bodek Lounge, Houston Hall; Guido Colomba on *Political Parties and Mass Media in Italy* and Francesco D'Onofrio on *Democracy: Is the Anomalous Italian Case Anomalous?* on November 3, 7 p.m., Room 301, Houston Hall; Enzo Mattina on *The Social and Political Role of Unions in Italy* and Gabriele Maselli on *Industrial Financing and Banking Institutions in Italy* on November 4, 7 p.m., Benjamin Franklin Room, Houston Hall (Center for Italian Studies). Information: Ext. 8279.

November 7-10 *The Tarzian Chair Conference on Medieval Armenian Culture*; 2nd floor, McNeil Building. Information: Ext. 3183.

November 11-12 *Financial Management for Nurse Executives* (The Wharton School, School of Nursing & National Health Care Management Center). Information: Ext. 4748.

Coursework and Training

Through December 8 *Stress Management Workshop*, 8 weeks, noon, Houston Hall (Penn's Women's Center). Registration: Ext. 8611.

November 5 *Prevention for Athletes*: holistic methods for treating injuries; 7:30 p.m., 2nd floor lounge, CA (The Health and Wellness Project).

College of General Studies

November 4 *An Overview of Publication Production or How To Be a One-Man Band*, 5:30 p.m.

November 6 *Writing Press Releases*, 9 a.m., McNeil Building.

These are non-credit courses sponsored by CGS, Faculty of Arts and Sciences. For registration and complete information on fees, schedules, and Center City courses: Ext. 6479.

Morris Arboretum

November 3, 10, 13 *Passive Solar Greenhouse Design*, 7 p.m. (9 a.m. section on November 13).

November 3, 10 *Heritage Cone Wreath*, 7:30 p.m. (10 a.m. section on November 10).

November 6 *Late Fall Bird Walk*, 9 a.m.

These courses are sponsored by the Morris Arboretum. Pre-registration is required for all classes. Information: 247-5777.

School of Medicine

November 5 *Trauma Symposium* (Department of Surgery, The U.S. Army).

For complete information on this and off-campus Continuing Medical Education courses: Nancy Wink, Ext. 8005.

Exhibits

Ongoing *The Egyptian Mummy; Secrets and Science and Polynesia*, University Museum.

Ongoing *The Elsevier Exhibit*, works published by the Elsevier family in Leyden and Amsterdam from 1583 to 1712; Rosenwald Gallery, 6th floor, Van Pelt Library.

Through November 2 *Neil Welliver, Paintings, 1966-1980*, thirty large oil paintings, the ICA.

Through November 3 *Paintings of Two Artists from the People's Republic of China*, Faculty Club Gallery.

Through November 16 *Christine Termini: Paintings and Sculpture*, Houston Hall.

Through December *Law and the Visual Arts*, the Great Hall of the Law School Building.

November 8-24 *Student Work: Graduate School of Fine Arts*, the Fine Arts Gallery.

November 9-December 23 *The Paintings of Sara Steele*, sponsored by the B'nai Brith Hillel Foundation at Penn; Faculty Club.

November 12-January 30 *Ban Chiang: Discovery of a Lost Bronze Age*, the first exhibition of archaeological discoveries in Thailand begins its national tour at the University Museum.

Tercentenary/Exhibits

Through December 15 *The Penn Family; the University; and the Institutions of Philadelphia*, an exhibit of books, manuscripts, printed materials and paintings; first floor, Klein Corridor, Van Pelt Library.

Through March 20 *The Lenape: Wanderers in their Own Land*; Sharp Gallery, University Museum.

Gallery Hours

Faculty Club 36th and Walnut. For information regarding hours call Ext. 3416.

Fine Arts Gallery 34th and Walnut. Monday-Friday 10 a.m.-5 p.m.

Houston Hall Art Gallery Monday-Friday 10 a.m.-6 p.m., Saturday and Sunday noon-4 p.m.

ICA Gallery, 34th and Walnut. Tuesday, Thursday, and Friday, 10 a.m.-5 p.m.; Wednesday, 10 a.m.-7 p.m.; Saturday and Sunday, noon-5 p.m.

Law School, 34th and Chestnut. Monday-Friday 9 a.m.-5 p.m.

University Museum, 33rd and Spruce, phone: 222-7777, Tuesday-Saturday, 10 a.m.-4:30 p.m.; Sunday 1-5 p.m.

Van Pelt Library Monday-Friday 9 a.m.-11 p.m. except holidays. Rosenwald Gallery, Monday-Friday 9 a.m.-5 p.m.

Guided Gallery Tours

November 6 *Polynesia*

November 7 *China*

November 13 *Ban Chiang*

November 14 *Ban Chiang*

These Saturday and Sunday tours are free and begin at 1 p.m. at the main entrance of the University Museum.

Films

Exploratory Cinema

November 3 *The Battle of Midway; The Silent Village; Thunderbolt.*

November 10 *Moods of the Sea; Symphony of a City; Louisiana Story.*

Films begin at 7:15 and 9:30 p.m., Studio Theatre, Annenberg Center. Admission: \$3, students \$2.

Film Alliance

November 4 *Zabriski Point.*

Unless otherwise indicated, all films are screened at 10 p.m., Irvine Auditorium. Admission: \$2.

GSAC Film Series

November 5 *The Shop on Main Street.*

November 12 *La Dolce Vita.*

Films are shown in Fine Arts B-1, at 7:30 and 10 p.m. Admission: \$1.50; Season pass, \$10.

Museum Film Series

November 7 *Gajin.*

November 14 *Zulu Dawn.*

These free films are screened at 2:30 p.m., Harrison Auditorium, the University Museum.

Penn Union Council Movies

November 5 *On Golden Pond*, 7:30, 9:45, 12 p.m.

November 6 *Rock 'n' Roll High School*, 8, 10, 12 p.m.

November 13 *Atlantic City*, 8, 10, 12 p.m.

All shows are in Irvine Auditorium. Admission: \$1.50; midnight (and specials), \$1.

Music

November 5 Penn Union Council presents *Miles Davis' first concert in Philadelphia in eight years*, 8 p.m., Irvine Auditorium. Ticket prices are \$10.50, \$11.50, and \$12.50, \$2.00 off with a Penn I.D. Information: PUC, Ext. 4444.

November 12 *The University Symphony Orchestra*, Eugene Narmour, conductor, presents Weber's *Overture to Euryanthe*, Beethoven's *Symphony No. 8*, and Stravinsky's *Divertimento*; 8:30 p.m., Irvine Auditorium. Free.

November 13 The University Museum presents *The Silver Swan*, a Collegium Musicum concert; 2 p.m., Lower Egyptian Gallery, University Museum. \$2 concert donation requested.

On Stage

November 3 *Life in the Fast Lane, Requiem for a Sansei Poet*: a one-man show performed by Lane Kiyomi Nishikawa; 8 p.m., Annenberg School Theater (Japan Cultural Club). Ticket information: Ext. 6701.

November 4-6 The Penn Players production of *Wonderful Town*, under the musical direction of Claude White, director of the Penn Band and Wind Ensemble; 8 p.m., Zellerbach Theatre, Annenberg Center. Tickets are \$4 orchestra, \$3 balcony. Box office: Ext. 7570.

Wit or Witout, Mask and Wig stage production; 7 and 9:30 p.m., Houston Hall Auditorium.

November 10-14 Annenberg Center Theatre Series presents *The Country Wife*, a comedy by The Acting Company, the official touring group of the John F. Kennedy Center. Performances at Zellerbach Theatre, Annenberg Center. Tickets and information: Ext. 6791.

November 13 *From Irene to Evita: The Broadway Musical 1920-1980*, a lecture-recital; 2 p.m., Annenberg School Auditorium. \$12. (CGS). Information: Ext. 6479.

November 14 *Scott Joplin and Friends*, a ragtime review, 2 p.m., Annenberg School Auditorium. \$12. (CGS). Information: Ext. 6479.

Special Events

November 9-30 *Crafts Old and New from Thailand*: University Museum Shop presents jewelry and bronzes in conjunction with the opening of the *Ban Chiang* exhibition.

November 11 *Political Science pre-registration Coffee Hour*, 4 p.m., Stiteler Hall Lounge.

November 13 *Family Day with the Basketball Team*: Basketball clinic with Coach Craig Littlepage and the team in the Palestra, 10:30 a.m.; Penn-Harvard game, 1:30 p.m. Information: Ext. 7811.

Sports (Home Schedules)

November 2 Soccer vs. Rider, 7:30 p.m.

November 5 Soccer vs. Villanova, 8:15 p.m.

November 6 *Lightweight Football* vs. Princeton, 9:45 a.m., *Football* vs. Colgate, 1:30 p.m.

November 9 Soccer vs. Temple, 7:30 p.m.

November 12 Soccer vs. Harvard, 8:15 p.m.

November 13 Football vs. Harvard, 1:30 p.m.

Locations: Franklin Field: *Varsity Football, Soccer, Lightweight Football.*

Information: Ext. 6128.

Talks

November 2 *Chronobiology of Man: Entrainment, Non-Entrainment, and the Delayed Sleep Phase Syndrome*; Dr. Elliot Weitzman, Cornell Medical Center; 11:30 a.m., Medical Alumni Hall, HUP (Department of Psychiatry Colloquium).

Interviewing: What to Say After You Say Hello; Mary Heiberger, associate director, Career Planning and Placement; 4 p.m., Room 303, Houston Hall.

November 3 *Learning Across the Life Span: The Role of Women*; Norman Newberg, associate professor, Graduate School of Education; 12:15 p.m., Room 106, Women's Studies Office, Logan Hall (Women's Studies Brown Bag Seminars).

November 4 *The 1947 Boundaries and the State of South Asia*; Ambassador K. M. Kaiser; 11 a.m., Room 2, University Museum (South Asia Regional Studies Seminar).

Triangulation Methods in Biomedicine; Dr. Martin Alschuler, Department of Radiation Therapy, HUP; 11 a.m. Alumni Hall, Towne Building (Department of Bioengineering Seminar).

New Mechanisms of Inflammation: Proteinases, Psoriasis, Pemphigus; Gerald S. Lazarus, M.D., Milton B. Hartzell, professor and chairman, department of dermatology, Penn; 5 p.m., Dunlop Auditorium, Medical Education Building (Seventh M. H. Samitz Lectureship in Cutaneous Medicine).

November 5 *Antenna Fundamentals*; Moshe Kisluk, visiting professor, Tel Aviv University; noon, Room 222, The Moore School (Valley Forge Research Center Seminar, Systems Engineering Department).

The Interaction of Ethanol with Brain Opiate Receptors; Boris Tabakoff, director, Alcohol and Drug Abuse Research and Training Program, University of Illinois Medical Center; 2 p.m., Room 113, Nursing Education Building (Department of Pharmacology).

The Topography of Technical Change; Richard Nelson, Yale University; 2 p.m., Room 107, Smith Hall (Department of History and Sociology of Science, Economics Department).

Illustrations of Poe's Tales; Burtin R. Pollin, professor emeritus, CUNY; 4 p.m., 6th floor, Van Pelt Library (English Department's Fall Lecture Series).

November 8 *Pharmacological Control of Cardiac Calcium and Sodium Channels*; Dr. Bruce Bean, department of physiology, Yale University Medical School; noon, Room D104, Medical Education Building (Department of Pharmacology).

Support-Metal Catalysts with Well Defined Structures; Bruce C. Gates, director, Center for Catalytic Science and Technology, professor of chemical engineering, University of Delaware; 3:30 p.m., Alumni Hall, Towne Building (Department of Chemical Engineering, Chemical Engineering Graduate Association).

Computability & Logic: Fixed Points in Computability Theory; Dana S. Scott, Carnegie-Mellon University; 4 p.m., Room A-8, David Rittenhouse Laboratory (Hans Rademacher Lecture in Mathematics).

The Intimate Machine: Social and Cultural Studies of Computers and People; Sherry Turkle, MIT; 4 p.m., Room 107, Smith Hall (Department of History and Sociology of Science).

One Hundred Years of American Labor Song; Joe Glazer; 4 p.m., 401 Logan Hall (Folklore and Folklife Colloquia Series).

Problems of Intercultural Communication in Television; Ying Roehng, head, Capitol Theatre, Beijing, China, and Wu Shiliang, playwright; 4 p.m., Colloquium Room, Annenberg School of Communications (Communications Colloquium).

November 9 *Computability & Logic: Category of Domains*; Dana S. Scott, Carnegie-Mellon University; 3 p.m., Room A-8, David Rittenhouse Laboratory (Hans Rademacher Lecture in Mathematics).

Two Centuries of Dutch-American Relations: Origin and Effect; Jan W. Schulte Nordhot, University of Leiden; 8 p.m., Williams Lecture Room, Vance Hall (Dutch Studies Program, Penn Symposium *The Changing Face of Diplomatic Relations: The United States and the Netherlands*).

November 10 *Imitative Anorexia*; Ann Beuf, professor of sociology, Cedar Crest College and lecturer, Penn sociology department; 12:15 p.m., Room 106, Women's Studies Office, Logan Hall (Women's Studies Brown Bag Seminars).

Computability & Logic: Denotational Semantics for Programming; Dana S. Scott, Carnegie-Mellon University; 3 p.m., Room A-8, David Rittenhouse Laboratory (Hans Rademacher Lecture in Mathematics).

November 11 *The Northern Border*; Stanley Wolpert, University of California/Los Angeles; 11 a.m., Room 2, University Museum (South Asia Regional Studies Seminar).

visical Models of Cataract Formation; Dr. F. A. Bettel-department of chemistry, Adelphi University; 11 a.m., Alumni Hall, Towne Building (Department of Bioengineering Seminar).

Coupling of Muscarinic Cholinergic Receptors to the Cyclic AMP System; Kendall T. Harden, department of pharmacology, University of North Carolina; 12:30 p.m., Room 112, Nursing Education Building (Department of Pharmacology).

Computability & Logic: Issues in Constructive Logic; Dana S. Scott, Carnegie-Mellon University; 3 p.m., Room A-8, David Rittenhouse Laboratory (Hans Rademacher Lecture in Mathematics).

The Role of Content in the Study of Mass Communications: A Phenomenological Perspective; James A. Anderson, department of communication, University of Utah, Lee Visiting Professor of Communications, Indiana University; 4:30 p.m., Room 124, Annenberg School of Communications (Faculty Research Seminar).

November 12 *The Signifying Monkey*; Henry Louis Gates, Jr., Yale University; 4 p.m., 6th floor, Van Pelt Library (English Department's Fall Lecture Series, Afro-American Studies Program).

To list an event

Information for the weekly *Almanac* calendar must reach our office at 3601 Locust Walk C8 the **Tuesday prior to the Tuesday of publication**. The next deadline is **November 9, at noon**, for the **November 16 issue** which will include events through **December 5** since there will not be a **November 23 issue**.

Last week's notice on late insertions is repeated not only for emphasis, but because an uncorrected proof appeared in print. The correct deadline for the December 14 issue, December 7, appears below.

Cannibalizing On Campus

Last spring *Almanac* announced that its calendar would be phased out, as an experimental monthly CALENDAR would take on the events-listing function. The astute reader will notice that On Campus is still running: a central administration study showed this to be the cost-effective option.

But *Almanac* can't afford a calendar, either, unless our Tuesday-noon-before-Tuesday deadline is met faithfully. The deadline is published weekly as part of On Campus, and it emphasizes that copy must be in our office by noon.* The cost of tearing up the section for latecomers is so high that if we accepted just one late insertion every week from now to April, we would have to cut out a whole issue in May.

In the jargon of our trade, this is called "cannibalizing an issue." We ask all faculty and staff to join us in shuddering at the thought and:

Send notice of events as soon as they are arranged. There is no such thing as "too early." Our sophisticated storage-and-retrieval system (20 pigeonholes and an overqualified work/study student) will turn the items up at the right time.

But there is a "too late." Starting with this notice, no appeal for late insertion can be considered unless it comes from an authorized budget administrator who is prepared to pay *all incremental costs* on all pages affected, not limited to those in the On Campus section.

—Karen C. Gaines, Editor, *Almanac*

* The "Tuesday-noon-before-Tuesday" deadline holds for all issues except those just before breaks. We publish notices of adjusted deadlines in advance of each break, but here is an overview for 1982-83:

No issue *November 23*. The November 16 issue covers events through December 5. The deadline is noon November 9.

No issue *December 21 or 28; January 4*. The December 14 issue covers events for the whole year-end holiday period. Its deadline is noon *December 7*. In addition, the spring term master calendar will be in preparation during these holidays; its tentative deadline is noon *December 22*. A firm deadline will be published in December.

No issue *March 15*. The March 8 issue covers events through March 27. Its deadline is noon *March 1*.

The Case of the Rare Book Ripoffs, and Other Stories

Van Pelt Library passes along the news that James R. Shinn, who has a "national reputation as a rare-book thief and a criminal record [of] over 30 years" drew a 20-year prison sentence October 13. As he levied the maximum penalty allowed by law, U.S. District Judge Daniel H. Huyett, 3rd, told Shinn, "The thefts of books from colleges and universities are reprehensible." Although Shinn pleaded guilty, he is asking the Third U.S. Circuit Court of Appeals to throw out



the case on grounds that the search warrant that led to seizure of the books was not proper, according to *The Philadelphia Inquirer*, October 13. There is no word yet of the recovery of the volumes Van Pelt has lost, Dr. Joan Gotwals, deputy director of libraries, said.

Closer to home, for personal safety as well as book security, the Library and the Public Safety Office are in a pilot program to survey library users, check I.D.s and determine hours of greatest usage. During the first evening (Monday, October 18), some 2000 University students—and a substantial number of people from other colleges, agencies, business and community—came to the library between 6 p.m. and 10 p.m. Building Administrator Charles Jenkins said the monitoring "already appears to be an automatic deterrent for those with dishonorable intentions," as some would-be visitors left on seeing library staff monitors at the entrance. After consultation with appropriate committees and members of the University community, Dr. Gotwals said, monitoring will probably become established procedure.

OPPORTUNITIES

Job descriptions and qualifications are listed only for those positions which have not previously appeared in *Almanac*. Positions which have appeared in a previous issue are listed by job title, job number and salary to indicate that the position is still available. Listings are condensed from the personnel bulletin of November 1 and therefore cannot be considered official. New listings are posted Mondays on personnel bulletin boards at:

Anatomy-Chemistry Building: near Room 358;
Centenary Hall: lobby;
College Hall: first floor;
Franklin Building: near Personnel (Room 130);
Johnson Pavilion: first floor, next to directory;
Law School: Room 28, basement;
Logan Hall: first floor, near Room 117;
LRSM: first floor, opposite elevator;
Richards Building: first floor, near main room;
Ritterhouse Lab: east staircase, second floor;
Social Work/Caster Building: first floor;
Towne Building: mezzanine lobby;
Van Pelt Library: ask for copy at Reference Desk;
Veterinary School: first floor, next to directory.

For further information, call personnel relations, 898-7284. The University is an equal opportunity employer. Where qualifications include formal education or training, significant experience in the field may be substituted. The two figures in salary listings show minimum starting salary and maximum starting salary (midpoint). Some positions listed may have strong internal candidates. If you would like to know more about a particular position, please ask at the time of the interview with a personnel counselor or hiring department representative. Openings listed without salaries are those in which salary is to be determined. Resumes are required for administrative/professional positions.

Administrative/Professional Staff

Accountant II (3 positions) \$14,500-\$19,775.
Applications Programmer/Analyst II (2 positions) (5154) (5104) \$16,350-\$22,600.
Applications Programmer (C0802).
Archivist (C0911) \$16,350-\$22,600.
Area Director (5092).
Assistant Director, Facilities Management (5245) responsible to director of administrative affairs for building administration functions to insure proper maintenance and utilization of all physical facilities in school; serves as principal liaison between dean's office and various departments of operational services (degree with a major in business administration or engineering, five years' progressively responsible experience in business or institutional administration).
Assistant Director III (C0849) \$16,350-\$22,600.
Assistant Treasurer (4858).
Associate Comptroller (5186).
Associate Development Officer III (3 positions).
Associate Development Officer IV (5096).
Associate Director (5119) \$16,350-\$22,600.
Associate Director III (5198).
Chief Estimator-Inspector (5223) \$14,500-\$19,775.
Director (5197).
Director I (5199) \$16,350-\$22,600.
Director, Compensation (3166).
Librarian I or II (2 positions) Librarian I \$12,000-\$16,100, Librarian II \$13,100-\$17,800.
Manager, Limited Service (5140).

Nurse Practitioner II (5244) handles triage; assists physicians; gives allergy injections, TB skin testing, and immunizations; general nursing care (degree from an accredited school of nursing, ten years' experience, preferably in emergency room or other out-patient facility) \$16,350-\$22,600.
Programmer I Staff Instructor (5224) \$14,500-\$19,775.
Programmer Analyst II (C0886) \$16,350-\$22,600.
Project Coordinator (C0882).
Research Coordinator (C0917) \$14,500-\$19,775.
Research Specialist Junior (4 positions) \$12,000-\$16,100.
Research Specialist I (C0786) \$13,100-\$17,800.
Research Specialist II (C0847) \$14,500-\$19,775.
Research Specialist III (C0801) \$16,350-\$22,600.
Research Specialist IV (2 positions) (C0825) (C0582).
Staff Assistant I (C0934) monitors the operation of the University writing programs; works with chairmen, professors, and residence staff to initiate and maintain writing programs in academic departments and residences; oversees and supervises tutors employed by the program (graduate degree in humanities or related field, experience with teaching methods, supervisory skills and ability to relate to students and faculty) \$12,000-\$16,100.
Writer II (5212) \$13,100-\$17,800.
Secretary III (6 positions) \$9,375-\$11,500.
Secretary, Limited Service (5155) hourly wages.
Secretary, Medical/Technical (7 positions) \$9,925-\$12,250.

Support Staff

Administrative Assistant I (2 positions) (5232) (5218) \$9,925-\$12,250.
Administrative Secretary II (5216) \$11,925-\$14,975.
Air Conditioning and Refrigeration Mechanic (5160) Union Wages.
Cashier, Assistant (C0925) responsible for handling and recording cash transactions for Houston Hall services (mathematical aptitude and accuracy, use of adding machine, light typing, and basic bookkeeping skills necessary) \$8,250-\$10,000.
Clerk II (5228) \$8,250-\$10,000.
Collection Assistant (5195) \$9,925-\$13,100.
Coordinating Assistant I (3 positions) \$10,575-\$13,100.
Coordinator, Classroom (5229) assigns classrooms for courses, meetings, reviews and examinations and performs room changes when necessary; updates master course index for the current term; processes data in the CICS course assignment system; assists with the preparation of the course and room roster for each term; screens returned class lists; maintains records as a check against computer processing (high school graduate, some college experience preferred, three to five years' responsible office experience in rostering, program coordination and data entry desired) \$11,225-\$14,000.
Dental Assistant I (2 positions) \$10,450-\$12,675.
Dental Assistant II (5138) \$10,175-\$12,400.
Dental Assistant III (5030) \$11,225-\$13,775.
Dental Hygienist (C0850) \$12,600-\$15,500.
Electronic Technician III (C0887) \$12,600-\$15,500.
Financial Aid Assistant II (5183) \$10,575-\$13,000.
Office Automation Operator II (C0877) \$9,375-\$11,500.
Receptionist I (5227) \$7,725-\$9,350.
Research Machinist II (5005) \$11,500-\$14,700.
Research Technician I (C0839) \$10,450-\$12,675.
Research Laboratory Technician II (2 positions) \$10,175-\$12,400.
Research Laboratory Technician III (4 positions) \$11,225-\$13,775.
Secretary II (5 positions) \$8,775-\$10,725.

Secretary/Technician Word Processor (2 positions) (5230) (C0909) \$9,925-\$12,250.
Temporary Secretary, Medical/Technical (C0776) \$9,925-\$12,250.
Typist II (C0931) types grant proposals, manuscripts, and correspondence (high school graduate, ability to type 55-65 words per minute, some knowledge of word processing necessary) \$8,250-\$10,000.

Part-Time Positions

Administrative/Professional

Professional (4 positions) hourly wages.
Research Specialist II (C0819) hourly wages.
Professional Staff Physician (C0501) hourly wages.
Support Staff
Occasional Worker (C0921) hourly wages.
Permanent Employee (11 positions) hourly wages.
Temporary Extra Person (3 positions) hourly wages.

Training Schedule

Below are the upcoming training programs of the Office of Personnel Relations for University staff. Employees interested in attending any workshops which are scheduled during work hours should seek permission from their supervisor prior to registering. The enrollment of any employee covered by a collective bargaining agreement in any of these University sponsored training programs cannot conflict with the terms and conditions of the applicable bargaining agreement.

November 3 Purchasing Orientation, 2-4 p.m.
November 11 Clear and Effective Writing, four session course on skills development, 1:30-3:30 p.m.
November 12 Resume Development, noon-1 p.m.
 Program fees and registration information: Training Division, Ext. 3400 or 3429.

Almanac

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