

# Almanac

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## \$3.82 Million Grant

### Exploring Gene Therapy

Under a \$3.8 million grant of the Lucille P. Markey Charitable Trusts, Penn will build up transgenic research in the next five years in two health schools—Medicine, and Veterinary Medicine—with a view to treating genetic disease at the molecular level.

Dr. Mark I. Greene, professor of pathology in laboratory medicine and director of research in immunology/Med, and Dr. Donald F. Patterson, the Charlotte N. Sheppard Professor of Medicine at the Vet School, are co-principals in the project.

The \$3.8 million grant is one of 11 given across the country as the late Mrs. Markey's estate emerged from litigation to fund one of the major charitable foundations in the country. The first round of awards, totalling \$75 million, is earmarked for biomedical science where the foundation intends to "identify cutting edge research and support those projects over a long period," the Trust's director for medical science, Robert J. Glaser, said.

At Penn, the grant will be used primarily to add young researchers and new equipment.

Dr. Patterson, chief of the Vet School's medical genetics section which he started in 1970, heads an existing Gene Therapy Research Group which has included Medicine's Dr. Roy Schmickel and four colleagues from Veterinary Medicine—Dr. Gustavo Aguirre, professor of ophthalmology and medical genetics; Dr. Ralph Brinster, the Richard King Mellon Professor of Reproductive Physiology; and Dr. Mark E. Haskins and Dr. John H. Wolfe, who are respectively associate and assistant professors of pathology and medical genetics.

The group has been working for several years on homologous diseases of animals (those that also attack human beings), with a view to treatment of diseases that involve enzyme deficiencies. One is mucopolysaccharidosis, a debilitating and sometimes fatal disease which strikes both children and animals.

### Smoking Policy: February 1

The University's Policy on Smoking in Non-Residential Buildings becomes effective Monday, February 1. Next week, *Almanac* will publish information about "no smoking" signs, smoking cessation programs and other resources to assist in policy implementation.

## Opening a Center for Human Appearance

A new University clinic to treat people disfigured by traumatic injury, birth defects and disease, has been established on the 10th floor of the Penn Tower Hotel. The Center for Human Appearance, directed by Dr. Linton Whitaker, professor and chief of plastic surgery at HUP, is the first such center to be affiliated with a major university and teaching hospital.

The Center opens this month with a staff of internationally renowned surgeons and physicians specializing in plastic surgery, dental medicine, dermatology, ophthalmology and psychiatry to rebuild faces, reshape body parts and help people cope with changes in their appearance. The Center will also offer a complete spectrum of cosmetic-related procedures.

"Appearance is an integral part of our self-image, self-esteem. At the Center, we will treat a variety of disorders which affect those qualities—and pay a great deal of attention to helping a patient cope with these changes," said Dr. Whitaker, a founding member of the International Society for Craniofacial Reconstruction. "We can repair the ravages of a disease such as cancer, reduce some of the effects of aging, reconstruct people's appearances so that they don't evoke stares, or make an already acceptable appearance more pleasing. These results pave the way for new possibilities in people's lives." Dr. Whitaker is a pioneer in introducing the interdisciplinary approach to patient care in his field, and HUP specialists from several disciplines are on the Center's staff to evaluate the type of treatment a patient requires. The Center

has sections labeled craniofacial, dentofacial, interface, aging, body contour, and self-image. Psychiatrists are also available to counsel patients before and after treatment and help them adjust to an altered appearance.

"Treating major deformities requires a team of physicians from several disciplines to cooperate and consult with each other simultaneously. The Center was designed to achieve this objective," said Dr. Whitaker.

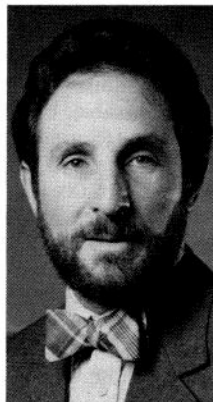
*(continued next page)*



Adam Gordon

Dr. Linton Whitaker

### Harrell Chair at Wharton: Dr. Lodish



Dr. Leonard Lodish

Dr. Leonard M. Lodish, professor and chair of marketing at the Wharton School, has been named to the Samuel R. Harrell Professorship, which honors the late alumnus and trustee who headed the Cincinnati grain merchandising firm of Early & Daniel Industries, Inc. Dr. Lodish, who this spring won the Franz Edelman Award given by the Institute of Management Science to recognize "outstanding examples of management science practice," is the first incumbent of the new professorship.

Dr. Lodish joined Penn in 1968 as assistant professor, rising to full professor by 1977, and has chaired the department since 1984. His research interests include marketing decision support systems, advertising, the sales force, and strategy modeling; and he is the author of *The Advertising and Promotion Challenge: Vaguely Right or Precisely Wrong?*

Samuel Harrell was a 1919 alumnus of the Wharton School who served on the University Trustees from 1940 to 1950, and received the Alumni Award of Merit in 1955.

## Human Appearance from page 1

Besides its own state-of-the-art facilities in Penn Tower, the Center will use University services and diagnostic resources such as the magnetic resonance imager (MRI) which provides detailed, three-dimensional photographs of the face and skull to which aid in the reconstructive process.

On the team with Dr. Whitaker are Dr. James A. Katowitz, associate professor of ophthalmology at CHOP; Dr. Albert M. Kligman, emeritus professor of dermatology and Dr. Peter Quinn, professor and chair of oral/maxillofacial surgery at the Dental School.

## Council/Trustees:

### Community Outreach, Safety

At Council's meeting Wednesday, and at the Trustees' Student Affairs Committee meeting Thursday, issues of safety in the Penn neighborhood spun off presentations on Penn community outreach.

Two of Council's presentations—on the West Philadelphia Improvement Corps, and on the Penn Extension—were given also to the Trustees committee. Its chair, Mrs. Margaret Mainwaring, has asked that the topics be expanded for the whole of the Trustees at a luncheon during the next full board session. These and other presentations on community interaction will be summarized in a future issue.

**Council:** In discussion of House Bill 1900, which would require colleges and universities to mail crime statistics to all applicants, the Undergraduate Assembly's Michael Jaffe said UA is supporting the requirement on statistics but still examining a set of questions about fellow students that would be included. President Hackney said Penn already collects and publishes the statistical data asked, but would have to answer "no" to many of the general questions—such as whether drug testing is included in a physical (Penn does not give physicals), and on whether students can change roommates immediately (Penn's process involves time and counseling).

During discussion, members of the faculty including Dr. Michael Cohen and Dr. R.E.

Davies supported access to data but were concerned about roadside mailing's potential to undermine admissions quality by handicapping Pennsylvania schools vis-a-vis out-of-state ones that have no obligation to reveal crime data. Several speakers favored Penn's supporting legislation that would require filing statistics with the state, and making them available to applicants on request.

### Safety and Searches

In announcements prior to Council's scheduled agenda:

- President Sheldon Hackney said three consultants with three kinds of expertise will be named to conduct reviews of Penn's Public Safety: Ira Somerson, a Plymouth Meeting consultant who is adjunct professor in criminology here, is familiar with this campus; Michael Shanahan, chief of police at Washington University (Seattle), chosen for knowledge of another campus; and a third, to be recommended by Police Commissioner Kevin Tucker for knowledge of Philadelphia.

- Provost Michael Aiken said the committee advising on a library director has reported, and a choice will be named in perhaps six weeks. A consultant has reported on alternative structures for the Office of the Vice Provost for University Life, he said, and this report will be shared with the Steering Committee of Council, the Council of Deans and others as a prelude to conducting the search for a new VPUL. Of the searches for deans now in progress, the one at Annenberg is farthest along, with potential for a choice in mid-Spring; those in SAS, Medicine, and Dental Medicine are expected to conclude by term's end.

### Shared Governance Symposium

Temple's Faculty Senate has invited members of Penn's to attend a two-day symposium on "Shared Governance in the Modern University," to be held February 4 and 5 in Kiva Auditorium (Ritter Hall) at 13th and Montgomery Streets. Penn Faculty Senate Chair F. Gerard Adams will moderate one of the February 4 discussions—on Academic Consultant George Keller's talk, "Shotgun Marriage: The Growing Connection between Academic Management and Faculty Governance," 3-4:30 p.m. February 4.

A complete program is available from the Penn Faculty Senate Office, 15 College Hall.

## Tax Advisory: Graduate Tuition Benefits Taxable

I am writing to advise the University community that Section 127 of the Internal Revenue Code of 1986 which governs the nontaxability of educational assistance plans did "sunset" on December 31, 1987. If the provision is not extended, retroactively, through a Technical Corrections Bill or other legislation, all *graduate tuition benefits for employees* will become taxable effective January 1, 1988, whereas, under previous legislation, only amounts in excess of \$5,250.00 were taxable. In most instances, this will affect graduate tuition benefits received beginning with the current (Spring 1988) semester.

This change does not affect an employee's ability, where permitted under current tax law, to deduct the benefit as a miscellaneous expense on Schedule A of Federal Form 1040 if he/she meets the requirements of the tax law and completes and files a long-form tax return.

We believe that it may be likely that a provision reinstating Section 127, retroactively, will be included in the Technical Corrections Bill to the Tax Reform Act of 1986. Accordingly, we will monitor this situation closely during the first quarter of Calendar Year 1988. If legislative relief is not enacted by April 1, 1988, the University expects to begin withholding taxes on *all* graduate tuition benefits awarded to employees retroactive to January 1, 1988 and will notify those employees affected of this change.

—Alfred F. Beers, Comptroller

## UMIS, Others To 3401 Walnut

University Management Information Services has moved to offices in the new building at 3401 Walnut Street. The offices previously located at 3440 Market Street (Applications Development and Maintenance, Data Resources and Technical Services) and the offices located in the basement of the Franklin Building (Computer and Production Operations and Computer Solutions) have relocated to the second floor at 3401 Walnut Street. The new mailing address is University Management Information Services (UMIS), Suite 265C (MID), 3401 Walnut Street/6228. All telephone numbers listed in the University directory have been maintained.

Other University offices slated to move into the new building by the beginning of March include: the new Campus Information Center, Data Communications and Computing Services, Arts and Sciences Computing, Dining Services, Purchasing, Hospitality Services, Radiation Therapy offices, Transportation and Parking, Telecommunications, Center for History of Chemistry, Business Services, and Office of Human Resources.

The opening of the 13 retail stores on the street level will be celebrated with a ribbon cutting ceremony February 4 and a Grand Opening Celebration February 4-14 including entertainment by Penn performing arts groups and area musicians. A centrally located food court, 3401 Cafe, featuring nine specialty food shops and the Italian Bistro restaurant are also scheduled to open.

## Personnel/Payroll Hotline

The University will activate a VoiceMail Hotline for the new Personnel/Payroll system on January 25, 1988. Frank Jackson, compensation specialist, says those with questions should dial VOICE then follow the Voice Mail instructions and enter 8-8PBPP when asked for the number they wish to reach.

The Voice Mail Hotline answers basic questions concerning the new system. *The number is only valid within Voice Mail and will not be available until January 25, 1988.*

**Correction:** The approximate time of the attack on Mrs. Sally Johnson Christmas night (Almanac January 12) was 9:30 p.m.—not "near midnight," which was the time of entry into the 18th Precinct blotter.

## Almanac

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## Faculty Club: Open While Dispute Continues

Unionized members of the Faculty Club staff are leafleting and handing out symbolic ribbons to supporters, but the Club is open normally and some of Local 274's flyers underscore that there is no strike. (One said "Come to the Faculty Club . . . Bring a Friend . . . We will be there as always even though the University Administration would take away our University benefits, refuses to even discuss wages, and confiscates our tips.")

The Club has 38 union employees, not counting A-3 clerical and related staff or A-1 management.

A statement from Senior Vice President Helen O'Bannon dated January 12 summarizes the current dispute between Operations Management at the Faculty Club and Local 274, Hotel Employees Restaurant Employees, as follows:

. . . The last meeting of the parties was January 6, 1988. By that time, the parties, who had begun negotiating in November 1987, had informally settled virtually all of the noneconomic contract language and established a framework for the first agreement. Essentially, the parties had taken the language of the existing contract with Penn Tower Hotel employees, who are also represented by Local 274, and modified it to meet the particular requirements of a membership-based eating club like the Faculty Club. However, when discussions moved to compensation matters, negotiations broke down. An offer by the University to participate in federal mediation while continuing bargaining was rejected by Local 274.

The differences between the parties largely involve selected benefit issues. University representatives have taken the position that bargaining unit employees at the Faculty Club formerly covered under University plans will move to the Union's health, dental and life insurance plans as well as to its pension plan. The University also contends that the staff now represented by Local 274 must also participate in that Local's

and that Union's other benefits—specifically, its vacation, sick leave and supplemental benefits programs. This has always been the case with employees at Penn Tower Hotel who are represented by Local 274. The University reasons that it cannot have workers located in different facilities and covered by collective bargaining agreements with the same local but enjoying dramatically different benefit programs. In addition, the University representatives hold that benefits for staff in the Faculty Club covered by a collective bargaining agreement should be comparable to the terms and conditions of other agreements negotiated with employees in the Philadelphia area. This has been true for the staff at the Penn Tower Hotel, where Local 274 has negotiated wage, benefits and time off with pay provisions that parallel most of the hotels, restaurants and clubs in the Philadelphia area whose employees are represented by HERE. Penn holds that similar benefits should be part of any agreement on behalf of Local 274 representing the Faculty Club staff. Local 274 has rejected this position, causing talks to break off.

The Faculty Club at Penn is a small club. Its total operating budget is slightly over \$1.8 million, of which \$1.3 million are attributable to employee costs. It is supported primarily by its members and by the institutional use of the Club by the schools and resource centers. Over the years, the Club has consistently run deficits, most which have been absorbed by the University. The University values the Club, its role in University life and its staff; and despite this momentary difficulty, the University will continue to work to strengthen the Club, to expand its utilization, and to value and appropriately reward the staff.

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In a statement made following Mrs. O'Bannon's, the unionized employees' negotiating committee said:

Recent statements to the University press made by Senior News Bureau Officer Mariellen

Gallagher, on behalf of the University Administration, have raised some important questions in the minds of members of the University Community.

We are asked why we think that we should have University Benefits when other unionized employees on campus have had to give up theirs, and, in particular, why we should have University Benefits when Penn Tower employees (also represented by H.E.R.E., Local 274), do not.

First of all, it seems to be a common misconception that unionized employees on campus have had to accept less than University Benefits as an automatic consequence of their having unionized. However, that is not the case. We believe that an examination of the Administration's contracts with other unionized employees will show that most, if not all, contain clauses specifying that the employees have University Benefits. For example, AFSCME Local 54's contract for Dining Services provides full University Benefits. Moreover, even if it were the case that other union employees on campus had indeed agreed to receive less than University Benefits, their contract terms certainly would not be binding upon us during *our* contract negotiations, and it would in no way relieve the Administration of its legal, not to mention its moral, obligation to bargain with us in good faith and fairly about any term of our employment.

Secondly, the Administration argues that we must lose our University Benefits and accept those of Penn Tower employees. It argues that, because Local 274 appears on the scene as bargaining representative at both work-sites, the benefits packages of both groups must be identical. There is no basis for such a demand other than the Administration's wish that it be so.

The Administration fails to address, and would have us ignore, two major points. Most importantly, Penn Tower employees *are not now and never have been University employees*, with existing University Benefits that we have demanded to retain. Furthermore, although the Administration would have the University Community believe otherwise, it knows, as we know, that when we voted for Local 274 as our Bargaining Representative, we chose an *agent* and not a prefabricated contract package. There is nothing in the law, or in the minds of reasonable men and women, that would require otherwise.

Finally, we have been asked why we do not want a Mediator. We have not closed our minds to the possibility of formal mediation. However, our experiences at the bargaining table lead us firmly to believe that, after whatever amount of time it would take a Mediator to evaluate the negotiations, he or she then could only come to the conclusion, as we have, that the University Administration is not bargaining fairly with us. It is for this reason that we have chosen to bring these issues to the attention of the University Community instead. Once the Community is informed about what has been going on, we believe that its members, who know well the Administration's policies, practices, aims and historical relationship with its employees, will immediately recognize what is political, what is delay tactic, what is punitive and what is fair.

We hope that the University Community will exercise its influence upon the Administration both by direct communication on our behalf and by a symbolic show of moral support—the wearing of a red Ribbon of Fairness until we have a fair contract.

## WXPN to the Rescue: Kids Philadelphia

Penn's FM Station WXPN (88.9) is now airing a version of the recently cancelled "Kids America," a national call-in show that originated at New York City's WNYC until funds

ran out January 1.

For a three-month trial run that began January 4 (6:30-7:30 p.m. Mondays through Fridays) WXPN hired the original "Kids America" host, Kathy O'Connell, and some members of the production team.

The local program doesn't have a name yet, and in fact will use its call-in format to encourage kid listeners to help find one. The University has pledged to help the station seek major funding by March 31, according to WXPN General Manager Mark Fuerst.

"Kids America" won the Peabody Award for its blend of educational fun-and-games (spelling bees, geography puzzles, pitched to a fourth-grade median) with music, comedy and storytelling that also attract younger listeners—plus its call-in format that allowed kids to call in and talk to Ms. O'Connell or to each other.

WXPN is adding a new feature, the Complaint Department, where youngsters can complain about "anything that bothers them," Mr. Fuerst said.



Kathy O'Connell

# Strategic Information Resource Management Plan

TO: Sheldon Hackney

FROM: Information Resource Management Planning Team

This report initiates a process that is new not only for Penn, but for organizations worldwide. Technological advances have been so rapid and widespread that, up until now, few institutions have had the chance to develop strategic information resource management plans. In the past few years, Penn has established its ability to create long-range plans. At the same time, University awareness of the need to coordinate data requirements and systems with those plans has grown significantly. Now is the time, then, to build on our skills and understanding to establish an initiative for excellence in information resource management.

In the discussion that follows, we present some observations on current conditions and suggest ways that the University can mesh its strategic vision with its information resource management plans. Our findings and recommendations are based largely on the perceptions of a group of deans and senior officials who share a strong commitment to effective management and who understand the importance of information to the management process. This report is submitted in hopes that our consultative approach will continue to be applied as Penn proceeds with this planning and implementation effort. It is essential that senior management invest time and energy in this initiative, and that a broad array of people from all levels of the University participate actively in the decision-making process.

—James Galbally, Associate Dean, School of Dental Medicine

—Scott Lederman, Treasurer

—Adrienne Riley, Manager, Compensation

—Glen Stine, Executive Director,  
Executive Office of Resource Planning and Budget

—David Stoltzfus, Director, Data Resources and  
Technical Services, UMIS

—Walter Wales, Acting Dean, School of Arts and Sciences

—Larry White, Executive Director, UMIS

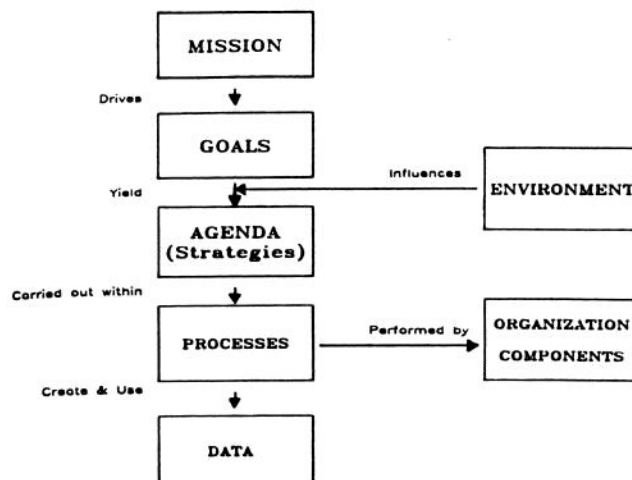
## I. The Information Resource Management Planning Team

In June, 1987, President Hackney appointed a team to prepare an information resource management plan for the University. He charged the team with

- determining the extent to which information systems were being systematically developed in support of University priorities;
- developing a comprehensive list of information and database concerns applicable to the University planning and decision-making process;
- establishing a planning methodology for further development of information resources at the most senior levels;
- developing a prioritized list of applications;
- recommending an implementation strategy to ensure that information planning and management will be carried out efficiently and effectively, with available resources focused on critical needs.

Chaired by the Executive Director for Resource Planning and Budget, the team comprised six individuals with broad knowledge of the functions performed at the University. Its first task was to identify a "planning model" to guide Penn's thinking about information resource management. Information resource management implies the establishment of

(continued on page 5)



The University Planning Model

## Information Resource Management Plan, from page 4

mechanisms to coordinate the planning and implementation of information systems; these mechanisms should, in turn, be coordinated with the management of other University resources. Within the model identified by the team, the creation and use of data is driven by the mission of the University, from which goals, strategies, and organizational processes are all derived. Implicit in the model is the importance of prioritizing data management needs to reflect University goals and strategies.

Penn's priorities, as identified in the planning paper series that began in 1983 with "Choosing Penn's Future," are to promote

- Faculty Development;
- Undergraduate Education;
- Research Excellence;
- Student Financial Aid and Assistance.

The team set out to determine which of Penn's organizational units and work activities were most critical to promoting these priorities, and what data were needed to support them. In particular, it sought to identify redundancies and inconsistencies between current application plans and University priorities. The team asked, for example, how the planned Gift and Payroll/Personnel Systems relate to any or all of the four priority areas listed above. At the same time, the team interviewed key senior decision-makers to test the validity of its planning model, evaluate the relationships between academic and administrative strategies and University strategies, identify new information opportunities, and confirm those already identified. Underlying this study was the conviction that information systems must evolve from clearly defined business plans that are linked to the University's decision-making processes.

## II. The Team's Findings

The team entered the interview and analysis process with several "givens." First, given the University's relatively limited endowment, excellent management—including information management—is essential if Penn is to fulfill its mission. Next, the University has been successful in developing strategic plans to meet its goals and fulfill its mission, and has made substantial progress in developing a supporting technological infrastructure such as PennNet. Finally, concepts in information resource management are not, for the most part, well-understood at Penn or at other institutions.

Through its investigations, the team learned further that

- Penn's existing applications development schedule is not systematically linked to University plans and priorities;
- University management is not sufficiently involved in developing and implementing actual system applications;
- short-term operational needs tend to take precedence over long-term planning;
- there is no data plan in place to guide the development of systems applications;
- the University is populated by "islands" of information, which are inevitably incomplete and which create data redundancy;
- mid-and upper-level managers have inadequate information on which to base decisions regarding future resource allocation.

The team's observations led it to conclude that Penn must fundamentally change the way that it manages information. Senior management must set direction, review plans, and monitor performance. With the input of representatives from across the University, Penn must design a data plan responsive to the broad needs of the entire University community. This data plan should help guide the creation of systems applications by setting standards for data development and utilization and laying the foundation for data-sharing. At the same time, Penn must continue its development of a technical infrastructure and telecommunications plan that enables the effective linkage of systems.

The team recognized the need to set clear information priorities that are consistent with the mission of the University, and the importance of providing the information required to make faculty, space, resource allocation, and other, related decisions. It also concluded that the needs of decision-makers at all levels must be considered in the development of systems and databases. It is especially critical that daily, transactional concerns not be overlooked in the design process. The interdependence of strategic, tactical, and operational activities must be clearly understood.

## III. Recommended Implementation Strategy

**Information Priorities** In view of Penn's stated planning priorities, the team identified two areas as requiring immediate attention: faculty research and instruction; and the management of space, facilities, and equipment required to support those critical efforts. It then established guidelines for identifying future information management priorities. Such priorities should

- support critical University decision-making;
- support multiple programs and activities;
- serve multiple constituencies; and
- cross organizational boundaries.

**Organization** The team recommends several organizational initiatives to ensure the effective development and implementation of a comprehensive information resource management plan. Specifically, Penn should

- appoint a Chief Information Officer (CIO) to ensure the coordination of business and technological plans;
- establish a senior advisory group to advise the President as he sets the direction for information resource management;
- appoint a Program and Policy Team, with representation from Schools, Centers, Institutes and central administration to
  - devise an implementation plan for the faculty and space/facilities systems,
  - create a data plan for those systems, and examine current applications development processes for consistency with that plan,
  - create a methodology for application to comparable future efforts;
- appoint Project Teams to translate into technical design the information requirements specified by the Program and Policy Team.

The following matrix illustrates the role to be played by each of the above planners in the information resource management process. The primary responsibilities of the senior advisory group would be to ensure that information resource management goals are driven by University plans. With assistance from the Program and Policy Team, this group would also set information priorities. The Chief Information Officer, in conjunction with the Program and Policy Team, would translate University plans into information requirements. The CIO would then oversee the Project Teams as they develop and implement specific project plans.

**Information Systems Development Life Cycle**

Process vs. Structure

	Senior Advisory Group	Chief Information Officer	Program and Policy Team*	Project Teams**
University Plans	R			
Information Priorities	R		T	
Translation of University Plans into Information Requirements		R	T	
System Development Project Plans		R		T
Project Implementation		R	T	

R=responsible T=team participation

\* University Requirements focus \*\* Technical Focus

In translating University plans into information needs, the Program and Policy Team and CIO should

- define the University's needs regarding identified information priorities (beginning with the two currently identified areas—faculty and space/facilities);
- articulate critical policy issues concerning those areas;
- link the process of systems development to existing decision-making processes;
- identify data needed to support the systems, establishing data definitions and inter-relationships;
- evaluate defined information requirements in terms of current and planned projects, and within the context of the overall data plan;
- identify application priorities for technical project development;
- forecast financial and other resource constraints, and outline multi-year budgets for the development and installation of planned systems;
- ensure that future applications conform to, and offer critical support of, defined information priorities.

Once these steps have been completed, the appropriate Project Team



(continued from page 5)

can initiate its implementation process. The responsibilities of Project Teams will include

- completing the logical database design, then translating it into a physical design;
- validating data definitions and their inter-relationships;
- developing a telecommunications design;
- testing decision rules against technical design;
- acquiring requisite software and hardware;
- developing training and evaluation procedures.

**General Concerns** As the University moves into this new era of information resource management, several key issues are of immediate concern. First, no information management plan can succeed unless the entire University workforce becomes acclimated to the new systems and technology. This adjustment requires not only training, but also a fundamental rethinking of job descriptions and career tracks. We must recognize that the implementation of information technology will affect all of Penn's employees.

Next, this workforce must include a large cadre of critical thinkers. Penn must actively seek highly qualified employees at all levels to participate in information planning and management. As the pool of qualified candidates diminishes due to shifting demographic trends, the University must be particularly assertive in its recruiting efforts.

Finally, as this report has stressed, truly effective information management is carried out within the context of larger goals and priorities. The comprehensive development and implementation of an efficient, farsighted information management plan depends on a widespread awareness across the University of that plan's relationship to Penn's vision and strategic goals. The importance of this connection must be clearly communicated to the entire community—from department chairs to support staff to middle managers. Only through broad understanding will Penn's information needs be properly met.

## Public Policy Initiatives Fund: Proposals March 15

President Sheldon Hackney and Provost Michael T. Aiken announce the availability of grants to faculty members for the academic year 1988-89. These grants are provided by the University through financing from the United Parcel Service Foundation. The University's long history of scholarship, education and service for public policy and action has been enriched since 1984 by the Public Policy Initiatives Fund made possible by the Foundation. Since its inception, the Fund has awarded 34 grants totaling \$162,279. The next set of awards will total \$40,000. Grants from \$4,000 to \$8,000 have been made. Smaller requests are favored in order to provide seed money to a considerable number of applicants.

Any member of the standing faculty is eligible to apply. Proposals from emeritus professors will be considered. Other members of the University community may apply also, but they should do so in collaboration with a member of the standing faculty. All proposals must have a clear public policy focus and deal with the possible consequences of policy actions as well. Overseas projects need to have relevance to United States public policy issues or to the theory of policy formation and choices. Proposals that have little access to external funding will receive special consideration. Preference will be given to those who have not received support previously from the Fund.

Appropriate proposals include:

- preparation of a new course,
- seed money for initiation of new research or proposals for outside support,
- exploration of joint venture with local, state, national or international government

agencies,

- evaluations of a public program,
- other contributions to theoretical or practical aspects of public affairs.

Proposals should consist of no more than five pages, specifying the objective, the procedures and the anticipated results. Please indicate current research support and what is sought elsewhere. Include a budget and a short bio or bios. Funds for equipment and facilities are to be excluded. An original and nine copies of the proposal should be sent to the committee chair, Professor Martin Meyerson, 225 Van Pelt Library/6206.

The deadline for submission of proposals is

March 15, 1988. Applicants will be informed of the results of the review by the beginning of April.

Advisory Committee:

*Professor Renee C. Fox*  
*Professor William Hamilton*  
*Professor Edwin Mansfield*  
*Professor Martin Meyerson, chair*  
*Professor Jack Nagel*  
*Professor Hasan Ozbekhan*  
*Professor Curtis F. Reitz*  
*Professor Anita A. Summers*

Because of leaves, the Provost will make some substitutions on the membership of the committee.

## Nominations Sought for the Robinson Humanitarian Award

The Robinson Humanitarian Award honors five students nationwide for outstanding contributions to public service. The award of \$1,500 is used to support a project addressing social needs within a community. The award was established by Mr. Gerald J. Robinson.

Last year, the University of Pennsylvania's senior Eileen Doyle (SAS) was one of the four recipients of the Robinson Humanitarian Award for her work with the University City Hospitality Coalition.

The criteria for nomination are:

1. Evidence of having performed an outstanding public service during the preceding twelve-month period. The service may be in any field, including aid to the hungry, homeless or sick; protection of the environment; work for the elimination of cruelty or injustice; and

efforts for the resolution of community or national conflict.

2. The development of an innovative approach to address a social, governmental or legal problem within a community. This effort should demonstrate the student's initiative and ability to translate ideals into practical results.

All faculty, administrators, staff, and students are invited to send a letter of nomination for their chosen candidate.

Please send all nominations to:

Joseph Watkins  
Office of the President  
119 College Hall/6380  
Ext. 8-5337

The final candidate will be selected by President Hackney. Deadline for nominations is *January 31, 1988.*

## Acknowledgment

The Information Resource Management Planning Team wishes to thank the following people for meeting with us and sharing their views on information management:

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*Joseph Bordogna, Dean, School of Engineering and Applied Sciences*  
*William Brennan, Assistant Dean for Computing, Wharton*  
*Richard Clelland, Deputy Provost*  
*Vince Conti, Director, Management Information Systems Projects*  
*Barry Cooperman, Vice Provost for Research*  
*James Emery, Professor, Decision Sciences*  
*Claire Fagin, Dean, School of Nursing*  
*Art Gravina, Vice President for Facilities Management*  
*Sheldon Hackney, President*  
*Kim Morrisson, Acting Vice Provost for University Life*  
*Rick Nahm, Vice President for Development and University Relations*  
*Helen O'Bannon, Senior Vice President*  
*Susan Shaman, Director, Institutional Research and Planning*  
*Edward Stemmler, Executive Vice President of the University Medical Center*  
*Barbara Stevens, Executive Assistant to the President*  
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*Marna Whittington, Vice President for Finance*  
*Robert Zemsky, Director, Institute for Research on Higher Education*

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# NACUBO: Cost Reduction Incentive Awards Program

It's time to start thinking about the innovative and cost-saving ideas that were implemented in your offices during 1987.

Once again, the University is seeking entries for the Cost Reduction Incentive Awards Program sponsored by the National Association of College and University Business Officers (NACUBO) and the United States Steel Foundation, Inc.

The program will award unrestricted grants of up to \$10,000 to colleges and universities that have developed and implemented cost-saving innovations and techniques during 1987. If a cash award is won, the dollars will be given directly to the winning office.

Penn has submitted proposals since 1985 winning national awards each year. This past year, the Office of Fire and Occupational Safety tied for first place (\$7500) for its entry "Use of Video Recording Equipment for Improved Documentation and Project Reviews." Penn Mail Service

won an honorable mention for its "International Mail Forwarding Program" and Physical Plant won an honorable mention for its Reusable Insulation Covers. Other winners over the years have been the Department of Public Safety, Payroll Office and the Office of Human Resources.

The Awards Program is not limited to administrative offices. Offices from throughout campus are encouraged to submit entries.

Judy Zamost of the Office of the Senior Vice President will coordinate the University's efforts this year. Complete information and Idea Submission Forms are available from her office at 737 Franklin Building/6294 or by calling her on Ext. 8-2799.

Please review the questions and answers listed below and submit your cost saving accomplishments by Tuesday, February 2, 1988.

—Helen O'Bannon, Senior Vice President

## Questions and Answers

### Has Penn recently won any awards?

In the past three years, Penn has won eight awards including two of the top 8 monetary awards in the country:

—Last year the Office of Fire and Occupational Safety tied for first place for its entry "Use of Video Recording Equipment for Improved Documentation and Project Reviews (\$7500) and previously Physical Plant won for its Nuclear Roof Survey (\$2500).

Honorable Mentions went to:

—Federal Express Billing Aggregation, Penn Mail Service  
—Paycheck Message, Payroll Office  
—Police Assisted by a Recorder and a Transcriber (PARAT), Department of Public Safety  
—6-Tab File Folders, Human Resources  
—Reusable Insulation Covers, Physical Plant  
—International Mail Forwarding Program, Penn Mail Service

### What kinds of ideas have won awards elsewhere?

Everything from "Trash Compactors for Low-Level Radioactive Waste" to "Reloading Ribbons in Computer Printer Cartridges" to "Redesigned Gift Receipts" have been winners. (A listing and description of all 1987 winners is available in the Office of the Senior Vice President.)

### What criteria do the judges consider in evaluating the proposals?

—the potential for applicability and continued use of the technique at other institutions;  
—the originality and uniqueness of the idea as it is applied to higher education;  
—the amount of cost reduction without loss of program effectiveness;  
—the amount of involvement by faculty, staff and students.

### How will Penn determine which ideas to submit to the national competition?

The final selections for submission to the national competition will be made by a panel of executive officers.

### May ideas which were submitted for the past screening be resubmitted this year?

No. Ideas must have been implemented for the first time in 1987.

### When will all of this take place?

The deadline for on-campus proposal submissions is *Tuesday, February 2, 1988*. Proposal submissions should be made on the *Idea Submission Form*. (Photocopies will be accepted.)

## University of Pennsylvania NACUBO Cost Reduction Incentive Awards Program Idea Submission Form

*Please complete all questions, obtain necessary signature, and submit to Judy Zamost at 737 Franklin Building/6294 by Tuesday, February 2, 1988.*

1. Name of Office/Department Submitting Idea \_\_\_\_\_

2. Campus Address \_\_\_\_\_ Mail Code \_\_\_\_\_

3. Name and Title of Person(s) Responsible for the Idea \_\_\_\_\_

4. Descriptive (working) Title for the Idea \_\_\_\_\_

5. Was your idea implemented in 1987?      \_\_\_ Yes      \_\_\_ No

6. Do you think your idea lends itself to widespread application at other colleges and universities?      \_\_\_ Yes      \_\_\_ No

7. What groups were involved in idea development and implementation?

\_\_\_ Faculty      \_\_\_ Staff      \_\_\_ Students      \_\_\_ Other (please list) \_\_\_\_\_

8. Please give estimated total net savings (annualized) resulting from implementation.

\_\_\_\_\_ (e.g. time and labor, materials, equipment, etc.)

9. On a separate sheet provide a brief (one page or less) description of your cost-saving idea including its essential features. Please comment on what aspect makes the idea unique.

Contact person for further information \_\_\_\_\_

Ext. 8- \_\_\_\_\_

\_\_\_\_\_  
Director/Chairperson  
(please print or type)

\_\_\_\_\_  
Director/Chairperson  
(signature)

\_\_\_\_\_  
Date

*Copies of this form will be accepted.*

An Evening with Kim and Wayne Seybold: United States Bronze Pair Medalists, and 1988 Olympic hopefuls will perform an ice skating exhibition at the Class of '23 Rink, January 21, at 7 p.m. The exhibition is sponsored by the Campbell Soup Company, an official sponsor of the U.S.A. Figure Skating Team. The University community is invited to attend free of charge, bring PennCard.



The VPUL urges office managers to post the notice below in locations where student employees and/or student visitors may see it.

### To Call in Residential Security Complaints

Have you had a complaint about residential security or wanted to report a breach in security, but didn't know who to call? Now there's a way to let us know immediately. Call Public Safety at 898-7297 at any time of day or night, any day of the week. A Public Safety officer will follow up on your call directly. Help make Penn a safer place to live.

—Office of the Vice Provost for University Life

## Department of Public Safety Crime Report

This report contains a listing of Part I crimes against persons, and tallies of Part I crimes in the five busiest sectors on campus where two or more incidents were reported between **January 11, 1988 and January 17, 1988.**

**Total Crime:** Crimes Against Persons—0, Burglaries—4, Thefts—15, Thefts of Auto—0, Attempted Thefts of Auto—0

### Area/Highest Frequency of Crime

Date	Time Reported	Location	Incident
<b>32nd St. to 33rd St., South St. to Walnut St.</b>			
01-11-88	1:50 PM	Hutchinson Gym	Wallet taken from secured locker.
01-11-88	4:50 PM	Franklin Field	Wallet taken from unattended knapsack.
01-13-88	8:03 PM	Hutchinson Gym	Wallet taken from secured locker.
<b>37th St. to 38th St., Locust Walk to Walnut St.</b>			
01-12-88	1:00 PM	BookStore	Knapsack & keys taken from locker area.
01-14-88	3:47 PM	BookStore	Wallet taken from locker area.
<b>33rd St. to 34th St., Spruce St. to Walnut St.</b>			
01-13-88	9:24 AM	Hayden Hall	Radio taken from room during break.
01-14-88	1:01 PM	Smith Hall	Petty cash taken from office.
<b>34th St. to 38th St., Civic Center Blvd. to Hamilton Walk</b>			
01-15-88	10:03 PM	Johnson Pavilion	Unattended knapsack taken.
01-16-88	12:26 PM	Johnson Pavilion	Keys taken from office.
01-12-88	5:06 PM	Stouffer Dining	Purse and contents taken from unlocked office.
01-16-88	3:52 AM	E.F. Smith Dorm	Jacket & contents taken from unsecured room.

**Safety Tip:** If you return home and find a door open or tampered with, do not enter. Go to a neighbor's house and call the police immediately!

## 18th Police District

Schuylkill River to 49th St., Market St. to Schuylkill/Woodland Ave.

Reported crimes against persons from 12:01 a.m. 1-04-88 to 11:59 p.m. 1-10-88

**Total:** Crimes Against Persons—8, Robberies/gun—3, Robbery/knife—1, Robbery/strongarm—2, Purse snatch—1, Aggravated Assault with fist—1, Arrests—2

Date	Location/Time	Offense/weapon	Arrest
1-04-88	15 S. 46th St., 4:16 PM	Aggravated assault/fist	Yes
1-05-88	39th and Sansom St., 8:00 P.M.	Robbery/gun	No
1-05-88	4417 Pine St., 12:25 A.M.	Robbery/knife	No
1-07-88	4200 Locust St., 12:00 A.M.	Purse Snatch	No
1-08-88	4035 Chestnut St., 7:00 P.M.	Robbery/strongarm	Yes
1-08-88	44th & Market St., 9:32 P.M.	Robbery/gun	No
1-10-88	3900 Chestnut St., 12:30 P.M.	Robbery/gun	No
1-10-88	34th & Market St., 1:25 P.M.	Robbery/strongarm	No

# Update

JANUARY AT PENN

## FILMS

*A Legacy of Struggle*, sponsored by the Greenfield Intercultural Center:

**19** *Montgomery to Memphis*, chronicles the non-violent frontal assault led by Dr. Martin Luther King Jr. on the American South; 4 p.m.

*Martin Luther King: I Have a Dream*, documentary of the August 28, 1963 speech in Washington, D.C. that marked the high point of the Civil Rights Movement; 5 p.m.

**24** *Round Midnight*, a tribute to Black artists forced to leave the U.S. and find work; 7 p.m.

**25** *Stormy Weather*, an upbeat tale of music and romance set between the wars, starring Cab Calloway, Lena Horne, Bill "Mr. Bojangles" Robinson, Fats Waller, and Dooley Wilson; 7 p.m.

## FITNESS/LEARNING

**19** *Recreation class registration*, 4:30-6:30 p.m., Gimbel Gym (also January 20); January 21, 11 a.m.-3 p.m., Hutchinson Gym.

**23** *Sexual Enrichment Program*; 9 a.m.-5 p.m. and January 24 9 a.m.-1 p.m., Marriage Council. Registration: \$50. Information: 382-6680.

## Computing Resource Center

**20** *How to Choose a Microcomputer*, noon-1 p.m., 1st floor Conference Room, Van Pelt Library.

*Atari User Group Meeting*, 5 p.m., Room 308, Houston Hall.

*Macintosh (Penn MUG) User Group Meeting*, 6:30 p.m., Room 17, Logan Hall.

**21** *File Management (Macintosh)*, noon-1 p.m., 1st floor Conference Room, Van Pelt Library.

**22** *Intro to PC-DOS*, 1-4 p.m., Room 413, Bennett Hall. Registration required. Ext. 8-1780.

*Intro to Lotus*, 11:30 a.m.-1:30 p.m. Register at Room 315, SH-DH.

**25** *Intermediate Lotus*, 4:30-6:30 p.m. Register at Room 315, SH-DH.

*DEC Rainbow User Group Meeting*, noon, Room 305, Houston Hall.

**27** *Intro to PennNet*, noon-1 p.m., 1st floor Conference Room, Van Pelt Library.

*Intro to Lotus*, 4:30-6:30 p.m. Register at Room 315, SH-DH.

## TALKS

**19** *Energy and Ions in Normal Hypoxia*; Maria Erecinska, professor of biochemistry/biophysics; 1 p.m., 4th floor, Richards Building (Respiratory Physiology Seminar Series).

*Antigenic Manipulation of Polio Virus*; Phil Minor, National Institute for Biological Standards and Control, England; 4 p.m., Auditorium, Wistar Institute (Wistar).

**21** *A Chemical Mechanism of EC Coupling in Skeletal Muscle*; Julio Vergara, UCLA School of Medicine; 4 p.m., 4th floor, Richards Building (Physiology).

**26** *Role of Ca<sup>2+</sup> in Dehydrogenase Regulation*; Richard Hansford, NIH; noon, Human Genetics Conference Room, 196A, John Morgan Building (Department of Biochemistry and Biophysics and Diabetes Center).

*Metabolism Contraction Coupling in Vascular Smooth Muscle*; Ronald Coburn, professor of physiology; 1 p.m., 4th floor, Richards Building (Respiratory Physiology Seminar Series).

*The Three-Dimensional Structure of Adenovirus*; Roger Burnett, Columbia University; 4 p.m., Auditorium, Wistar Institute (Wistar).

**27** *Frampton on Hejduk*, Juan Pablo Bonta; 6:30 p.m., Room B3, Meyerson Hall (GSFA).