

Almanac

INSIDE

- Senate: Call for Input; SEC Actions; p. 2
 - For Comment: Part-Time Status for ABD, p. 2
 - Council: Call for Volunteers, p. 3
 - Human Resources: Fair Labor Act re Overtime; Employment Office Changes, p. 4
 - Desktop Computer Hardware Standards, p. 5
 - CRC Advisory on Pentium Processors, p. 6
 - Penn VIPS, Women of Color Nominations, p. 6
 - Update and CrimeStats, p. 7
 - Talk About Teaching: Residential Frontier, p. 8
- Insert: Administrative Restructuring;
The Coopers & Lybrand Report**

Tuesday, January 17, 1995

Published by the University of Pennsylvania

Volume 41 Number 17

Coopers & Lybrand: Full Text

The Coopers & Lybrand report in the center of this issue is the complete report—not an executive summary—of the firm's study of Penn administrative costs and potential for savings through administrative restructuring. [A letter sent widely to faculty and staff announced a two-tiered distribution, with summary in *Almanac* and the full report available for examination in typescript at key campus locations. Typesetting reduced the space requirement so that campus-wide distribution of the full text became feasible.—Ed.]

"The drive for better service and higher quality at the lowest possible cost will increasingly dominate the higher education environment, just as it has for business and government," President Judith Rodin said in announcing publication of the report. "Only by striving for fiscal, administrative and academic excellence will Penn, and Penn's people, achieve their full potential in such a climate.

"We will use the Coopers & Lybrand report as a common starting point as we expand our efforts to involve more members of the University community and begin to develop implementation plans to effect fundamental changes in the work of the University." In the coming weeks, the president, provost, vice presidents, deans and center heads will give presentations to explain the report and answer questions.

"Beginning this semester, we will expand the processes of self-examination and reengineering beyond the areas studied by Coopers & Lybrand to encompass the full array of administrative processes," Dr. Rodin added. In a message accompanying the published report, Provost Stanley Chodorow and Acting Executive Vice President Jack Freeman outline the principles that will guide this effort.

"We must work together on this process of change at Penn. Like the 21st Century undergraduate initiative, it is one of the foundations upon which the University's future will rest," the president said.

PPSA Meeting: On 'Coopers'

Today's meeting of the Penn Professional Staff Assembly (A-1 Assembly) will have presentations by Provost Stanley Chodorow, Acting Executive Vice President Jack Freeman and Associate Executive Vice President Janet Gordon on *Administrative Restructuring at Penn*, the topic of the Coopers & Lybrand report published in this issue. The meeting will be in the Bishop White Room, Houston Hall, with regular business at 12:30 p.m., and speakers starting at 1 p.m.

Overtime Pay Rules for Staff

Published Of Record on page 4 is an advisory from Human Resources on Fair Labor Standards Act requirements of overtime pay for non-exempt staff (weekly-paid) who work beyond 40 hours in a given week. The policy warns against unilateral substitution of compensatory time.

FROM THE PRESIDENT

Welcome Back

January 15, 1995

As we begin the spring semester, I want to share some thoughts I have had regarding several recent issues on campus.

In just the past six months, three unrelated incidents—a research project's funding source, a published article, and an art exhibit—have understandably disturbed and offended members of various groups. Specifically, many were affronted by research funding received by a faculty member from an outside foundation accused of supporting neo-Nazi and racist agendas, by a student's article on Haiti published by a campus publication, and by the retrospective exhibit of Andres Serrano's photographs at the Institute of Contemporary Art, especially the notorious "Piss Christ."

Not surprisingly, the common cry in response to each of these incidents has been: "Why doesn't the University stop this!"

That is a heartfelt demand and it deserves a clear response.

We "permit" these events because, first, in truth, we can never wholly prevent them—and in each of these recent cases, those responsible acted legally, were clearly identified, and did not hide behind the illicit screens of anonymity or vandalism. Second, we permit them because tolerating the intolerable idea is the price of the freedom of expression without which we cannot survive as an academic institution. But third, and most important, we permit them because doing so is the only way to change things. Hearing the hateful is the only way to identify and educate the hater. Seeing the offensive is a necessary step to understanding and rejecting the perspective from which it comes. Seriously considering even the most distasteful idea is the absolute precondition to arguing effectively against it.

Universities are places in our society where freedom of expression serves the search for truth and justice. By mission and by tradition, universities are open forums in which competing beliefs, philosophies, and values contend. Some will appear ill-informed, disrespectful, vengeful; in exposing and challenging them, their flaws become self-evident. That is why we do not close off debate by official pronouncement. That is why we must use such incidents to promote debate, to spotlight the hater, and to expose the hateful to the light of day.

These are issues that have a long history of debate and discussion on the Penn campus, dating back at least to the 1960s. Last year, anticipating later recommendations of the Commission on Strengthening the Community, Interim President Fagin acted to set Penn on a new course in handling such situations, one in which the content of speech and expression—that is, ideas—is fundamentally not a basis for discipline, as set forth in our new Code of Student Conduct. Only conduct that violates law or interferes with the educational mission of the University merits punishment. These standards are embodied in the new Code of Student Conduct, adopted last June, in the University's Non-Discrimination Policy, and in the Guidelines on Open Expression, which have served the Penn community well for many years.

In recent months, I have been especially pleased to see the responsible way in which those offended by the Serrano exhibit voiced their protest in outspoken, but reasoned and appropriate arguments, and then worked constructively with the Institute of Contemporary Art to create a forum for the public discussion of their concerns. Those who have been outraged regarding the article published in *The Red and Blue* have been encouraged to do likewise. We as a community are learning to use public discussion and debate to educate one another and to assert our views.

It is my hope that, in the future, those who know they may offend—while free to exercise their right of open expression—will, as a matter of simple courtesy, open a dialogue *ahead of time* with groups or individuals they know will be affected by their exercise of that right. It is vital that we reach out to each other in this way, because we can learn to use the freedom of ideas and expression to educate rather than to wound. The University administration's job is to support such dialogue and debate, not to cut it off; to create an environment in which we can educate each other, not one in which doctrine or orthodoxy are legislated from on high.

Will we provide "moral leadership" to the Penn community? Absolutely. But moral leadership requires suasion not censorship, conscience not coercion. Most of all, it requires insisting that we—all of us—talk about what troubles us. We must all use such occasions to fulfill the University's educational mission for each other. Part of that mission is to educate for leadership,

(continued next page)

Welcome Back from page 1

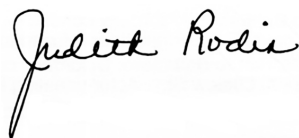
and we must each take responsibility to respond to our own moral compass in ways that better the life of our community.

Words are the life-blood of our university. For all their limitations, even if they sometimes drive us apart, words are what bind us together in the academy. Martin Luther King, Jr., understood the power of words. He believed that we must use them to talk about the difficult and painful issues that divide us, about race and about religion, about politics and about power, about gender and about identity. But I urge you to choose carefully the words you use. The words of hatred and bigotry, insult and ignorance, destroy dialogue and community and must be answered. I hope the day will come when no one in our community will use such words or inflict pain on others with intent. But until then, when we are faced with words of offense and awfulness, we must draw those who use them into the dialogue of ideas. That is the essential precondition of the dynamics of change. That is why we may *censure* speech, but never *ensor* speakers.

In the last two years, this community has found that we cannot, with policies and procedures, legislate the unlegislable. But, as a community, we must demand adherence to the norms of rational argument and simple civility which are so important to furthering the dialogue of ideas. We must learn what Dr. King called "obedience to the unenforceable," learning to show the care and compassion for each other that no law or regulation can enforce.

If we can learn this lesson and put it into practice, then we can create together a model community in which individual and group differences form a mosaic that shows the beauty of our differences, not a melting pot that tries to mask them in a homogenous mix. We are a community of different identities, and we must create a context in which a true diversity of views and opinions, persons and groups, politics and perspectives, is nurtured, valued and shared. We must openly celebrate our differentness as well as our similarities, and engage one another across all the boundaries of race, ethnicity, nationality, age, religion, gender and sexual orientation, politics and expression. But let us raise the level of the discourse, dispense with the intention to hurt, and each take more responsibility for all the members of our community.

In that spirit, I welcome you back from winter vacation to the exciting challenges that lie ahead.



SENATE

From the Senate Office

To Members of the Faculty:

The Faculty Senate Committee on the Faculty formed a subcommittee to examine the overall operations of the Faculty Grievance Commission and recommend changes, if any are necessary.

The subcommittee is seeking observations and/or advice from faculty, particularly those who have had firsthand experience with the process. Confidentiality will be maintained. Any members of the subcommittee may be contacted no later than Friday, February 17, 1995.

— Jill Beech, *Medicine, NBC, Chair*
(New Bolton Center/1692; tel: [221]2117)

— Margaret M. Cotroneo, *Nursing*
(2012 NEB/6096; tel: 898-8293)

— John C. Keene, *City and Regional Planning*
(GSFA/6311; tel: 898-7880)

FOR COMMENT

Proposed Policy:

Part-Time Status for Doctoral Students Engaged in Preparing Dissertations

The Graduate Council of the Faculties is proposing to allow a part-time status for students on doctoral registration tuition. Currently, all students enrolled for doctoral registration are classified as full-time, regardless of whether that classification accurately reflects the time they devote to their studies. It has come to the attention of Council that this practice inappropriately postpones the accumulation of interest and the payment of principal on student loans and continues student visas for students who are, in fact, not full-time. Because Council believes that students should enroll for doctoral registration status only for the purpose of completing the requirements for the Ph.D., Council is proposing the following changes to *Graduate Academic Rules and Regulations* (at page 323 of *The University of Pennsylvania Graduate Catalogue 1994-1996*):

"Students enrolled for dissertation tuition are considered full-time students. Students enrolled for the lower doctoral registration tuition are part-time students, unless they have established that they are full-time students.

Doctoral registration students are full-time if:

- they are serving as a teaching assistant, a research assistant, or research fellow at the University of Pennsylvania; or
- on approval of their dissertation supervisor, their graduate group chair, their dean, and the Vice Provost for Graduate Education, they demonstrate that they are engaged in full-time research on their dissertation. The acceptance of full-time employment creates a presumption that a student is not engaged in full-time research."

Please forward any comments or concerns about this proposal to the Graduate Council of the Faculties through the Office of the Vice Provost for Graduate Education, 303 College Hall/6381, or via e-mail to madden@ssdc.sas.upenn.edu. Comments should be sent no later than *January 31, 1995*.

New Council Bylaws Adopted

The University Council Bylaws, as revised by University Council November 9, 1994, were adopted December 14, 1994 by mail ballot. The vote was 41 to 6. The Bylaws provide for new Council members as follows: one elected representative of the Penn Professional Staff Assembly, the Librarians Assembly, the A-3 Assembly and five additional undergraduate students elected as members of the Undergraduate Assembly. The new members will take their seats at the January 18, 1995 Council meeting.

Deaths of University Members

Notice has been received in the past few days of the deaths of four members of the University family, for whom obituaries are being prepared for a coming issue.

Dr. Herman Beerman, emeritus professor of dermatology, at the age of 93.

Dr. Myer Mendelson, emeritus professor of clinical psychiatry at the Institute of Pennsylvania Hospital, at the age of 74. His brother, Dr. Morris Mendelson of Finance, said that a memorial service will be held at 3 p.m. on February 3, at the Institute, 11 North 49th Street; members of the University are invited.

Dr. Jewell Cass Phillips, an emeritus professor of political science when the department was in Wharton, at the age of 94.

Dr. Robert Preucel, emeritus associate professor of obstetrics/gynecology, at the age of 74.

A-3 Session with Greater Atlantic

Benefits Manager Dennis Mahoney and four representatives of Greater Atlantic will appear in the A-3 Assembly's open discussion on health care concerns Wednesday, January 18, from 12:30 to 2 p.m. in the Smith Penniman Room at Houston Hall.

Those wishing to attend should R.S.V.P. to Joyce Roselle at 898-8400.

Reminder: Bright Ideas Wanted

Boxes have been placed in College Hall and in the Franklin Building to accept ideas from all members of the University community on how to do things better at Penn—cutting costs and improving service—in the "Penny Saved" program announced in December (*Almanac* December 6). On March 31 the program will begin announcing award winners.

Call for Volunteers for 1995-96 Committee Service: Deadline January 31

**TO: University Faculty,
Administrative/
Professional Staff
and Technical/
Support Staff Members**

**FROM: University Council
Committee on Committees**

**RE: Volunteers Needed for
Committee Service**

The Committee on Committees invites you to nominate yourself or others for service on University Council Committees. These 15 committees serve as advisory bodies in shaping academic/administrative policy, in the administration of honorary degrees and long-term disability, and in assisting the administration of operations such as the bookstore and libraries.

Faculty and staff who have not previously participated are especially encouraged to volunteer so that we may have an appropriate blend of new ideas and experience.

To have an idea of a particular committee's work, you may review the annual reports printed in *Almanac* on the following dates: May 3, 1994, International Programs, September 6, 1994, Facilities, September 20, 1994, Communications, October 4, 1994, Admissions and Financial Aid, Library, and Personnel Benefits.

Except where noted, all of the committees listed here are open to both faculty and staff.

Please submit nominations by *January 31, 1995*.

*1995 University Council Committee
on Committees*

*Chair: Louis A. Girifalco (materials
science and engineering)*

*Faculty: Jere R. Behrman (economics)
William F. Harris II (political science)*

Morris Mendelson (finance)

Harvey Rubin (medicine)

*Administration: Ira Winston
(SEAS computing)*

*A-3: Karen Wheeler (community
partnerships)*

*Students: Richard Ahrens
(Wharton '96)*

*Ari Brose (Wharton Grad)
Ex-Officio: William F. Kissick
(medicine)*

*Secretary to the Committee:
Constance C. Goodman
(Office of the Secretary)*

Committees and Their Work

Admissions and Financial Aid Committee considers matters of undergraduate and graduate/professional recruiting, admissions, and financial aid that concern the University as a whole or those that are not the specific responsibility of individual faculties.

Bookstore Committee considers the purposes of a university bookstore and advises the director on policies, developments, and operations.

Communications Committee has cognizance over the University's electronic and physical communications and public relations activities.

Community Relations Committee advises on the relationship of the University to the surrounding community.

*** Disability Board** continually evaluates the disability plan, monitors its operation, and oversees the processing of applications for benefits and the review of existing disability cases.

Facilities Committee keeps under review the planning and operation of the University's physical plant and all associated services.

Honorary Degrees Committee does most of its work, intensively, during the fall term; solicits recommendations for honorary degrees from faculty and students and submits nominations to the Trustees.

International Programs Committee is advisory to the director of international programs in such areas as international student services, foreign fellowships and studies abroad, exchange programs, and cooperative undertakings with foreign universities.

Library Committee is advisory to the directors of libraries on policies, development and operations.

Personnel Benefits Committee deals with the benefits programs for all University personnel. Special expertise in personnel, insurance, taxes or law is often helpful.

Pluralism Committee advises on ways to develop and maintain a supportive atmosphere for all members of the University community.

Recreation and Intercollegiate Athletics Committee has cognizance of all programs in recreation, intramural and club sports, and intercollegiate athletics; advises the athletic director on operations and recommends changes in policy when appropriate.

Safety and Security Committee considers and recommends the means to improve safety and security on the campus.

Student Affairs Committee has cognizance of the conditions and rules of undergraduate and graduate student life on campus.

Student Fulbright Awards Committee evaluates applications from graduating seniors and graduate students and makes recommendations to the Institute of International Education, which awards Fulbright grants on behalf of the State Department; all of its work is done, intensively, in October.

** Open to faculty only; one or more administrators serve as liaison to most.*

Note: Faculty who wish to serve on the Research Committee or Committee on Open Expression should not use the form below, but forward names to Carolyn P. Burdon, Faculty Senate Office, 15 College Hall/6303, tel. 898-6943; fax 898-0974; e-mail burdon@pobox.upenn.edu.

Faculty volunteers, mail to: Carolyn P. Burdon, Faculty Senate Office, 15 College Hall/6303

Administrative/Professional (A-1) Staff volunteers, mail to: Drita Taraila, M107 John Morgan Bldg/6084

Clerical/Technical Support Staff (A-3) volunteers, mail to: Rochelle Fuller, 122 A Van Pelt Library/6206

Committee(s): _____

Candidate: _____

Title or Position: _____

Campus Address: _____

Campus Phone and e-mail: _____

Please specify if you think that you are especially qualified for a particular committee.

Human Resources: Fair Labor Act and Overtime Requirements

The Fair Labor Standards Act (FLSA or the Act) regulates employers' activities concerning hours of work, the payment of wages and salaries, minimum rates of pay, overtime payment and record keeping requirements. The University of Pennsylvania is subject to the provisions of this Act. On the basis of their jobs, employees are considered exempt or nonexempt from certain provisions of the FLSA pertaining to the payment of overtime and record keeping requirements.

At Penn, all managerial and professional employees are considered "exempt" from the provisions of the FLSA which govern the payment of overtime. Managerial and professional (P graded, "blank" graded and "Ungraded") positions are paid a monthly salary for performance of services regardless of the number of hours worked.

Nonexempt (G graded and unionized) positions are covered by the provisions of the FLSA. Employers are required to keep accurate records of actual hours worked, and to pay overtime for any hours worked beyond 40 in a work week. An employer cannot opt out of this obligation, nor can an employee in a position which is covered by the provisions waive his or her right to overtime pay. Unionized University staff are covered by the Act and this is indicated within each collective bargaining agreement.

According to University policy, nonexempt employees are not permitted to work overtime without prior approval. Hours charged to sick, vacation, personal time and other paid leave balances should not be counted in computing hours worked in excess of 40 hours in a work week. Human Resources Policy #302 states: "*A weekly-paid staff member who works more than 40 hours in the standard work week must be paid at the rate of one and one half times the regular hourly rate of pay for all extra time worked in excess of 40 hours per week. Compensatory time may not be substituted.*" Overtime pay must be processed within the same pay period that overtime is worked.

A weekly-paid staff member who works *in excess of his/her standard work week but less than 40 hours* in a work week, must be compensated in either of the following ways: 1) pay at regular hourly rate for all extra time worked up to 40 hours per week, or 2) receive compensatory time off for the extra time worked. The substitution of compensatory time off in lieu of monetary compensation (for hours worked beyond the standard work week but less than 40 in the work week) must be agreed upon in advance by the employee, supervisor and responsibility center head. If an employee elects to receive monetary compensation rather than compensatory time off, monetary compensation must be paid. In cases where an employee and supervisor agree to compensatory time off, such compensatory time must be scheduled in advance with the supervisor and must be taken or paid within three months of the date earned. No more than 40 hours of compensatory time may be accumulated in any three month period.

All supervisors and managers across the University are individually responsible for ensuring that staff members within their scope of authority are compensated appropriately in accordance with this policy and the requirements of the FLSA. Supervisors and managers may be held personally accountable for willful noncompliance with the provisions of the FLSA and may be subject to substantial financial penalties. As an institution receiving grants and contracts from the federal government, additional enforcement procedures and remedies may apply which may jeopardize current and future grants, contracts and awards.

Questions regarding overtime pay requirements should be directed to your school or center human resources officer or the Division of Human Resources.

— David Smith, Manager of Human Resource Services

Employment Office Changes: Daily Job Postings and a New Application Center

I am pleased to inform the University community of two changes that Human Resources has scheduled in order to revise the current manner in which staff are hired at the University. These changes are designed to bring about immediate reductions in the length of time and complexity of the hiring process:

I. Introduction of a Daily Posting Process

Currently positions are posted once a week and requisitions are reviewed in a batch process. Beginning on January 9, 1995, vacant positions will be posted on a daily basis and requisitions will be reviewed and processed on a daily basis. *These changes will result in a considerable reduction in the length of time it takes to requisition a position, post it, and make an offer.* In the current weekly system, if a requisition is presented to Compensation on a Thursday, it takes a minimum of 17 workdays before an offer could be made. Within this new daily posting system, if a requisition is presented on a Thursday, a hiring officer could make an offer (assuming compliance signoff) in 8 days.

In order to change to a daily process, there will no longer be a deadline for submitting requisitions to Compensation. Each requisition will be processed on a daily basis as it is received by Compensation. It will be reviewed immediately and sent forward to the Employment staff. In addition, jobs will be posted on a daily basis through the following vehicles:

1. University Bulletin Boards: Bulletin boards have been identified in several buildings

on campus, situated in different geographical locations: Blockley Hall (first floor hallway), 3401 Walnut St. (Funderberg Information Center), Dental School (Evans Building), Wharton School (Steinberg Hall-Dietrich Hall), Houston Hall (ground floor hallway). These postings will be considered the official method of advertising open positions. Each day's postings will remain in place for a total of five working days before removal from the daily posting boards.

2. PennInfo: PennInfo's Job Opportunities listing will be updated on a daily basis.

3. Job Hotline: All newly posted jobs will

be announced daily via the Job Hotline (898-JOBS).

4. FAX Network: A network of community groups will receive daily via FAX the University's new openings.

The Affirmative Action compliance process, including the one week (five workday) posting period, will remain the same. The five workdays will be measured from the date of posting.

"*Job Opportunities*," published in *The Compass* will continue to be used as an additional advertising vehicle. However, it may not correspond exactly with the postings through official media noted above. Applicants, including University transfers, will be advised in a headnote of the need to access one of the various daily posting mechanisms for a complete and up-to-date listing.

II. New Location of Employment Office Application Center

In order to provide more accessibility to applicants seeking employment at the University, the Application Center is now located within the Funderberg Information Center at 3401 Walnut Street. This recently renovated space is now shared by employment staff, representatives from Community Relations, and an Information Center representative. Applicants will now be able to apply for positions in a location central to the campus as well as to public transportation.

— Phyllis Lewis, Assistant Vice President of Human Resources

PennInfo's Campus Kiosks

Benjamin Franklin Scholars Office
The Bookstore
College of General Studies Office
The College Office
Computing Resource Center*
Data Communications/Computing Services*
SEAS Undergraduate Education Office*
Faculty Club*
Greenfield Intercultural Center Library
Houston Hall Lobby
Office of International Programs
Office of Off-Campus Living
PennCard Center
Penntrax Office
Student Employment Office
Student Financial Information Center
Student Health Lobby

* Uses point-and-click software.

Desktop Computing Hardware Standards for Penn

Information Systems and Computing, with the Penn community, has developed minimum standards for new desktop computers at Penn. Why are standards needed? They help hold training and support costs in check and make it possible for people across campus to work together. They clarify buying decisions and help in planning equipment life cycles. And two new campus-wide initiatives—next-generation electronic mail and Cornerstone business systems—will make extensive use of the power and graphics of modern personal computers.

The computers described here are required only if you plan to use advanced e-mail that makes use of point-and-click graphical user interfaces to exchange spreadsheets and graphics or if you plan to use one of the first Cornerstone systems. The standards also provide a guide if you are buying a new general-purpose computer. Research and instructional computing may require more specialized machines.

Macintosh and Windows computers will be general-purpose, supported standards at Penn, in the minimum configurations shown in the charts below. ISC does not recommend mixing Macintosh and Windows computers within an office or workgroup, where a single standard is much easier to support.

Most of the standard configurations are “freshness dated,” with ISC support guaranteed until July 1998. ISC will review desktop standards each year in light of University needs and industry changes. As new desktop standards are issued, they too will specify support guarantees.

How soon will your computer need to meet these standards? That depends on how you will use it.

For advanced electronic mail. During 1995 support programs will be put in place for advanced electronic mail software packages to be recommended by a campus-wide task force.

For new administrative systems. New business systems will be acquired over time, beginning with General Ledger Accounting, Purchasing, and Payables. In general, direct users of these first systems will be Penn’s business administrators. By July of 1996, all access to the first systems will be through point-and-click graphical user interfaces and a computer that meets the minimum standards will be required. If you do not expect to use the first Cornerstone systems, you may not need to upgrade your computer until future systems such as Payroll become available.

The standards for new administrative systems are somewhat higher than for advanced electronic mail. A machine that can access Cornerstone systems can handle advanced e-mail, but the reverse is not necessarily true.

If your school or department is considering major changes or investments, ISC strongly recommends a consultation to weigh pros and cons in today’s rapidly changing environment. Contact Noam Arzt, ISC Director of Information Technology Architecture (arzt@isc.upenn.edu; 898-3029).

— Peter C. Patton, Vice Provost for Information Systems and Computing

The Standards for Computers to Use Advanced e-mail

If you plan to use advanced e-mail *with an existing machine* here are the minimum configurations:

Existing machine—Windows MINIMUM for advanced e-mail

Hardware	Processor:	386DX
	Memory:	8 MB
	Hard disk:	100 MB
	Monitor:	14 inch
Operating system	Windows 3.1	
Network connection	Ethernet (on campus)	
	PPP or SLIP (off campus)	

Existing machine—Macintosh MINIMUM for advanced e-mail

Hardware	Processor:	68020
	Memory:	5 MB
	Hard disk:	80 MB
	Monitor:	13 inch
Operating system	MacOS System 7	
Network connection	Ethernet (on campus)	
	SLIP (off campus)	

If you’re *buying a new machine*, here are the somewhat higher *minimum* standards, with a specified support guarantee. This is the “general departmental use” option in Penn’s 1994 Fall Truckload Sale. Buying the best computer you can afford usually pays off in extra years of service from the machine, so you may prefer to buy a more powerful configuration.

New machine—Windows MINIMUM for advanced e-mail (Supported until July 1998)

Hardware	Processor:	486SX2
	Memory:	8 MB
	Hard disk:	210 MB
	Monitor:	14 inch color
	Support guarantee:	Until July 1998
	Today’s est. price:	\$1,750
Operating system	Windows 3.1	
	Support guarantee: Rolling—current version plus one prior	
Network connection	Ethernet (on campus)	
	PPP or SLIP (off campus)	

New machine—Macintosh MINIMUM for advanced e-mail (Supported until July 1998)

Hardware	Processor:	68LC040
	Memory:	8 MB
	Hard disk:	250 MB
	Monitor:	14 inch color
	Support guarantee:	Until July 1998
	Today’s est. price:	\$1,750
Operating system	MacOS	
	Support guarantee: Rolling—current version plus one prior	
Network connection	Ethernet (on campus)	
	SLIP (off campus)	

The Standards for Computers to Use New Administrative Systems

All access to Cornerstone systems is expected to make use of point-and-click graphical user interfaces by July 1996. If you plan to use General Ledger Accounting, Purchasing, Payables, or the “data warehouse” for management information you will need one of the following *minimum* desktop configurations by July 1996. Buying the best computer you can afford usually pays off in extra years of service from the machine, so you may prefer to buy a more powerful configuration.

If you’re buying a new Macintosh primarily for Penn’s new administrative systems, wait as long as possible until market trends become clearer.

Windows MINIMUM for new administrative systems (Supported until July 1998)

Hardware	Processor:	486DX4 or Pentium
	Memory:	16 MB
	Hard disk:	540 MB
	Monitor:	15 inch color
	Support guarantee:	Until July 1998
	Today’s est. price:	\$2,500
Operating system	Windows (then current version)	
	Support guarantee: Rolling—current version plus one prior	
Network connection	Ethernet (on campus)	
	PPP or SLIP (off campus)	

Macintosh MINIMUM for new administrative systems (Supported until July 1998)

Hardware	Processor:	PowerPC
	Memory:	24 MB
	Hard disk:	500 MB
	Monitor:	15 inch color
	Support guarantee:	Until July 1988
	Today’s est. price:	\$3,000
Operating system	MacOS (then current version)	
	Support guarantee: Rolling—current version plus one prior	
Network connection	Ethernet (on campus)	
	SLIP (off campus)	

Note of caution: If you’re buying a new Macintosh primarily for Penn’s new administrative systems, wait as long as you can to make sure that Macintosh user interfaces to those systems are available as expected.

ISC will publish Macintosh advisories as Penn approaches the July 1996 Cornerstone deadline. You are also welcome to contact ISC’s Director of Information Technology Architecture, Noam Arzt (arzt@isc.upenn.edu, 898-3029).

CRC Advisory: Testing and Replacing Pentium Processors

In recent weeks a great deal has been written about the flaw in the Pentium's floating point unit (FPU). Reports in the press have been inconsistent and, based on calls coming in to the Computing Resource Center, confusing to end-users.

The Problem: The flaw in the Pentium processor affects the accuracy of the floating point divide instruction for specific combinations of specific numbers. There is, however, disagreement on the importance of the flaw. Intel, the company that manufactures the chip, has calculated that an error may be expected only once in 9 billion independent divides (or once in every 27,000 years). IBM, in its own study, concluded that common spreadsheet programs recalculating for 15 minutes a day could produce errors as often as once every 24 days.

For additional information, see the Web references at the end of this document, especially the Mathworks site.

ISC Recommendation: For general-purpose use (e.g., word processing, databases, multimedia and entertainment applications, and file servers) the processor flaw will have no effect. However, if you are using applications that require a high level of mathematical precision (e.g., statistical software such as SAS or SPSS, spreadsheets or other financial applications, or graphics-intensive software such as PhotoShop), ISC recommends that you replace your Pentium chip. If you're not certain what to do, take the safest route and request a replacement.

Testing the Processor: All Pentiums produced until about the end of 1994 have the flawed FPU. To test your system do the following:

Start up your Windows calculator or your favorite spreadsheet and enter the following: $(4,195,835/3,145,727)*3,145,727$

The correct answer is 4,195,835. A flawed Pentium will always give you 4,195,579.

Replacing Pentium Processors

For ISC-supported Dell systems, the following information has been provided by Dell.

All Dell Pentium-based systems ordered as of December 21, 1994 will have the corrected Pentium processor.

Dell will provide an updated Pentium processor to any customer who requests one. Dell will ship the updated processor to the customer's site or schedule a service provider for an on-site replacement. The company will schedule the replacements based on chip availability.

Important Note: The Pentiums on many Dell systems have a Dell-designed heat sink bonded to them. We therefore recommend that customers go directly to Dell to obtain the appropriate replacement processor and heat sink.

To order a replacement processor, call Dell's special Pentium Info line at 1-800-403-DELL. When you call you will need to provide your serial number, which is a five-character alphanumeric code found on the back of the system unit.

For systems from other vendors, your best strategy is to contact the manufacturer of your system to see what their current policy is. Vendor replacement policies have been in flux over the past several weeks, with some vendors replacing chips for all customers who want them and others replacing chips only for customers running math-intensive applications.

Alternatively, you may contact Intel Corporation directly, at 1-800-628-8686. Intel will send a replacement processor to users who choose to do the replacement themselves. Intel has also planned to contract with service providers to do no-charge replacements for those who prefer to bring their systems to a service location. Intel currently has no published plans to provide on-site service.

Questions: If you have any questions that are not covered here, please contact the Computing Resource Center at 898-9085 (press 1 for a consultant) and we'll provide you with up-to-date information.

Additional information: Web sites for additional detailed information:

Dell	http://www.dell.com
Digital	http://www.digital.com
Hewlett-Packard	http://www.hp.com
IBM	http://www.ibm.com
Intel	http://www.intel.com
Mathworks	http://ftp.mathworks.com

— Don Montabana, Director
Computing Resource Center

Penn VIPS Nominations

The University and Penn Volunteers in Public Service (Penn VIPS) will honor outstanding Penn community members at its Third Annual Scholarship Benefit and Volunteer Recognition Reception on Wednesday, March 29, 1995.

Alumni, faculty, staff, and students who have demonstrated exemplary public service in the West Philadelphia community will be honored at this event.

Last year 28 members of the University were honored for contributions including committee service on campus, volunteer service on and off campus, and other activities (*Almanac* May 24, 1994).

They are people of all ages and walks of University life, whose only common denominator is their dedication to the improvement of the quality of life in West Philadelphia.

Nominations can be submitted *January 20 through February 27*. Selection criteria and the nominations process are detailed in a form available by calling 898-2020.

— Penn VIPS
Volunteer Selection Committee

Women of Color Awards: Nominations by February 3

The National Institute of Women of Color has designated the first day of Women's History Month (March) as National Women of Color Day. For the eighth consecutive year, the University will seek to increase the community's awareness of the talents and achievements of women of color. As in past years, we will recognize people in our community whose special commitment and dedicated service to Penn, HUP and/or the Delaware Valley have made a difference in the lives of women of color. Our awards ceremony will be held Wednesday, March 1, 1995 from noon to 2 p.m. in the Penn Tower Hotel.

We need your assistance in identifying nominees for the 1995 awards. Honorees must be students, faculty or staff members at Penn or HUP. Please help us ensure that these talented and committed people receive the recognition that they deserve. Nominations will be accepted until *February 3, 1995*.

For a nomination form describing the selection process, or for additional information, please contact me at 898-1446. Thank you for your assistance in this important effort.

— Sharon Smith, Chair, Awards Subcommittee

Women of Color: Call for Artists by February 8

Women of Color artists are invited to participate in a premier exhibition sponsored by The Women of Color Committee and hosted by the Faculty Club Gallery in observance of National Women of Color Day. The exhibition will run February 24 through March 31 with an opening reception on February 28.

Women of Color artists working in any medium (with the exception of pottery) are invited to submit up to three photographs or slides to the selection panel. All work chosen for exhibit must either be framed or in ready-to-hang condition. No work may exceed the dimensions of 24" x 36"; no free-standing pottery or ceramics may be displayed for safety/security reasons. On notification of selection from the committee, the artist will be required to pay a \$10 registration fee. Publicity, mailings, and announcements will be provided. All work will be available for sale with the permission of the artist with all Faculty Club sales contract guidelines met. Each applicant must submit a brief personal biography on what impact being a Woman of Color has played in their work.

Send materials no later than *February 8, 1995*, to Cassandra Green, Women of Color in Art, Van Pelt Library, 3420 Walnut Street/6206. Please include a self-addressed, stamped envelop if you would like your materials returned. You will be notified by February 10 if your work has been selected. You will also be given drop-off date, and pick-up times and locations.

— Women of Color Selection Panel

Additions to the List of University-Approved Caterers

The Purchasing Office has now received the necessary documentation from the following caterers which are therefore additions to the Approved Catering List published in *Almanac* December 6, 1994.

Apple Annie's Catering	545 Elkins Avenue, Philadelphia, PA 19120	Vincent Bercaw	(215) 276-8350
Avenue Baking Company	26 Mount Airy Avenue, Philadelphia, PA 19119	Bruce Gleeman	(215) 247-4460
Frog Commissary Catering	435 Fairmount Avenue, Philadelphia, PA 19123	Don Falconio	(215) 923-6519
Philadelphia Catering Company	3647 Lancaster Avenue, Philadelphia, PA 19104	Alan DeCecco	(215) 387-6644
Puliti's Catering Service	333 Copley Road, Upper Darby, PA 19082	Joseph Puliti	(610) 622-5232

Update

JANUARY AT PENN

CONFERENCE

28 *Preventing Blindness from Diabetic Retinopathy*; Scheie Eye Institute CME meeting; 8 a.m.-noon; 662-8141.

EXHIBIT

Now *Spirit of the Earth/Echoes of Light: Photographs of the Natural Landscape in Black & White, and Color*; by Richard A. Johnson and Bruce Edmund Byrd; Esther M. Klein Art Gallery, University Science Center (West Philadelphia Cultural Alliance, African-American Photographers' Forum of Philadelphia). *Through January 31.*

MEETINGS

17 *Penn Professional Staff Assembly Meeting*; guest speakers discuss Administrative Restructuring at Penn; 12:30-2:30 p.m.; Bishop White Room, Houston Hall. *Note time change.*

19 *Lesbian/Gay/Bisexual Staff and Faculty Association Meeting*; noon; room information: 898-5044. *Meets third Thursday of each month. Trustees Full Board Meeting*; Faculty Club. *Through January 21.*

TALKS

17 *Epithelial Tumor Mucin-Based Immunity and Cancer Vaccines*; Olivera Finn, University of Pittsburgh; Centennial Lecture Series on Cancer Immunotherapy; 2 p.m.; Grossman Auditorium, Wistar Institute (Wistar).

19 *The Meaning of Title IX: Athletics and Civil Rights*; Marcia Greenberger, National Women's

Law Center; Phyllis Howlett, Big Ten Conference; Roy Kramer, Southeastern Conference; Marvin Lazerson, GSE; 5 p.m.; Room 109, Annenberg School (Public Policy Center; GSE).

20 *A 63-Year-Old With Lymphadenopathy of Unknown Origin*; Liza O'Dowd, medicine; noon; Agnew-Grice Auditorium, Dulles (Medicine).

Towards Illuminating the Status of Visual Art in the Formative Phases of Pristine States; Holly Pittman, history of art; 3-5 p.m.; Rich Room, Jaffe Building; open to PennCard holders only (History of Art).

Imagining Consumers: Industrial Research, Manufacturing and Product Innovation in the 20th Century American Ceramics and Glass Industries; Regina Blaszczyk, University of Delaware, 4-6 p.m.; Room 502, 3440 Market (History & Sociology of Science).

23 *Molecular Biology of Opioid Receptors*; Terry Reisine, pharmacology and psychology; noon; Room M100-101, John Morgan Building (Pharmacology).

Domesticating Modernity: Technological Imagery Between the Wars; Jeffrey Meikle, University of Texas at Austin; 4-6 p.m.; Room 502, 3440 Market (H. & S.S.).

Changing Views of the First Millennium B.C.; Romila Thapar, Jawaharlal Nehru University, India; 4:30-6 p.m.; History Lounge, Room 25, College Hall (South Asia Regional Studies).

24 *Introduction to PennNet and Internet*; Daniel Updegrove, vice provost of computing; 1 p.m.; Club Room, Faculty Club (Penn Women's Club).

Familial Breast Cancer; Barbara Weber, hematology/oncology; 8 a.m.; Medical Alumni Hall, Maloney (Medicine).

25 *The Arrows of Kama: Engendering the Court Through the Gaze*; Daud Ali, University of Chicago; 11 a.m.-12:30 p.m.; Classroom 2, University Museum (South Asia Regional Studies).

26 *Philadelphia and the Move to Managed Care*; Estelle Richman, Philadelphia Commissioner of Health; 4:30-6 p.m.; LDI (Leonard Davis Institute of Health Economics).

30 *Thrombin Receptors: The Peculiarities of Being a Protease-Sensitive GPCR*; Skip Brass, medicine; noon; Room M100-101, John Morgan

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 **December 19, 1994 to January 15, 1995**. 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 898-4482.

About the Crime Report: Below are all Crimes Against Persons and Society listed in the campus report for the period **December 19, 1994 to January 15, 1995**. Also reported were Crimes Against Property, including 82 thefts (including 16 burglaries, 5 of auto, 17 from auto, 5 of bikes & parts); 14 incidents of criminal mischief & vandalism; 3 of trespassing & loitering; 1 of forgery & fraud. Full reports are in *Almanac* on PennInfo. — Ed.

Crimes Against Persons

34th to 38th/Market to Civic Center: Robberies (& attempts)—2,

Aggravated assaults—1, Simple assaults—1, Threats & harassment—5		
12/25/94 6:05 PM	36th & Spruce	Complainant hit on head/wallet taken
12/31/94 1:11 AM	Nichols House	Unwanted phone calls received
01/01/95 4:12 PM	3744 Spruce St.	Complainant stabbed on neck w/ ice pick
01/01/95 8:12 PM	38th & Walnut	Actor attempted to run complainant off road
01/03/95 12:39 PM	GSE	Harassment about schedule
01/06/95 3:52 PM	130 S. 34th St.	Actor spit & swung at complainant
01/11/95 1:36 PM	41st & Lancaster	Robbery/1 apprehension
01/11/95 2:16 PM	HUP	Harassment
01/13/95 11:21 PM	Quad Office	Unwanted phone calls received

38th to 41st/Market to Baltimore: Robberies (& attempts)—3, Simple assaults—1, Threats & harassment—2

12/19/94 9:34 PM	4000 Blk. Spruce	Robbery at gunpoint
12/20/94 3:29 PM	Harrison House	Unwanted phone calls received
12/24/94 3:49 PM	3900 Blk. Chestnut	Robbery of bags
12/27/94 5:46 PM	3900 Blk. DeLancey	Robbery of cash at gunpoint
12/28/94 8:05 PM	3925 Walnut St.	Assault
01/13/95 9:54 PM	High Rise North	Unwanted phone calls received

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

01/02/95 12:58 AM	43rd & Locust	Robbery of cash at gunpoint
-------------------	---------------	-----------------------------

30th to 34th/Market to University: Threats & harassment—1

12/19/94 5:21 PM	Penn Tower	Harassment
------------------	------------	------------

Outside 30th to 43rd/Market to Baltimore: Robberies (& attempts)—2,

Threats & harassment—1		
12/31/94 6:35 PM	400 Blk. S. 43rd	Compl. hit in head/wallet & contents taken
01/09/95 11:31 AM	217 S. 46th	Robbery at gunpoint
01/10/95 11:47 AM	201 S.18th St.	Harassing letter received

Crimes Against Society

34th to 38th/Market to Civic Center: Disorderly conduct—1

12/19/94 7:26 PM	Lot # 17	Actor intoxicated/acting disorderly
------------------	----------	-------------------------------------

41st to 43rd/Market to Baltimore: Alcohol & drug offenses—1

12/31/94 2:24 AM	200 Blk. 43rd	Operator driving under influence
------------------	---------------	----------------------------------



Almanac

3601 Locust Walk Philadelphia, PA 19104-6224
(215) 898-5274 or 5275 FAX 898-9137
E-Mail ALMANAC@POBOX.UPENN.EDU

The University of Pennsylvania's journal of record, opinion and news is published Tuesdays during the academic year, and as needed during summer and holiday breaks. Guidelines for readers and contributors are available on request.

EDITOR	Karen C. Gaines
ASSOCIATE EDITOR	Marguerite F. Miller
EDITORIAL ASSISTANT	Mary Scholl
STUDENT AIDES	Libby Bachhuber, Suma CM, Zack Miller, Karen Now, Stephen J. Sanford, Jenny Tran

ALMANAC ADVISORY BOARD: *For the Faculty Senate*, Martin Pring (Chair), Jacqueline M. Fawcett, Phoebe S. Leboy, William Kissick, Barbara J. Lowery, Ann E. Mayer, Paul F. Watson; *for the Administration*, Stephen Steinberg; *for the Staff Assemblies*, Berenice Saxon for PPSA (formerly A-1 Assembly), Diane Waters for the A-3 Assembly, David Azzolina for Librarians Assembly.

Teaching Outside the Box: A Residential Frontier for Pedagogy

by Christopher Dennis

Universities are odd places. We confidently (and correctly) assert that the curriculum is at the center of undergraduate education. Every few years, involved faculty in their departments struggle with structuring just the right combination of requirements to offer shape and coherence to students' departmental majors. Only slightly less often, the same kind of reform takes place on the school level. Curricular redesign is a crucial feature of the educational enterprise and is a vital occasion for faculty to shape student inquiry and to think through changing points of emphasis in the various fields of knowledge.

Yet students spend only about 15 or so hours per week in class, pursuing this painstakingly thought out curriculum. That leaves 85 to 100 hours a week when students are awake and on the campus of a world-class teaching and research university—but not in class. How should we analyze the logic of such a ratio? Is it pedagogically appropriate? Is such a ratio tenable in the harsher economic climate we face—where the costs and benefits of the educational experience are being more intensely scrutinized than ever before? One hears the sense of current constraints and the pressure to create more time to teach undergraduates in the campus discussion generated about the effort to add a few teaching days to the Fall term.

We assume that the three hours of class per week will launch students into out-of-class encounters with substantial issues in the reading, written exercises and other problem-solving assignments between classes. But what do we know about the accuracy of this assumption? How does this happen? What out-of-class circumstances enhance and enrich these encounters? In truth, we lavish time on the 15 curricular hours but think far less intensively—if at all—about the 85. As a faculty, we need to apply much more of the same pedagogical energy and creativity that we use in fashioning and re-fashioning school and departmentally based curricula in shaping the out-of-class experience. I would argue that the University's residences offer important opportunities for realizing this goal.

The modes of learning are changing rapidly. New ways of retrieving and organizing knowledge mean that we should be making sure students can skillfully retrieve data, texts, visual and audio materials from the myriad of electronic and other possibilities. We should probably be adding information management skills to reading, writing and mathematics as a foundational goal. How and when will this be done? One solution is to expand our sense of the curriculum and the classroom. Much has been written on the possibilities of how this could happen (and is happening) electronically, and all of that is to be encouraged. But we might also think in less virtual ways.

Since most students spend most of their out-of-class time in their residences, we might think about that space as a promising new pedagogical frontier. We might choose to regard the residences as more than "dormitories," places where people merely sleep, and as more than sites only for the Colonial focus on moral education, or for the enactment of institutional obligations *in loco parentis*. Such a revision of the residences might come in the form of comprehensive residential colleges, which could

be institutional structures providing convenient contexts for out-of-class interaction between and among faculty and students.

Suppose as an institution, we energetically designed a co-curriculum of (say) 15 hours outside of the classroom, offered up with as much intellectual attention as is currently invested in our traditional curriculum, and we looked at the residences primarily as sites for learning, to be developed as educational resources for the university's students and faculty. If we supposed that each student encountered—in fifteen hours outside of class—an extended curriculum or co-curricular series of offerings complementing in intellectually vital ways the credit-bearing work of the classroom and classroom assignments, we could find new opportunities for intellectual development and exchange. In this new frontier, there might be ample time and space for all sorts of intellectually relevant experiences, for trying out practical applications of theoretically based knowledge, for labs, research opportunities, service learning, collaborative learning and for developing new skills in the new technologies of learning that might be used and built upon during a lifetime. There might also be the leisure for meaningful exchange and discussion, which would bring us nearer to creating a true community of scholars.

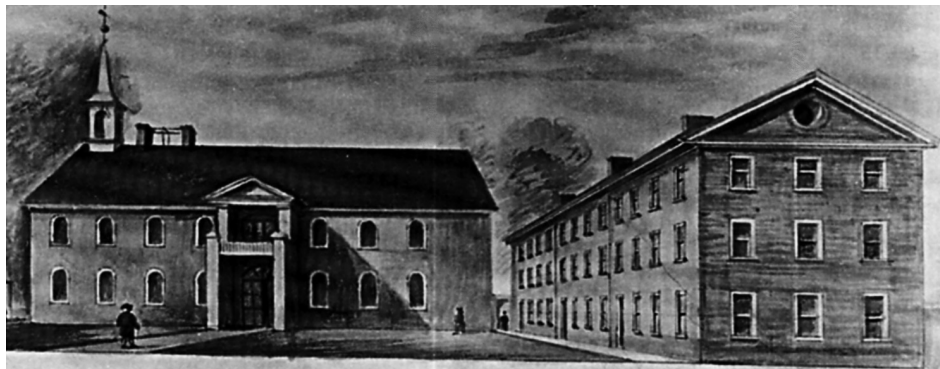
To be sure, many faculty spend a great deal of time carefully designing out-of-class assignments (and students work hard to complete them). But many others may be constrained by logistical or technical difficulties. Suppose in an emerging residential program, each house or residential college had staff (graduate or undergraduate students) who helped faculty members with these arrangements. They would be—in effect—pedagogical support staff handling many of the details of co-curricular arrangements.

The residential programs currently in place offer some prototypical examples of possibilities. Twenty-five faculty and their families live in our current house system. In the College Houses, 50 graduate and professional students are slightly older intellectual role models for our undergraduates, and students and faculty come together to define a program of social, cultural and intellectual events that works for the house. Last year, some 1700 programs took place in the Houses. Particularly for first- and second-year undergraduates, some formal, co-curricular elements are in place now, elements such as Math Centers, supporting the Maple calculus initiative, residentially based Writing Across the University (WATU) sites, and residential computer labs (with access to PennNet, the library and the Internet, and up-to-date software), ResNet and visiting scholars programs.

Much work has been done by energetic residential faculty and students, but the way to this particular pedagogical frontier has merely been cleared. If as an institution, Penn created an opportunity for faculty to shape an additional 420 (or so) hours per semester of "co-curricular time," what new elements might Penn's faculty design? Could we redefine teaching and undergraduate education? The impressive possibilities allow us the time and the space to reimagine enriched educational experiences extending from an increasingly metaphorical classroom.

Penn's Colonial Home

The first site of what is now the University of Pennsylvania was at Fourth and Arch Streets—a rectangular brick classroom building (topped by a steeple holding the school bell) that had been built for the Charity School and adapted for use by the Academy and College of Philadelphia. The dormitory at right was added in 1762-63. Both were demolished in 1844 and 1845, and Penn was at Ninth Street until the "new campus" opened with College Hall in 1872. Watercolor by nineteenth century artist William L. Breton after an ink drawing (c. 1780) by Pierre Eugène Du Simitière.



Historical Society of Pennsylvania

This article, fourth in a series developed by the Lindback Society and the College of Arts and Sciences, is by the director of Academic Programs in Residence (and of Penn's College House program). Dr. Dennis is also adjunct assistant professor of English.