

Almanac

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Acting Dean Hornberger

Acting Dean of G.S.E.: Dr. Nancy Hornberger

Dr. Nancy H. Hornberger, associate professor of education and director of several programs in educational linguistics at the Graduate School of Education, has been named Acting Dean of GSE, to serve during Dr. Marvin Lazerson's tenure as Interim Provost.

Dr. Hornberger's appointment was announced to the Trustees Executive Committee Friday by Provost Michael Aiken, who called her "an outstanding scholar as well as an able administrator."

Earlier Dr. Hornberger had been named the School's Goldie Anna Trustee Term Associate Professor of Education, succeeding Dr. Michelle Fine, now at CUNY.

Dr. Hornberger, who has been at Penn since 1985, teaches educational linguistics and sociolinguistics; directs GSE's Graduate Programs in Educational Linguistics, Intercultural Communication, and the Teaching of English to Speakers of Other Languages (TESOL);

and represents GSE on the Provost's Council on International Programs.

Described by Dean Lazerson as "an exemplar of excellence in combining scholarly research informed and enriched by practice," Dr. Hornberger is the author of *Bilingual Education and Language Maintenance: A Southern Peruvian Quechua Case* and has some 50 publications on sociolinguistics, bilingual education, and language planning. She is a consultant to the School District of Philadelphia and conducts research and service projects in local schools. Nationally, she is a faculty affiliate and former project director of the National Center on Adult Literacy; research affiliate of the National Center for Research on Cultural Diversity and Second Language Learning; and a regular presenter to learned societies on such topics as English-only and

(continued next page)

Fisher Chair for Dr. Steiner; Magnin Term Chair (II) for Dr. Prince

The Richard Fisher Professorship in English, and SAS's second Magnin Family Term Chair in the Humanities, have been filled, Dean Rosemary Stevens has announced.

Dr. Wendy Steiner, a member of the English department since 1979 and former holder of the Alan G. Hassenfeld Term Chair, takes the English chair endowed in 1988 by Richard L. Fisher, C '63, an alumni trustee and an SAS overseer who has been a Penn teaching fellow, drama critic and winner of Schubert and Eugene O'Neill fellowships in playwriting. He is now a partner in the New York City-based Fisher Brothers Management Company. The chair was held previously by Dr. Myra Jehlen, now at Rutgers.

Dr. Steiner is a Guggenheim and ACLS award winner known for "the lucidity of her work and her ability to make contemporary theory available and usable to students as well as to other scholars," Dean Stevens said. "Her prolific writings transcend disciplinary boundaries, revealing expertise in linguistics, the history of literature, the history of art and the history of philosophy among other areas." Dr. Steiner's books include *Pictures of Romance: Form Against Context in Painting and Literature* and *The Colors of Rhetoric: Problems in the Relations between Modern Literature and Painting*.

An alumna of McGill University with the M.A. and Ph.D. from Yale, Dr. Steiner taught at Yale and Michigan before joining Penn. She has also been a visiting professor at Berkeley and at the University of Tel Aviv.

Magnin Term Chair II: Dr. Gerald Prince of Romance languages, who in Dean Stevens' words "spearheaded an entire field of language study applied to literature," has been named to the second Lois and Jerry Magnin Family Term Professorship. (The first, established in 1992,

is held by Dr. Richard Wernick in music.) Mr. Magnin, W'60, is an SAS overseer who heads The Magnin Company, Inc., and chairs the Planning Commission of Beverly Hills.

Dr. Prince is internationally recognized for formulating a grammar of narrative sequences, and the methodologies he developed have become worldwide standards, the dean said. "His 1973 work, *A Grammar of Stories: An Introduction*, is a classic of contemporary narratology." His *Narratology: The Form and Functioning of Narrative* and *A Dictionary of Narratology*, are already available in Italian, and the dictionary is coming soon in Japanese. Forthcoming work includes a volume honoring Penn's Jean Alter (co-edited with Warren Motte); and one on *Reforming Formalism* and one called *Other Persons*.

Dr. Prince is a Brooklyn College alumnus with a master's degree from the University of Florida and Ph.D. from Brown. He joined Penn as an instructor in 1967 while still ABD at Brown, became assistant professor in 1968 and has been full professor since 1981. While publishing 91 articles and 77 reviews, Dr. Prince has contributed to the University Center for Cultural Studies and its programs in semiotics and comparative literature, and was instrumental in developing a program in children's literature at GSE.



Dr. Wendy Steiner



Dr. Gerald Prince

All members of the University Community are cordially invited to attend

A Farewell Picnic in the Style of the Sixties

for President Sheldon Hackney and Lucy Hackney

Monday, June 21, 1993 • 4:00 to 7:00 p.m.

The Quad, 37th and Spruce Streets

PennCard required for admission

A party to say

Farewell, Rick Nahm, and Thanks a Billion!

is open to the University Community

Thursday, June 24, 1993 • 4:00 to 6:00 p.m.

Alumni Hall, The Faculty Club

Call for Nominations for President of the University

President Sheldon Hackney has announced his resignation as president of the University of Pennsylvania effective June 30, 1993, following President Clinton's announcement that he would nominate him as the next Chairman of the National Endowment for the Humanities.

The Trustees are beginning a national search for his successor and have formed a Consultative Committee to advise them. I am chairing this Committee, and joining me are seven trustees, seven members of our faculty, and four students. This Committee will advise the Trustee Executive Committee, which will in turn make its recommendations to the full Board of Trustees. We hope to have our new president identified and on campus by July 1, 1994. In the meantime, we are delighted that Dr. Claire M. Fagin, former dean of Penn's School of Nursing, will serve as interim president.

I write to you now to ask your assistance in identifying candidates for Penn's presidency. As background for prospective candidates, let me attempt to provide a very brief, and therefore incomplete, description of the University of Pennsylvania, from my own perspective. Penn, one of eight Ivy League institutions, is a leading international research university committed to excellence in undergraduate education. Building on a legacy established by Benjamin Franklin more than 250 years ago, Penn is in the vanguard of urban universities that have forged strong partnerships, through teaching, research and service, with their local communities. The University has 12 schools, four of which have undergraduate degree programs. It also has over 100 centers and institutes. Penn's Medical Center, which is composed of the School of Medicine, the faculty practice plan and a 750-bed hospital, is poised to lead the next generation of medical education, biomedical research and patient care. Penn's schools share one of the nation's most beautiful urban campuses; their undergraduate, graduate and professional programs are characterized by strong interdisciplinary initiatives and degree programs that span departmental and school boundaries; their faculties and students are known for rigorous intellectual inquiry and lively academic and personal interchange.

In the decade ahead, Penn's Trustees seek to build upon the significant successes of the past and to enhance Penn's fundamental strengths: the quality of its faculty, students and academic programs, the international dimension of the University, and the management and development of its financial, physical and human resources.

The Trustees believe it will be desirable for the next incumbent to have the following characteristics:

- Be a strong chief executive responsible for the educational and administrative leadership of the University.
- Have a distinguished academic career or, if not in education, strong academic credentials as well as having achieved distinction in his or her chosen field.
- Be sensitive to the importance of undergraduate education within a university with a strong school of arts and sciences and a range of distinguished graduate and professional schools.
- Be ready to support and advance Penn's focus on its urban relationships and international reach.
- Be prepared to make difficult choices in this era of fiscal constraints and organizational change, and to pursue internal efficiencies and new sources of revenue.
- Demonstrate a strong commitment to and capacity for major efforts in fundraising from external sources.
- Be forceful in articulating the vision of the University to internal and external constituencies.
- Exhibit imagination, a sense of personal conviction, a strong appreciation of the mission of a modern research university with undergraduate education at its core, and the foresight to bring new educational concepts to the University.
- Be sensitive to the needs of and able to work with diverse constituencies, including faculty, students, staff and other members of the University community.

The Consultative Committee will be reviewing candidates in the context of the University's commitment as an equal opportunity and affirmative action employer.

Please send your nominations or recommendations directly to me, by June 22, 1993, if possible. They will be held in confidence. The Committee has determined that it will not reveal the names of any persons under consideration. In addition, because of the need for absolute discretion, we ask that you do not contact candidates yourself. In addition, if you have other comments and suggestions about the University of Pennsylvania and our future, I would welcome hearing from you.

— Alvin V. Shoemaker, Chairman of the Board of Trustees

Changes in the Cost Containment Oversight Committee

Earlier this year, on the recommendation of a joint faculty/administration task force, I appointed a special Cost Containment Oversight Committee to advise the administration and the deans on our evolving efforts to reduce administrative costs and restructure the University in ways that will facilitate future investments in our academic mission (*Almanac* March 23).

The Committee consists of four faculty nominated by the Senate Executive Committee, four deans, and four administrators. Because of impending departures and promotions, there is a need to replace several members of that Committee, which will now be chaired by Interim Provost Marvin Lazerson and Executive Vice President Janet Hale. In addition, Professor Sherman Frankel has agreed to replace Interim President Claire Fagin as a faculty member of the Committee; Dean Norma Lang will replace Dean Lazerson as one of four serving deans on the panel; and John Wells Gould will replace the departing Rick Nahm in the administrative ranks.

— Sheldon Hackney, President

Acting Dean of GSE from page 1

linguistic diversity in the U.S., ethnographic research in language education, and Native American literacy. She has recently been the keynote speaker for conferences in Nigeria, the Netherlands and England and has served as a consultant to USAID and UN programs in education and adult literacy.

A Harvard alumna with an M.A. from NYU, Dr. Hornberger spent ten years living and working with the Quechua-speaking population of Peru while earning her Ph.D. in Educational Policy Studies from the University of Wisconsin-Madison, awarded in 1985. Her work won her the National Association for Bilingual Education's Outstanding Dissertation Award in 1987. She also won the National Academy of Education's Spencer Fellowship, 1988-89, and more recently a Salzburg Seminar Presidential Fellowship which will take her to Austria this summer.

Speaking Out

Blanked Verse

There seems to be a rising level of sarcastic snickering over the problems which the University Administration has encountered in its efforts to enforce its speech code. Lest we forget that the victims of offensive speech suffer real pain, I submit the following anonymous fragment which was salvaged from a bulletin board in College Hall which had been vandalized with spray paint. Additional verses, which were covered with paint, were probably even more poignant than the ones below. The Faculty Skinheads (a.k.a. The Follicly Challenged) claim credit for this act of vandalism. The membership of this group (mainly middle-aged males) is said to be increasing at an alarming rate.

Home in the Pen

(To be sung by a chorus selected by the Chair of the Faculty Senate.
Music: slow, whining, and plaintive.)

Oh give me a home where the ___ roam
And are free to make noise night and day;
Where the discourse is civil
Though the content is drivel
And we're careful about what we say.

(chorus)

Home, home in the Pen
Where we're careful about what we say;
Where seldom is heard an intelligent word
And the thought police protect us all day!

Oh, I need an abode
Where there is a speech code
To ensure that all words are PC,
And overpaid __
See that no one harasses
A poor helpless victim like me.

(chorus) Home, home in the Pen. . .

Oh, give me a place
Where my gender and race
Are protected from pain and dismay;
I'll take early retirement
And create an environment
Where nothing offends me all day.

(chorus) Home, home in the Pen. . .

— Michael Cohen,
Professor of Physics

Ed. Note: All blanks are the author's.

Statements Made Monday, May 24, Concluding the 'Water Buffalo' Case

After three press conferences were held Monday, President Sheldon Hackney issued a statement calling the Jacobowitz case "over" and agreeing to "examine the procedures and see what went wrong." (See text below). The press conferences that led up to the statement were held by (a) the Vice Provost for University Life, who initially announced the decision of the May 14 panel to continue toward a hearing (see written statement page 6); (b) the women complainants, whose written statement of withdrawal and request for investigation appears below; (c) the American Civil Liberties Union on behalf of the respondent, Eden Jacobowitz, whose transcribed remarks are also below. Support statements for the complainants and the respondent appear on page 6.—K.C.G.

President: Conclusion of Case, Plans for Review

The Eden Jacobowitz case has been a painful experience for everyone involved in it and for the University as a whole. We are all thankful that it is over. Now is the time for healing. Now is the time for getting back to our large task of building a humane community on campus.

The University of Pennsylvania has been working extremely hard to create and sustain a campus community that is inclusive and supportive to all its members. We seek a campus in which everyone is treated with respect, and in which the most vigorously free discussions of ideas and issues can take place. We will continue those efforts.

In pursuing that task, there are important lessons to be learned from the hurtful experiences of the past four months. We need to examine the procedures followed in this particular case to discover what went wrong. We need to review the Judicial Procedures as a whole and to restructure them so they work quickly and fairly. We need a thorough rethinking and campus-wide discussion of everything we are doing to promote a wholesome and mutually supportive campus community. Interim President Claire Fagin has placed the issue of "community" at the top of her agenda for the next academic year. We will be announcing soon the ways in which we intend to pursue each of the three tasks mentioned above.

— Sheldon Hackney

Women Students' Withdrawal of Complaint

On January 13, 1993, during a traditional Founder's Day celebration which is sanctioned by, and common to the University, members of our sorority were subjected to a barrage of racial epithets and slurs. In an atmosphere of being called the "N" word and sexually demeaning words, such as words used to describe our anatomy, and a word used to describe a female dog, someone yelled "Shut up you black water buffaloes" and "Go back to the zoo where you belong." These words likened us to beasts and banished us from an intellectual environment to one more suited for animals, like the zoo. As African-American women, these words marginalized us, so we sought redress through the Racial Harassment Policy, which states in its preamble that "the use of certain words or symbols may constitute abusive behavior." The policy further states that such behavior is intolerable and not beyond reproach. We filed a grievance with the Judicial Inquiry Office with faith that the judicial process would run its course.

The respondent and his advisor chose to circumvent the process and try this grievance among students in the national media, making it an issue of Freedom of Speech and Political Correctness, while blanketing the real issue, racial harassment. Because we honored the University's confidentiality policy which precludes us from publicly responding, the coverage of this case, thus far, has been slanted in favor of the respondent. The media coverage deprived us of our right to an impartial panel, and therefore, a fair hearing. Realizing that justice could not be served, and in efforts to clarify our position, we have decided to formally withdraw our grievance.

In addition to being tried and hung by the media, we, the aggrieved, have been disappointed by a judicial process which has failed us miserably. At every phase of the judicial process, procedures were violated by members of the University community. The system in which we had faith has proven to be corrupt, which substantiates our belief that we would not receive justice. It is with this realization that we have asked the President of the University to institute a committee to investigate the corruption of the judicial proceedings of this case.

We were victimized on January 13th, further victimized by the media, and thereafter by the judicial process and agents of the University. Based on our experiences while in pursuit of justice through the Racial Harassment Policy, we have concluded that the system is not designed to protect our rights.

— Colleen BonnickLewis, Ayanna Taylor, Nikki Taylor, Denita Thomas, and Suzanne Jenkins

[All of the signatories except Ms. Jenkins appeared at the press conference. With the women students, and speaking extemporaneously on their behalf, were Dr. Gloria Twine Chisum, vice chair of the Trustees and chair of the Trustees Committee on Student Affairs, and Dr. Houston Baker, Greenfield Professor of Human Relations and director of the Center for the Study of Black Literature and Culture. Dr. Peggy Sanday summarized a prepared statement, which appears in full on page 6.]

Mr. Jacobowitz at the ACLU Press Conference

[A tape recording made by News and Public Affairs was transcribed in full, and the statements of Eden Jacobowitz and Professor Alan Kors were excerpted from it. Some sentence fragments and false starts were eliminated. Stefan Presser, legal director of the ACLU of Pennsylvania, opened the press conference at ACLU headquarters with, "... We are delighted that we are gathered here for what we certainly hope is the last chapter of the Eden Jacobowitz case. Just moments before this press conference began, we have received two letters from the president of the University. They are both very brief and I will simply read them. The first one states: 'The Judicial Inquiry Office informs me that, in light of the desire of the complainants to drop the charges against Eden Jacobowitz, the case is hereby closed.' ... Because we had some concerns about what the complainants were now calling on the University to do, having charged that there had been a corruption of the judicial process, and not knowing if they were now inviting the University to bring new charges, we have spoken to the President, who issues the following statement. 'The Student Judicial Code gives respondent, that is, Eden Jacobowitz, the right to speak about their case. Therefore, Eden Jacobowitz did not violate the process by making public statements.' ... Eden's going to follow up now; as far as we are concerned, the charges against this young man are finished.']

Eden Jacobowitz: I just wanted to say that I'm glad that the charges have finally been dropped, but this all could've been settled a long time ago when I asked, from the beginning... that I could meet with the complainants, and I asked that we could discuss the case, and I assumed that it would be dropped after we had a discussion, because apparently there were some misunderstandings. And I'm very sad that the case dragged on like this and ruined my semester and ruined the complainants' semester and made it very, very tough for us all to just, you know, be normal students. So, while I want to be upbeat that this is over, I have to make it clear that it hasn't been a pleasant situation for anybody involved.

What I want to clarify—this is very important to me to clarify—were the words that were said by the complainants that they heard. Now they heard, they said that they heard the "N" word; that has never been attributed to me, and I would never say that word. They also said that there was a word used to describe a female dog; I did not say that word. When it came to the statement that misinterprets my words, it says, "Shut up you black water buffaloes." I did not say, "Shut up you black water buffaloes." All I said was, "Shut up you water buffalo." I have made that clear on numerous occasions that all I said was, "Shut up you water buffalo." And, I have five, I have six witnesses who know that that is all I have said. All I said was, "Shut up you water buffalo," and "If you're looking for a party, there's a zoo a mile from here." I did not say, "Go back to the zoo where you belong." That's what it says on the statement over here. I did not say that, and I, and I very, very, fervently denounce that statement. I did not say something like that. I have six witnesses to that. Robin Read, the Assistant Judicial Inquiry Officer who had been in charge of this case, said/made that clear, that all I said was, "Shut up you water buffalo" and, "If you're looking for a party, there's a zoo a mile from here." She stipulated that fact, that all I said were what I've always claimed were my words.

It's very easy to understand why the complainants misinterpreted the words, because they were six floors down from where I was shouting; they were stomping their feet and shouting at the time, and other people were yelling out of their windows all these really inflammatory words; so it's very understandable to see why the complainants misinterpreted the words. And, you know, I'm not angry with them, and I still called to speak with them. I would still like to speak to the complainants, and let them know that I didn't mean anything racial when I said that. When I said the word "water buffalo," it's an animal reference, but that animal reference was only meant to describe the noise. It had nothing to do with the race of the complainants and I hope that I can speak with them and maybe, maybe we could even become friends after this whole entire situation.

[In response to query, Mr. Jacobowitz continued, "The real culprit here is the process. The case dragged on and on, and every single time the University had a chance to make the right decision and to drop the case, the case just dragged on further and made it even tougher for us to just continue a normal school semester." See page 6 for statements of Dr. Alan Kors and the Pennsylvania ACLU's Executive Director Deborah Leavy.]

Restructuring the University IV

The Shape of Things to Come: Project Cornerstone and All That

I have tried over the past semester* to convey the general shape and content of Penn's evolving effort to restructure itself into a more effective and focused institution, by which I mean one that is able to invest the bulk of its resources in activities that directly advance its academic missions of teaching, research and service. This is an effort that is daily taking on more concrete form and gathering momentum under the leadership of Executive Vice President Janet Hale, and starting in July, Interim President Claire Fagin and Interim Provost Marvin Lazerson, even as Michael Aiken and I slip out the door.

This spring's series of announcements (*Almanac* March 23) regarding the FY 1994 University budget, projected salary increases and increased tuition rates served to underscore once again how challenging—yet hopeful—the next few years will be for Penn. Yes, our fiscal resources are strained, and everybody has to tighten their belts, but we are *not* living in catastrophic times. Schools and programs are *not* being closed, faculty and staff are *not* being laid-off *en masse*.

Unlike many large, private industries such as IBM, GE, and GM, we are not in the *wrong* business. Our “product line” is not losing “market share” to foreign competition. We are not hide-bound with antiquated assembly-lines or superfluous divisions. So Penn's concept of “restructuring” is *not* the same as that featured this spring on the front-page of the *Wall Street Journal*. For us, “restructuring” is *not* a matter of crude “downsizing,” but of “smartsizing” —using a combination of staff involvement, strengthened emphasis on the delivery of high-quality services, investments in new information technologies, and improvements in basic administrative processes such as budgeting, payroll and procurement to make our work more efficient and more directly supportive of the University's primary academic activities.

Most important—and this is the hopeful, optimistic part—while some jobs and individuals will be affected, most of the changes at Penn will be aimed at *improving the quality of what we do* as much as reducing the costs of doing it. Our goal is to do *better* with less, not just to do *more* with less. *Only by improving the quality of our work (whether that work be administrative, technical, research, support services, or teaching) and investing scarce resources where they really count, can we improve Penn's competitive position in the years ahead.* By working smarter, not necessarily harder, Penn can turn a period of adversity for all of American higher education to its own long-term advantage. The benefits will be seen in the breadth, strength, and efficiency of our research and educational programs in the decades ahead.

This brings me to a second important point: “restructuring” at Penn is *not* about cutting people, programs or purposes. It is about doing a better job of supporting and enhancing the primary academic missions of the University—research, teaching and service—so that future resources can be invested in activities that directly achieve those ends rather than “overhead” activities and support services. Restructuring our administrative processes for the 21st century *will* cause major change throughout the University, both at the center and in the schools—most especially in the quality of services we provide to support the academic missions of the University, but also in the kinds of tasks that we will be doing, the administrative processes we will use to accomplish those tasks, and the character of our engagement with co-workers and “customers.”

Restructuring at Penn seeks to create a cultural change throughout the University as well as to contain administrative costs and take advantage of new information technologies. It will be a participatory process in which all of Penn's extraordinary people will participate in planning, testing, or implementing changes. In the end, such a process aims at empowering “end

users,” whether they be faculty, secretaries, students or senior managers, to do their work more easily, efficiently, completely and with greater satisfaction for the “customers” we serve, whether they be students, faculty, staff or visitors from outside our academic community.

Because of our institutional complexity and interconnectedness, changing the way we work requires that we first develop a better understanding of how work and information flow *now* in response to a request or transaction with a “customer” within the University community. That customer may be a student, administrator, research sponsor, donor, or alumna; or it may be a faculty member, dean, department chair, or staff member. Each work process involves a set of related activities designed to accomplish a specific University purpose that usually cut across many organizational boundaries within the University. Registering a student, changing a budget, buying equipment, paying a secretary, and hiring a research assistant are all examples of such administrative processes.

Presently, the University is structured to think about these flows from an *organizational* perspective, each of us doing our best to accomplish our work activities within our individual office, center, or school. While we have become skilled at doing so, the result is a great deal of redundancy of effort, extra expense and incompatibility of administrative policies, processes, procedures and information.

Thus, a major part of the long-term cultural change we seek is to learn to think more in terms of outcomes and “customer satisfaction” than in terms of processes and organizational boundaries. Our aim must always be to *solve problems* and successfully complete entire activities, not just to blindly follow procedures or process forms.

Restructuring, then, is also a way to think about how we should best organize ourselves to assure that we are consistently delivering high quality services to our constituents and stakeholders. Fundamental to that goal is a set of well-designed processes that meet constituent needs at least cost. Designing, testing and implementing those processes, some of which will benefit from investments in new technologies, will be a broadly participatory process in its own right, involving virtually every group and level of employee in the University over the next few years.

New information technologies will be one of the major “enablers” of this kind of change in our administrative culture, helping Penn to improve the efficiency, effectiveness and flexibility of our complex work processes, and to achieve the quality and productivity gains we seek. In order to empower ourselves to serve our customers better, we need to know that business administrators, department chairs, deans, directors, and senior managers are all working from the same set of timely and accurate data about Penn's people, programs and resources.

Today, that is not always the case. Incompatible systems, data, and assumptions make “simultaneous translation” across organizational boundaries and between systems a major—and cumbersome—feature of most of our day-to-day transactions, policy discussions, and resource allocation decisions. That has two negative consequences: first, our strategic decision-making is slowed and obscured by uncertainty over “the facts;” and second, students, faculty and staff are all faced with considerable frustrations in their daily attempts to utilize the University's support services and administrative systems. Both consequences lead to delay, waste and ineffectiveness that Penn can no longer afford.

To address these fundamental problems, we have made something called “Project Cornerstone” a central element in Penn's kind of restructuring. It is aptly named, because Project Cornerstone is a crucial support for all our restructuring and cost-containment efforts. Its goal is to articulate the fundamental principles, information architectures, policies and technology standards that will guide the creation of an integrated set of administrative

continued past inserts

* *Almanac* January 12, February 23 and March 23, 1993.

systems. This University-wide, multi-year effort seeks to modernize and integrate all of our complex, often highly idiosyncratic, isolated information systems and to develop a consistent, University-wide framework for creating, integrating, analyzing and reporting administrative information.

That is important because as we restructure our administrative activities we need to create information systems that integrate data from across the University consistently and reliably, eliminating duplicative data entry and unnecessary processes. One of the first benefits of such a framework will be the creation of a new financial management information system that will provide schools and centers with the information they need to make realistic decisions about the deployment of their resources. That will in turn make possible the reallocation of freed resources by local managers. Second, it will provide the University's senior decision makers with reliable information on which to make the strategic choices that confront us.

Project Cornerstone can also be seen as an investment strategy for using new technology to facilitate the kind of basic cultural change and cost savings in the delivery of administrative services at Penn that we are seeking. New information technologies will play an important role in enabling us to "re-engineer" our basic administrative processes such as budgeting, procurement and personnel/payroll on which so much of our decision-making and planning depend and which largely determine the quality of our "customer services." Indeed, work on re-engineering the procurement process is already underway.

Thus, Project Cornerstone should be seen in partnership with our re-engineering of basic administrative processes on the one hand and with the effort to create consistent University-wide management information systems on the other. The demarcation lines separating the three elements are fluid and flexible because they are in fact interdependent, just like the various offices, processes, and organizational units across the University and through which they are interwoven.

What will the impact of this long-term process of restructuring the University be on staff and faculty?

While we still have much work to do in thinking about restructuring in this context, we have not lost sight of the human element. It is certain that the redesign of work activities will necessarily change jobs and job content. As we do so, we are driven by some strongly held principles and values. Penn's people are our most important resource. We cannot retain present standards of excellence, or seek to improve our performance, if we lose their trust, loyalty, confidence and good will.

We will have a "safety net" program to minimize the negative impacts of restructuring on Penn's people. Our approach, currently being developed by Executive Vice President Janet Hale and Vice President for Human Resources William Holland, will be generally consistent with the philosophy of recent years as we have faced a period of increasing fiscal constraint. When restructuring or administrative cost containment efforts require changes or decreases in our workforce, we shall use planned attrition (e.g., retirements, not filling vacant positions, etc.) as the method of first resort. Throughout

this multi-year process, we will work with managers to minimize the adverse impacts of restructuring on employees. In short, we will maintain faith with Penn's workforce as we work out our destiny together.

As I told the Faculty Senate this spring, restructuring the University to reduce administrative costs, both in the central administration and in the schools, and to create renewed flexibility to invest additional resources in teaching and research, is also going to have an impact on the faculty.

In part, our restructuring efforts are a response to external pressures that are already affecting the ways in which faculty expend their effort and conduct their academic affairs. With the end of mandatory retirement, Penn will need to develop a clearer and more specific sense of what being a "full-time" faculty member entails. Countering the trend of recent decades, there may be a gradual shift towards greater emphasis on teaching obligations—and the quality of instruction. In order to reduce the University's administrative cost base, faculty members may be called upon to do more—and better—advising of both undergraduate and graduate students, and even to perform some additional quasi-administrative functions. Of course, the deans and faculties of each of the schools, and the Faculty Senate, will play important roles in defining and implementing such changes.

All this will have a positive impact on individual faculty. By reducing administrative overhead and mid-level bureaucracy, it will permit faculty to do for themselves many tasks that once required clerks and secretaries. That will make life much more efficient for everyone and allow faculty to focus their energies on their teaching, research and advising. The development of new electronic tools for accessing library and data resources, for desk-top computing, for using networks and electronic mail, have already empowered faculty and facilitated their work in ways that were unimaginable only a few years ago. Being regular and effective teachers, student advisers, and dissertation supervisors will become a better defined and more universal part of every faculty member's life. As the entire institution does better with less, faculty will be no exception.

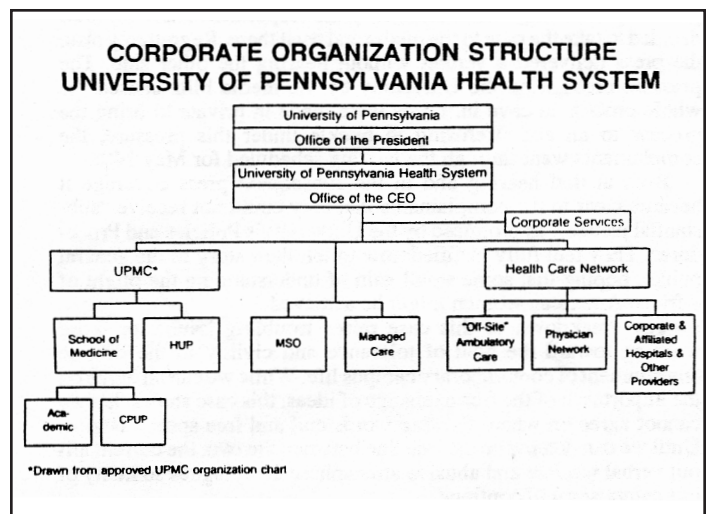
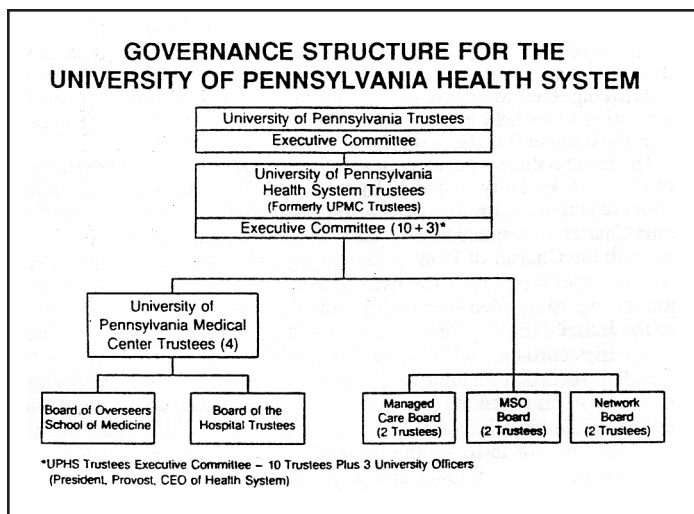
Maintaining the momentum and coherence of these efforts will be a major management objective for the University over the next several years. Our new Executive Vice President, Janet Hale, will be a major force in keeping the process moving, and both Claire Fagin and Marv Lazerson have already been deeply involved in it as deans and faculty members. Both were members of the Cost-Containment Oversight Committee that I appointed this spring to advise the president and the President's Advisory Group of deans and senior management on issues and administrative processes that we should examine in our restructuring efforts.

You will hear much more about "cost-containment," "restructuring," "re-engineering," and "Project Cornerstone" in the months and years ahead, here in *Almanac*, in *The Compass*, and elsewhere on campus. For now, I hope the prospect is as exciting to you as it is for me. In the long run, these restructuring efforts will make Penn a more pleasant, efficient and satisfying environment in which to work, live and study.

— Sheldon Hackney, President

TRUSTEES

New Structure for Health Center: At Friday's stated meeting of the Executive Committee, the trustees approved two resolutions on the University of Pennsylvania Health System, adopting a new governance structure (below left) and corporate structure (below right). Revision of bylaws will follow.



Statements Concluding the Water Buffalo Case (from page 3)

Dr. Peggy Sanday at the Complainants' Press Conference: There are many reasons why the complainants in the controversial "water buffalo" case have decided to withdraw charges against Eden Jacobowitz. One of these reasons has to do with their desire to inform the public about the nature of the racial prejudice they experienced on the night of January 13, 1993.

First, let it be said that all those at Penn involved in this case on the side of the complainants strongly believe that this case should not be confused with issues of free speech or political correctness. Free speech and political correctness have to do with *ideas*, not with *offensive conduct* interfering with the rights of others. All of us would agree with Chief Justice William H. Rehnquist who said in his recent Commencement speech at George Mason University, "[i]deas with which we disagree—so long as they remain ideas and not conduct, which interferes with the rights of others—should be confronted with argument and persuasion, not suppression."

We believe this case is about conduct. Taken out of the context in which it was uttered, the phrase "water buffalo" is not a racial epithet. Understood within the context of the overall incident, the phrase is offensive and demeaning to African American women."

The incident occurred the night of January 13th while the complainants and their sorority sisters were celebrating their founder's day on the lawn outside one of the High Rise dormitories at Penn. In the midst of their singing they heard shouts of "nigger," "bitch," and "fat asses" yelled from one of the rooms on the sixth floor. As they looked up they also heard someone shouting the phrase, "black water buffalo." This same person, later identified as Eden Jacobowitz, yelled at them to take their party down to the zoo. Although Jacobowitz was not associated with the other epithets, his comments were interpreted as racist because they turned the young women into beasts whose social activities were more appropriately conducted in a zoo rather than on Penn's campus.

From my perspective as an anthropologist, calling African American women "black water buffalo" reduces them to work animals and beasts of burden. Telling them they should socialize in a zoo not only doubles the reference to animality; it also ostracizes them from campus and marginalizes the legitimate social activity of their sorority. The young women who heard these remarks took them as fighting words and acting accordingly by identifying the source and reporting to the Police. They did so because they believed that their rights as outlined by several of the University's Policies and Procedures had been violated.

Seen in the broader American historical and cultural context, the incident of January 13th was undeniably racist. Throughout Asia, water buffaloes are the premier work animal and beast of burden upholding the domestic economy. The history of American race relations is replete with instances where Whites associated Blacks with the animal end of the "Great Chain of Being" and used this association to reduce them to work animals and beasts of burden. Indeed, as one well-known history of American attitudes toward Blacks shows, this association was one of the main rationales for the enslavement of Blacks.

Having entered the due process procedure at Penn, the young women respected the confidentiality restriction. Their actions throughout the process demonstrated their integrity and belief that the process would work for them. Regrettably, the integrity of the University's judicial proceedings was violated by the respondent's advisor who decided to take the case to the media and try it there. Regrettably also, the press delivered a verdict without hearing the other side. The pressure brought on the University by the media blitz caused the whole process to cave in. Deals were made in private to bring the process to an end. Refusing to buckle under this pressure, the complainants went through the hearing scheduled for May 14th.

Both at that hearing and in the subsequent press coverage it became clear to the complainants that they could not receive "substantial justice," as promised by the University's Policies and Procedures. They feel fully justified now to tell their story to the general public, hoping that some small gain of understanding the plight of African American women might be achieved.

The breakdown of this case raises troubling issues for those working toward the goal of tolerance and civility in the diverse environment of contemporary campus life. While we can all agree on the importance of the free exchange of ideas, this case shows that we cannot agree on where fighting words end and free speech begins. Until we can determine the fine line between the two, the current all-out verbal warfare and abusive atmosphere that plagues so many of our campuses will continue.

Dr. Alan Kors at the ACLU Press Conference: I can confirm Eden's statement that it had been agreed upon after investigation by the Judicial Inquiry Officer and stated to Eden in front of his first advisor, a member of the administration, who twice confirmed this, to me by telephone, the second time just a few days ago, that it was understood that Eden had never uttered any other phrases than the phrase, "Shut up you water buffalo" and in response to a line about a party, "If you want a party, there's a zoo a mile from here." [Unidentified voice: "Understood by whom?"] That it was understood by the [JIO] after weeks of investigation, after discussing it with all relevant witnesses and before reaching her finding, after weeks, it was stated to Eden in front of his first advisor, a member of the administration, that Eden did not say, "black water buffalo," that he only had said, "water buffalo" and "If you want to party, there is a zoo a mile from here." And that had been confirmed to me twice, by the member of the administration, to whom, as late as last week, that that had been confirmed to me that the Judicial Inquiry Officer, after weeks of investigation and after talking to the relevant witnesses, had agreed that all Eden said was "water buffalo," that he had never said "black water buffalo." With Eden, I can understand what may have been the confusion of that evening, with a large number of people shouting things down, but that had been agreed upon.

Secondly, on the issue of choosing to circumvent the process, the University's own Judicial Charter gives the respondent the absolute right to comment upon a case and says if the respondent comments upon a case, anyone who believes himself or herself impugned by that, has the right to reply. The confidentiality is there to protect the respondent and the Charter explicitly states that no one except the respondent may comment about a hearing or a proceeding. In terms of my own discussion of the case, I refer you all to the University's Guidelines on Open Expression in which Principle I.A. states that "the freedom to voice criticism of existing practices and values are fundamental rights that must be upheld and practiced by the University in a free society." Which seems to me, profoundly correct. And Section I.D. of Principles, "In case of conflict between the principles of the Guidelines on Open Expression and other University policies, the principles of the Guidelines shall take precedence." The University is not the Nixon Whitehouse and members of the University community have the right to comment upon the policies and procedures of the University and to criticize those.

[Mr. Presser: "If we could just have one last statement . . ."]

Deborah Leavy: We are grateful that the case against Eden has been dropped. But the case involving the University of Pennsylvania remains and now we call upon the University to repeal its hate codes, its hate speech code. Eden has been punished. Make no mistake about it. Even without the judicial inquiry going its full course, even with the charges being dropped, Eden has been punished, and other students will be punished and their speech will be chilled because they, too, can now be afraid that their remarks might be misinterpreted, their words will be held up for examination and determination by the University about whether they are, whether they should be punished. This cannot be in an academic society. This cannot be in our society, because the values of free expression are too dear to us and too important to us and the hate speech code is the problem. There was a question earlier, "Is the process the problem?" The process is only part of the problem. There were lots of problems with the process, but the real problem is the hate speech code and until Penn gets rid of the hate speech code, every student at Penn can fear going through what Eden went through and that is too much punishment and too much chilling of speech. It has no place in an academic community.

VPUL Statement on the Panel Decision [made prior to the dropping of the case as shown on page 3, but included for the record]:

Today I have received the faculty-student judicial panel's report, which is required within ten days of a hearing. In the report, which was limited to procedural issues relating to a motion for dismissal of the charges:

- The faculty-student panel denied Eden Jacobowitz's request for dismissal, believing that the case should be heard. It noted that the hearing could not be held May 14 because of the inability of the respondent and the complainants to fully prepare.
- The faculty-student panel recognized the value of an early resolution to the case, but also that it may be inconvenient for the students, their advisors and witnesses to come back to campus during the summer for the hearing. The panel calls for the hearing to be held as soon as possible, but no later than early in the fall semester. (September 9 is the first day of fall classes.)
- The faculty-student panel requested that the individuals involved in the case respect the confidentiality of judicial proceedings, realizing that unfairness can result from selective disclosures, partisan representations, and the inability of some, under the Charter, to respond to such disclosures and representations.

Consistent with the Charter of Penn's student judicial system, the University will not release the panel's report or the names of the panelists. The charter requires confidentiality regarding identities of individuals involved in matters being considered by the Judicial Inquiry Officer, records, files and testimony. The Charter's provisions are in accordance with University guidelines concerning the confidentiality of student records pursuant to the federal Family Educational Rights and Privacy Act of 1974, as amended (commonly known as the Buckley Amendment).

We recognize the hardships that have been suffered by all the students in this matter and hope that a fair and expeditious resolution of this process will allow them to return to their goal of continuing their educations.

—Kim M. Morrisson, Vice Provost for University Life



Dr. Callen

Death of Herbert Callen

Dr. Herbert B. Callen, emeritus professor of physics and former chair of the Faculty Senate, died Friday at the age of 73. A member of the physics faculty since 1948, Dr. Callen had taken early retirement 11 years ago on discovering that he had Alzheimer's disease. He died at the home of his daughter, alumna Jill Bressler, where he was being cared for by the family including his wife of 48 years, Sara Callen.

Dr. Callen, a Temple alumnus who took his Ph.D. at Princeton, was a distinguished theoretical physicist whose fluctuation dissipation theorem helped explain how electricity flows. A Guggenheim Fellow and fellow of the National Academy of Sciences, he received the Elliott Cresson Medal of the Franklin Institute in 1984 in recognition of lifelong contributions including work on the Manhattan Project during World War II.

On campus, Dr. Callen is remembered as chair of the Faculty Senate in 1970-71, the first year of the Meyerson administration, overseeing the conversion of *Almanac* to a weekly journal of record and opinion with an open expression and right of reply policy for faculty and staff.

He was also active on the national and international scene, as national chairman of the American Professors for Peace in the Middle East and as a visiting professor at Hebrew University, the Weizmann Institute and the University of Recife in Brazil.

Dr. Callen is survived by his wife, Sara, an 1977 alumna of the School of Social Work; his daughter, Jill Bressler, CW '67, GSE '87 from SAS; a son, Jed; a brother, Earl, and five grandchildren.

Contributions may be made to the Herbert B. Callen Award for Statistical Mechanics, c/o Chairman, Department of Physics, DRL/6317.

Dr. Dale Rex Coman, who during his 30 years at the School of Medicine became one of the world's leading cancer researchers and one of the city's most popular newspaper columnists (for the *Bulletin*), died on April 23 at the age of 87.

Dr. Coman was a graduate of the University of Michigan and the McGill University Medical School who began his career in experimental pathology at Penn in 1937. Among his discoveries was that a lack of adhesive calcium on cancer cells probably contributed to their metastasis.

This led to his receiving the Metastasis Research Society Award from Heidelberg in 1988.

On his retirement as emeritus professor of pathology in 1972, Dr. Coman became head pathologist at the Jackson Lab in his summer hometown of Bar Harbor, Me., where he pursued a long-delayed career as artist and naturalist. Among books he wrote and illustrated were *Pleasant River*, *The Endless Adventure*, and *Mammals, Reptiles and Amphibians of MDI*.

Predeceased by his wife, Mona, Dr. Coman is survived by a son, Michael, and a daughter, Charity Beth. Contributions in his memory may be made to the Nature Conservancy, Maine Chapter, 14 Main Street, Brunswick ME 04011, or to benefit starving children in southern India via the Coastal Resource Center, Inc., P.O. Box B, Bar Harbor ME 04609.

Elisabeth R. Hovey, a Lower Merion English teacher remembered by many for her "retirement career" as receptionist in University residences from 1962 to 1974, died on May 10. Ms. Hovey was in Penn's first women's class, according to Michel Huber of Alumni Relations, taking her baccalaureate degree in 1917 when women's undergraduate admission was via what later became the Graduate School of Education. She added a master's degree from the Graduate School in 1927. No survivors are known.

Dorothy Anna Crate Killen, a clerk in the Registrar's Office for 23 years before her retirement in 1977, died on May 19 at the age of 82. She is survived by her daughters, Barbara J. Stinger, Carol J. Bentley and Joyce Baird; two brothers and a sister; five grandchildren and four great-grandchildren.

Dr. Terry Langer, a former associate professor of medicine who was director of clinical cardiology and director of medical intensive care at HUP for 13 years, died on May 4 at the age of 52.

Dr. Langer was at PennMed from 1972 to 1985, when he became director of clinical cardiology at Presbyterian Medical Center, the post he held at the time of his death. An NYU alumnus who took his M.D. from Harvard, Dr. Langer was noted for his research in abnormal fats or lipids and their use in projecting which people were at risk for coronary disease.

Survivors are his wife, Joan Gordon Langer; three sons, David, Robert and Jonathan; his mother, Frances Langer; and a sister. Contributions in his memory may be made to the Cardiovascular Section of the Department of Medicine at HUP/4283.

To Report a Death: Until June 11, please contact the Chaplain's Office. Thereafter, when the Chaplain's Office is closed, please contact Barbara Cassel at the VPUL's Office, 898-6081.

The University of Pennsylvania Police Department Community Crime Report

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department between the dates of May 17, 1993 and May 23, 1993. The University Police actively patrol from Market Street to Baltimore Avenue, and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 8-4482.

Crimes Against Persons

34th to 38th/Market to Civic Center: Aggravated assault—1 Simple assaults—1,

Threats & harassment—1			
05/17/93	1:43 AM	3744 Spruce St.	Complainant struck/suspect wanted—warrant
05/19/93	10:11 AM	Ralston House	Harassing calls received from husband
05/20/93	12:11 PM	37th St. Subway	Man shot in head/brought to HUP

38th to 41st/Market to Baltimore: Robberies (& attempts)—1, Threats & harassment—2,

Indecent exposure & lewdness—1			
05/18/93	7:23 PM	3900 Chestnut St.	Received threatening calls
05/20/93	11:13 PM	40th & Pine	Unknown male exposed himself
05/21/93	10:22 PM	40th & Baltimore	Robbery with gun/actors fled area
05/22/93	3:01 AM	3919 Baltimore	Resident harassed by next-door neighbors

41st to 43rd/Market to Baltimore: Robberies (& attempts)—1

05/21/93	10:05 PM	43rd & Pine St.	Complainant robbed w/gun/actors fled
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30th to 34th/Market to University: Threats & harassment—1

05/19/93	10:09 AM	300 Block 33rd St.	Complainant harassed by vendor
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Crimes Against Property

34th to 38th/Market to Civic Center: Total thefts (& attempts)—14, Thefts from autos—2,

Thefts of bicycles & parts—3, Criminal mischief & vandalism—7			
05/17/93	2:15 AM	Annenberg Center	Uprooted tree in vehicle/replaced
05/17/93	6:21 AM	Phi Gamma Delta	Objects thrown at complainants
05/17/93	7:12 AM	Phi Gamma Delta	Objects thrown at complainants
05/17/93	1:00 PM	Levy Park	Unattended wallet taken from bench
05/17/93	4:01 PM	Stiteler Hall	Rug taken from room
05/17/93	4:17 PM	Lot # 32	Parking arm broken
05/17/93	5:38 PM	Lot # 44	Driver's window broken/currency taken
05/18/93	8:58 AM	Lot # 25	Vent window to vehicle broken
05/18/93	9:08 AM	200 Block 37th	Bushes taken overnight
05/18/93	9:32 AM	Johnson Pavilion	Keys & disks taken from office
05/18/93	4:51 PM	Lot # 44	Car window damaged/items taken
05/18/93	6:31 PM	Van Pelt Library	Wallet found without currency
05/18/93	7:39 PM	3409 Walnut St.	Unattended wallet taken from counter
05/19/93	9:25 AM	Delta Psi	Slicer taken from basement kitchen
05/19/93	5:14 PM	Unit Block 36th	Driver's side mirror broken off
05/20/93	9:35 AM	HUP	Unattended bike taken
05/20/93	6:51 PM	Law School	Window hit by bb gun pellet
05/20/93	11:25 PM	Warwick Dorm	Word processor/clothing from unsecured room

continued next page

Update

MAY AT PENN

TALKS

26 *Discussion of the Mack Collection*; Eileen Neff, artist and *Artforum* critic; 6 p.m.; ICA (Institute of Contemporary Art).

27 *Harassment: What Is It and What Policies and Procedures Protect You?*; Joann Mitchell, noon-1 p.m.; Smith-Penniman Room, Houston Hall (African American Resource Center).

Laser Safety: June 9

The Office of Environmental Health & Safety is sponsoring a laser safety training program for all faculty, staff and students who use lasers in their research to be given *Wednesday, June 9* by James Franks of the Laser Institute of America.

The seminar will be held from 9 a.m.-4 p.m. in the auditorium of the Clinical Research Building. The program will consist of basic laser theory, laser safety information, and a guide to the selection of laser eye protection.

All laser users are requested to attend. Please call Laura Peller at 898-4453 for registration information.

continued from page 7

05/21/93	9:57 AM	Richards Building	Knapsack w/contents taken
05/22/93	8:21 AM	Hamilton Walk	Secured bike taken from railing
05/22/93	11:08 AM	Lauder/Fischer	Secured bike taken from bike rack

38th to 41st / Market to Baltimore: Burglaries (& attempts)—3, Total thefts (& attempts)—10, Thefts of auto (& attempts)—1, Thefts from autos—3, Thefts of bicycles & parts—5, Forgery & fraud—1, Criminal mischief & vandalism—2, Trespassing & loitering—1

05/17/93	10:01 AM	Harnwell House	Secured bike taken from rack
05/17/93	2:42 PM	3900 Blk Delancey	Door found with dents
05/18/93	3:52 PM	122 S. 41st St.	Contents taken from house
05/18/93	5:38 PM	Lot # 14	Side rear window broken/clothing taken
05/18/93	5:55 PM	Lot # 14	Rear window of vehicle broken
05/19/93	10:42 PM	4041 Baltimore	Property taken from auto/some found
05/19/93	10:16 PM	3900 Blk Baltimore	Vehicle taken from location
05/20/93	9:16 AM	Lot # 14	Property taken from auto
05/20/93	9:38 AM	3915 Walnut St.	Property taken from retail establishment
05/20/93	9:50 AM	1925 House	Secured bike taken from rack
05/20/93	12:05 PM	4032 Walnut St.	Secured bike taken from residence
05/20/93	3:00 PM	Kappa Alpha	Unattended bike taken from residence
05/20/93	3:13 PM	3931 Walnut St.	Stolen credit card used/confiscated
05/21/93	9:57 AM	Vet. Hospital	Male brought into HQ for trespass/citation
05/21/93	11:01 AM	Low Rise North	Secured bike's wheels taken
05/21/93	12:53 PM	Sigma Chi	Table taken from shed
05/21/93	3:15 PM	3916 Pine St.	Secured bike taken from railing

41st to 43rd / Market to Baltimore: Burglaries (& attempts)—1, Criminal mischief & vandalism—1, Thefts from autos—2, Thefts of bicycles & parts—2, Criminal mischief & vandalism—2

05/17/93	1:02 PM	Weightman Hall	Unattended bag taken from chair
05/17/93	3:36 PM	Smith Walk	Secured bike taken from rack
05/17/93	6:18 PM	Lot # 45	Property removed from vehicle
05/17/93	6:27 PM	Lot # 7	Rear window broken to vehicle
05/19/93	12:09 PM	Hollenback Center	Purse taken from room
05/19/93	4:44 PM	Hutchinson Gym	Sunglasses taken from unsecured locker
05/19/93	5:42 PM	Lot # 29	Auto taken
05/19/93	8:48 PM	Penn Tower	Car window broken/items taken
05/21/93	3:13 PM	Towne Building	Secured bike taken
05/23/93	12:09 PM	Lot # 7	Rear window smashed/car rifled
05/23/93	3:00 PM	Rittenhouse Lab	Food & money taken from vending machine

Outside 30th - 43rd / Market-Baltimore: Burglaries (& attempts)—1, Total thefts (& attempts)—1, Thefts of bicycles & parts—1, Criminal mischief & vandalism—1

05/18/93	10:49 AM	403 S. 41st.	Secured bike taken from residence
05/18/93	10:56 AM	233 S. 41st St.	Numerous items taken from house
05/20/93	3:15 AM	4325 Baltimore	Window broken by unknown person

18th District Crimes Against Persons

May 17, 1993 to May 23, 1993

Schuylkill River to 49th Street, Market Street to Woodland Avenue
16 incidents, 1 arrest

Date	Time	Location	Incident	Arrest
5/17/93	9:05 PM	4234 Chestnut St.	Aggravated Assault	No
5/18/93	12:15 AM	4511 Baltimore Ave.	Robbery	No
5/18/93	9:00 PM	4439 Spruce St.	Robbery	No
5/19/93	1:22 PM	241 S. 49th St.	Robbery	No
5/19/93	10:00 PM	108 S. Farragut St.	Robbery	No
5/20/93	3:22 AM	4600 Sansom St.	Robbery	No
5/20/93	8:30 AM	4708 Baltimore Ave.	Robbery	No
5/20/93	12:14 PM	3700 Spruce St.	Aggravated Assault	No
5/20/93	11:02 PM	4800 Pine St.	Robbery	No
5/20/93	11:57 PM	227 S. 47th St.	Robbery	No
5/21/93	5:17 AM	4801 Walnut St.	Robbery	No
5/21/93	8:30 PM	4624 Walnut St.	Robbery	No
5/21/93	10:06 PM	4300 Pine St.	Robbery	No
5/21/93	10:34 PM	4045 Baltimore Ave.	Robbery	No
5/21/93	10:50 PM	4643 Pine St.	Robbery	No
5/22/93	12:30 AM	4600 Kingsessing Ave.	Robbery	Yes

A-3 ASSEMBLY

A-3 Assembly Election Results

Following are the officers elected by the membership of the A-3 Assembly through balloting at 10 locations on May 14.

Vice Chair: Michele Taylor

Secretary: Lisa Lord

Employee Recognition Committee:

Teisa Brown, *chair*
Hazel Dean, *co-chair*

Communications Committee:

Christine Davies, *co-chair*
Irene Katsumoto, *co-chair*

Executive Board Members:

Teisa Brown
Claire Chappelle
Diane Davis
Mike Dettinger
Cathy DiBonaventura
Sheila Horn
Linda Johnson
Martina Madison
Sandra Williams

—Rochelle Fuller, *Chair*,
A-3 Assembly



**Closing
the Circle**

The University's letterhead stationery, with the familiar Penn watermark in the center, now has an additional watermark in the lower right-hand corner—the symbol above, meaning it is made from recycled paper. As of May 1, all new orders of letterhead and regular business envelopes (No. 10s) will be on the new stock. Business cards will be available on recycled paper in the fall. According to Carol Meisinger, director of Publications Services, the recycled version—which is 50% virgin paper and 50% recycled, of which 15% is post-consumer waste—is virtually identical to the traditional watermark bond, and there will be no increase in the cost.

To close the recycling circle, Recycling Superintendent Al Pallanti of Physical Plant advises, it is important to buy recycled products and to continue to recycle paper.

Almanac recycles excess copies of back issues (beyond our file copies) at the end of each semester. That time is approaching. Offices are urged to take stock of which issues, if any, are missing from their files and place requests before the supply is turned back into plain old paper. Please contact our offices *before June 4.* —M.F.M.



Almanac

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EDITORIAL ASSISTANT	Mary Scholl
STUDENT AIDES	Shari Bart

ALMANAC ADVISORY BOARD: *For the Faculty Senate*, June Axinn (Chair), David K. Hildebrand, Phoebe S. Leboy, Gerald J. Porter, Lorraine R. Tulman, Roger Walmsley; *for the Administration*, Stephen Steinberg; *for the Staff Assemblies*, Laurie Cousart (A-1), Lynn Ruthrauff (Librarians); Shirley Purcell (A-3).