

UNIVERSITY of PENNSYLVANIA *Almanac*

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photo by Tommy Leonardi

Reading Days at Fisher Library in Furness. Then came finals... and now Commencement is in sight (see guide to activities, p. 6).

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OF RECORD

Salary Guidelines for 1995-96

The principle guiding our salary planning for the 1996 fiscal year is to enhance the academic quality of the University to the greatest extent possible. This includes a strategy of maintaining faculty salaries that are competitive with our peer institutions and continuing the emphasis on salary increases for staff that insure competitiveness across the institution as well as with the external market.

With this in mind, we have recommended that salaries increase in the range of 2.0 to 7.0 percent for both faculty and staff.

Although individual faculty salary decisions are made at the school level, with deans issuing to department chairs their own guidelines regarding resource constraints, certain uniform standards have been established to which all deans must adhere:

Salary increases to continuing faculty are to be based on general merit—academic performance, including recognition of outstanding teaching, scholarship, research, and service.

As in previous years, there will be no minimum base increment for continuing faculty.

The minimum academic base for new assistant professors will be \$37,000.

The pool for merit increases for faculty will be 3.5 percent. For some faculty members, salary competitiveness may be an important consideration. In these cases, deans may supplement the general salary pool of 3.5 percent, but this supplement must not exceed 1.2 percent. We also ask that deans pay particular attention to those faculty who meet our standards of merit but whose salaries for various reasons have lagged over the years.

The Provost will review the faculty salary recommendations by the deans prior to their release to insure that raises on average are in keeping with market conditions for their disciplines. The deans also are to consult with him regarding any recommendations to provide less than a two percent or more than a seven percent salary increase.

The pool for staff salary increases also will be 3.5 percent. Monthly, weekly and hourly employees (excluding bargaining units) are eligible for increases from this pool if they are in a full-time or part-time regular status, are not student employees, and were employed with the University on or before February 28, 1995. In providing increases, managers should be mindful of the need to reserve resources for salary management issues that may arise over the course of the year. It is recommended that one-half of one percent of the 3.5 percent growth in the salary structure be held in reserve to meet this need. Managers also are urged to use dollars saved through attrition and vacant positions.

Individual salary increases should be made on the basis of performance, relative equity within organizational units, position in the salary range, the relevant job market, and career progression. While the University's salary increase program strives to preserve equity among staff across the University, there may be legitimate reasons why individual increases should be below 2.0 percent or above 7.0 percent. Increases above 7 percent must be documented, preferably on the current Penn Performance Evaluation; such evaluations should be submitted to Human Resources no later than May 31. Alternatively, a letter of explanation supporting the increase may be submitted. For any increase below 2.0 percent, a current performance evaluation is required. A decision to award no increase may be appropriate if the work performance does not at least qualify for the "Meets Established Requirements" category on the performance evaluation.

Salary decisions are among the most important that we make. We believe this year's salary guidelines will reward faculty and staff for their contributions to the overall accomplishment of the University's mission while helping it to remain a strong and financially viable institution.

*Judith Rodin, President
Stanley Chodorow, Provost
John Fry, Executive Vice President*

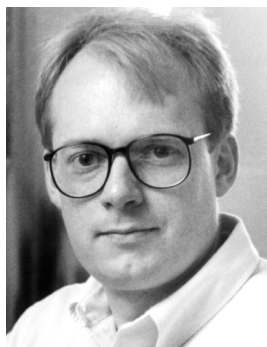
Dreyfus Teacher-Scholar: Dr. Swager

Dr. Timothy M. Swager, an assistant professor of chemistry who works with high-sensitivity materials that have potential as environmental and biomedical sensors, has won a Camille and Henry Dreyfus Foundation Teacher-Scholar Award for 1995.

He is one of 16 young scholars in the nation chosen for the prize that not only provides some \$50,000 for the recipient's work but adds \$5000 for the department to use for undergraduate educational purposes.

Dr. Swager is a 1983 graduate of Montana State University who took his Ph.D. at CalTech in 1988. After postdoctoral work as an NIH Fellow at MIT, he joined Penn in 1990 as one of the young investigators attracted by the work of Dr. Alan MacDiarmid and others with conducting polymers. In 1992 he was named both an Office of Naval Research Young Investigator and a National Science Foundation Young Investigator, and he won the DuPont Young Professor Award in 1993. Last year he also became an Alfred P. Sloan Research Fellow.

His work presently focuses on designing materials with specific properties, in a group which "...disregards the traditional barriers between chemistry subdisciplines and combines organic, inorganic, polymer and analytic chemistry," he said.



*Dr. Timothy Swager,
(see story above)*



*Dr. Risa Lavizzo-Mourey,
(story below)*

Center for Aging: Dr. Lavizzo-Mourey

Dr. Risa Lavizzo-Mourey, the Sylvan Eisman Associate Professor of Medicine at Penn, is the new director of Penn's Institute on Aging, an interdisciplinary research and training institute where she has succeeded Dr. Truman Schnabel, who had been Interim Director.

Dr. Lavizzo-Mourey is also chief of the Division of Geriatric Medicine at PennMed and Associate Executive Vice President for Health Policy and Health Care Systems. A graduate of Harvard Medical School and a Robert Wood Johnson Foundation clinical scholar at Penn, Dr. Lavizzo-Mourey was Faculty Master of DuBois College House in 1989-92. She has served as Deputy Administrator of the Agency for Health Care Policy and Research in the U.S. Department of Health and Human Services, and as a member of the White House Health Care Policy Team and its task force on health care reform. In March Dr. Lavizzo-Mourey was elected to the Board of Regents of the American College of Physicians.

Naming three areas in which interdisciplinary research and training are "sorely needed," Dr. Lavizzo-Mourey listed "the developmental biology of aging; the pressures on the Medicare system to deliver more care, of higher quality; and, since one's experiences in old age are culturally dependent, a program focusing on cultural and intergenerational issues is perhaps the best way to touch the lives of aging individuals themselves."

She also announced the organization of an Information and Resource Center, headed by Sandra L. Chaff as the Institute's assistant director for information services. In addition to publications and editorial services, and library services for Institute Fellows and other Penn faculty, staff and students, the Center is developing electronic services which will alert Fellows and members of the University to opportunities in aging-related programs.

A Cancer Vaccine that Works in Mice

photo by Tommy Leonardi

Scientists at the University of Pennsylvania Cancer Center have developed a cancer vaccine that not only protects animals against tumor challenge but also causes established tumors to shrink. The research is described in the May issue of *Nature Medicine*.

Dr. Yvonne Paterson, the Penn professor of microbiology who led the team* that developed the technology, said that the ability of the vaccine alone to eliminate tumors is "unprecedented" in cancer immunotherapy. Other antigen-directed immunotherapies have been shown to cause tumor regression, but only when used in combination with chemotherapy.

The vaccine that Dr. Paterson and her colleagues constructed exploits unique properties of the bacterium *Listeria monocytogenes*, a relatively innocuous food-borne pathogen. *L. monocytogenes* has the unusual ability to live in the cytoplasm, or interior, of host cells, where it evokes a strong cell-mediated immune response in an infected host. This is the type of immune response that is necessary for eliminating cancer cells as well as for fighting viral infections.

In earlier studies, Dr. Paterson and colleagues showed that they could genetically engineer *L. monocytogenes* to express foreign viral and bacterial antigens, and that cellular immunity was elicited to these antigens. Since many tumors express specific antigens, including viral antigens in some cases, adapting the technology for cancer therapy seemed promising. Nevertheless, said Dr. Paterson, "I was amazed that we got the results that we did. It has not previously been shown using a vector, including a number of viral vectors, that you can get regression of visible, macroscopic tumors. This clearly is better than other approaches."

For the current study, the scientists immunized mice with *L. monocytogenes* expressing an influenza protein called NP (Lm-NP). Two weeks later, they challenged these mice with colon and renal (kidney) tumor cells from highly tumorigenic cell lines, which had also been engineered to express NP (CT26-NP and Renca-NP, respectively). Whereas all of the control animals that had not received the vaccine developed tumors, none of the vaccinated animals that were challenged with Renca-NP developed tumors and six out of ten of the CT26-NP-challenged also remained tumor free. Tumors that developed in the remaining four mice challenged with CT26-NP were significantly smaller than those in the controls.

'Never Work': Next, researchers tested the ability of the vaccine to treat established tumors. In an experiment that Dr. Paterson was told would never work, Research Specialist Zhen-Kun Pan grew Renca-NP or CT26-NP tumors in mice until they were of palpable size, then treated them with Lm-NP or with a control (*L. monocytogenes* not transformed with TP); ten days later they were given a second dose of vaccine or control. Four days after the second immunization, nine out of ten mice that had Renca-NP tumors were judged tumor-free; only those that had received the Lm-NP vaccine showed any regression in tumor size. All mice in the control group showed rapid, progressive growth of tumors. Results for CT26-NP were less dramatic (slowed growth, but no shrinkage of existing tumors). Dr. Paterson said she hoped to improve on these results by adjusting dosage.

Remission in those immunized against Renca-NP tumors was shown to be specific and long-



Dr. Paterson of microbiology:
team leader of the cancer vaccine study

lasting: tumors did not return for a month, and re-challenge with Renca-NP failed to produce new tumors.

Further study of the immunological reactions in immunized mice showed that the antitumor effects of Lm-NP are mediated by two subsets of antigen-specific T cells: CD8⁺ cytotoxic T cells and CD4⁺ T helper cells. Both types of cells appear to be necessary for the induction of a strong antitumor response, says Dr. Paterson, and it is the unique antigen presentation properties of *L. monocytogenes* that evokes such a response.

Modification for People: To make clinically useful vaccines, the bacterium will have to be modified with naturally occurring tumor-specific antigens to which a cellular immune response can be directed. Many of these antigens are in fact virally derived; e.g., cervical cancer, the second leading cause of cancer death in women worldwide, is caused by the human papilloma virus (HPV). About 10-20% of cancer worldwide is virus-associated.

In addition, tumor specific antigens that are not virally derived have been defined for a number of other cancers, including melanoma. The advantage of this traditional vaccine approach, according to Dr. Paterson, is that reagents do not have to be tailor-made for each individual, as is the case with some other genetically-based therapies.

"Once we know what the tumor specific antigen is, we can target specific tumors for a whole population that have the same tumor," she said.

— From a PennMed Science News
story by Lisa Bain

* Coauthors of the paper, *A recombinant Listeria monocytogenes vaccine expressing a model tumour antigen protects mice against lethal tumour cell challenge and causes regression of established tumours*, in *Nature Medicine* May 1995, are Zhen-Kun Pan, Georgios Ikonomidis, Audrey Lazenby, Drew Pardoll and Yvonne Paterson. The home institution of Lazenby and Pardoll is the Johns Hopkins University School of Medicine.

Calls for Nominations

Vice Provost/University Life

Nominations and applications for the position of Vice Provost for University Life, which reports directly to the Provost, are now being solicited. Candidates must come from within the University of Pennsylvania and have a Master's degree, although a doctorate is preferred.

The Vice Provost for University Life is responsible for all non-academic aspects of undergraduate, graduate and professional student life and for ensuring that the concerns of students and other members of the University community are met. Its programs range from academic and residential support; to promoting cross-cultural and intergroup relations, community service and performing arts activity; to providing resource centers for students and staff. Among the offices under the jurisdiction of the VPUL are: Career Planning and Placement, Student Health, the University Counseling Center, the Women's Center, Fraternity and Sorority Affairs, the Registrar, Student Information Systems and the College House program.

In the coming year, the VPUL also is expected to play a major role in the implementation of the 21st Century Project on the Undergraduate Experience and to manage the division in a period of change.

Nominations and applications are due by June 2 and should be sent to the chair of the search committee, Professor Dennis DeTurck, Department of Mathematics, 4E2B, DRL/6395. He also can be reached by telephone (8-9748) or by e-mail (deturck@math).

Assistant Provost

The Assistant Provost is a half-time position with responsibilities for managing the academic personnel process at the Provost's level, including serving as a source of information regarding faculty policies and personnel procedures. Among the duties of the position are:

1. Chairing the Provost's Staff Conference subcommittee, which deals with such matters as faculty leaves of absences and appointments of assistant professors, lecturers, adjunct, and visiting faculty.
2. Helping resolve individual faculty issues, including grievances.
3. In conjunction with the University's Affirmative Action Officer, managing the faculty affirmative action program.

The Assistant Provost will report directly to the Provost but also will work closely with the Deputy Provost. In particular, the Assistant Provost may help develop information relating to recruitment, retention, promotion, compensation and affirmative action.

A candidate must be a tenured member of the Penn faculty. The individual must be tactful and discreet in handling confidential and sensitive information and able to work well with faculty, staff, deans and department chairs while solving often difficult problems. Excellent written and oral communication skills and sound judgment with the qualifications and experience of the applicant. The position is available July 1 or earlier if possible.

HONORS & ... Other Things

photo by Bruce Stromberg

Lifetime Achievers

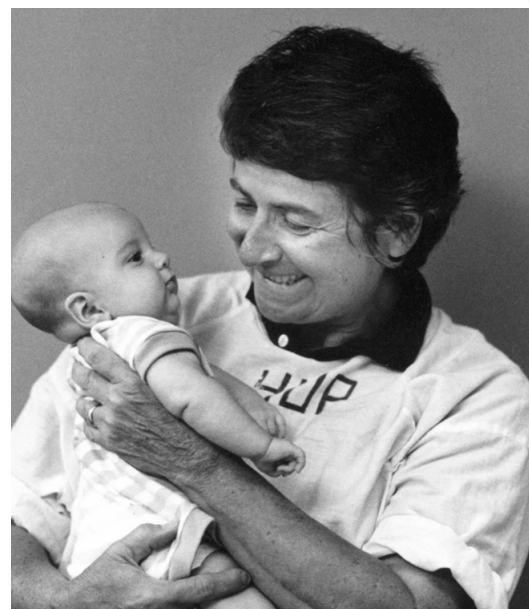
Dr. Maria Delivoria-Papadopoulos, professor of pediatrics, physiology and ob/gyn, received the Lifetime Achievement Award of the American Academy of Pediatrics last month, as a pioneer in neonatology and the first physician in North America to successfully use a ventilator to revive a premature infant with breathing problems due to immature lungs—a feat that relieved a syndrome once responsible for the loss of over 20,000 newborns a year. She is widely known not only for her clinical successes but as an award-winning teacher and for her “copious research—she has published more than 570 scientific papers and abstracts since receiving her medical degree in 1957—[that] has yielded pivotal insights that have transformed the clinical management of premature infants.”

Dr. Ian L. McHarg, professor emeritus at the Department of Landscape Architecture and Regional Planning—and one of the founders of the now 25-year-old Earth Day which is being widely celebrated throughout the world this spring—was twice honored recently in recent weeks. He received the Geographic Information System World Lifetime Achievement Award in Vancouver, British Columbia, and then the Thomas Jefferson Foundation Medal from the University of Virginia School of Architecture.



Above: Dr. Ian McHarg,

At right: Dr. Delivoria-Papadopoulos and friend



Honors In Brief

Dr. Lila Gleitman won France's prestigious Fyssen Prize, presented last month in Paris. Dr. Gleitman is professor of psychology and co-director of the Institute for Research in Cognitive Sciences.

Dr. Ira Harkavy, director of Penn's Center for Community Partnerships, has been accepted into the Invisible College, a component of the Campus Compact, a nationwide program which focuses on integrating service into the academic curriculum. He joins faculty from institutions of higher education across the country who are leaders in service learning.

Dr. John F. Harris, a longtime University Museum volunteer, is the recipient of the Director's Award “for his contributions in spreading understanding of Maya hieroglyphs to the general public.” Dr. Harris, a retired DuPont chemist, is a member and past president of the Pre-Columbian Society which meets monthly at the Museum. He is the author (with Steve

Stearns) of *Understanding Maya Inscriptions*, a hieroglyph handbook that is now used at major universities around the country.

The Law School's Senior Fellow David Rudovsky received the Paul Robeson Social Justice Award at a Bread and Roses Community Fund luncheon on April 30.

Dr. Louise Shoemaker, professor and dean emeritus of social work, was presented with the Wittenberg Award of the Luther Institute in Washington, D.C. Dr. Shoemaker was one of six recipients to be honored as “outstanding Lutheran laity and clergy who have given significant service to church and society.”

Gary F. Truhlar, director of information management for Penn's division of human resources, received the Teaching Excellence Award from the College and University Personnel Association at its convention in Vancouver.

Dr. Wayne L. Worrell, professor of materials science and engineering, was selected to receive the Electrochemical Society Award in Solid State Science and Technology “for his outstanding contributions to the fundamental understanding and technological applications of solid state ma-

terials, phenomena, and processes.” Dr. Worrell will be honored next week at the Society's 187th International Meeting in Reno, Nevada.

Honors to Students

Joy Anderson, C '96, is one of 25 students in 15 colleges throughout the country to be selected for the 1995 Rockefeller Brothers Fund Fellowship for minority students entering the teaching profession. The award is given to students in the arts and sciences who have high academic performance, strong written and oral communication skills, and a commitment to public service, providing them with up to \$18,000 through graduate study and potentially to assist with loan repayment as the Fellow continues in teaching. Penn is one of 25 institutions in the nation chosen to participate in the Rockefeller Brothers program.

Dr. Kim Thu Christine Pham, “a student who has contributed substantially to the field of family health,” has been chosen for the Emily Hartshorne Mudd Award, named for the distinguished Professor Emeritus of Family Studies in Psychiatry. Dr. Pham is a fellow in general medicine who is working with Dr. Ellen Freeman in the Division of Human Behavior and Reproduction at PennMed, which set up the award. Dr. Mudd was the founder of the Marriage Council of Philadelphia, now the Penn Council for Relationships.

Penn's newest Truman Scholar is Philippe B. Visser, C '96, one of 70 in the nation to win the \$30,000 award for graduate studies. He was one of 750 candidates for the award (another Penn junior, Kenneth Markus, was among the 200 finalists) given to students planning civic careers. Mr. Visser, a dual major in urban studies and political science, is head coordinator for WEPIC (the West Philadelphia Improvement Corps) and founder of the national student journal Service, and the Jane Club, a community service society.

Penn Men's Basketball and Penn Football won the 1994 John Wanamaker Athletic Award given to the “athlete, team or organization that has done the most to reflect credit upon Philadelphia and to the team or sport in which they excel.”

PPSA

At the Penn Professional Staff Assembly annual meeting on May 9, Ira Winston of SEAS succeeded Drita Taraila of Pharmacology/Med as chair for 1995-96, and new officers and members-at-large were elected to the executive board. The full membership of the board is as follows (• = newly elected).

- Chair: Ira Winston, Director, SEAS Computing
- Chair-elect: Marie Witt, Director, Support Services, Business Services
- Vice Chair: James Beermann, Medical School
- Vice Chair-elect: Janet Ansert, Assistant Registrar
- Members at Large:
 - Cathy DiBonaventura, Data Communications and Computing Services
 - John Keane, Director, Administration/Finance, University Libraries
 - Gerald Leddy, Lieutenant, Police Division of Public Safety
 - Lois MacNamara, Graduate School of Education
 - Thomas McCoy, Telecommunications
 - Carol Speight, Faculty/Staff Assistance Program.

Positions for Three Faculty-in-Residence

Heads-of-house positions now available are the Faculty Mastership of Van Pelt College House and Senior Faculty Residencies in two Quad first-year houses, Spruce Street and the Upper Quad. In all three cases, we are looking for senior faculty candidates who will provide intellectual leadership for the particular house and who will be active in the Residential Faculty Council (RFC), particularly since that body is likely to play a role in implementing those initiatives of the Provost's Council on Undergraduate Education regarding the future of Penn's residential program.

Heads-of-house are appointed by the Provost, initially for three-year terms. The committee making recommendations to the Provost is chaired by Dr. Robert Lucid, Professor of English and RFC Chair. Interested senior faculty should send a letter and current c.v., by *June 1, 1995*, to:

Dr. Christopher Dennis,
Academic Programs in Residence
3901 Locust Walk (HRN), Suite 112,
Philadelphia, PA 19104-6180.

A Walking Race and Other Highlights of Alumni Day

For Alumni Day 1995, the annual 5000-meter Alumni Run has a new wrinkle: A "walking division" with a shorter route—less than half the distance—for those who want to compete under the simple rule, "Participants will be required to have at least one foot on the ground at all times during the race."

Both races start and finish at 40th and Locust, on Saturday (May 20) but they require registration in advance—either by Friday at the Sweeten Center, 3533 Locust Walk (\$10) or on Saturday between 8 and 9 a.m. in front of Harnwell House, 3820 Locust Walk (\$12). Advance registrants are guaranteed tee shirts, but postentrants might miss out. (In addition to individual entries, the Alumni Run also has a provision for team entries of three to five members; call 898-7811 for details.)

This is the 17th running of the General Alumni Society's open-to-all footrace, which has prize categories for faculty and staff, spouses and children, as well as for current students and for alumni in various age groups.

The faculty/staff categories in the 5000-meter (3.1 mile) race are men's and women's, in three age groups (35 or under; between 36 and 49; and 50 or over), and children under 18 are eligible. Walkers are in only two divisions—women's and men's.

At noon in front of Harnwell House, there are prizes for the top 10 male and top 10 female runners, and for the first, second and third place finishers in each running and walking category. CoreStates Bank is providing funding.

Picnic: Elsewhere on Alumni Day, all faculty and staff are welcome at the picnic at Superblock, 11 a.m. to 2 p.m., where a \$15 badge is good at all the food and drink stands. Roving entertainers—Penn performing arts groups, Philadelphia Mummers, the Hobo Band and others—liven the picnic and the traditional Parade of Classes, which begins at 2 p.m. in Superblock and proceeds down Locust Walk to Ben Franklin's statue on the Green, where the anniversary Classes announce their gifts. President Judith Rodin speaks briefly, and the afternoon winds down with the singing of *The Red and Blue*.

Exchanges: Faculty, staff and students are also welcome at the annual Alumni/Faculty Exchanges taking place Friday and Saturday. The full list (see May at Penn, *Almanac* April 25) has 34 speeches and panels, among them a *Dialogue with the Provost*, a session called *Absolut® Riasanovsky*, and Mike Huber's popular illustrated talk, *Penn Then and Now*, lately subtitled *Things That Aren't There Anymore*.

Penn Reading Project: The Play

The Council of Undergraduate Deans is pleased to announce the selection of Tom Stoppard's *Arcadia* as the text for the 1995-96 Penn Reading Project. All faculty are invited to lead discussion groups with Penn's newest undergraduates, when they arrive in September.

The faculty and student planning group, led by the Chair of the Residential Faculty Council, drew upon a pool of almost 200 nominations offered by members of the Penn community. The final choice emerged from a sequence of sessions in which the committee consecutively reviewed and narrowed widely circulated short-lists of titles.

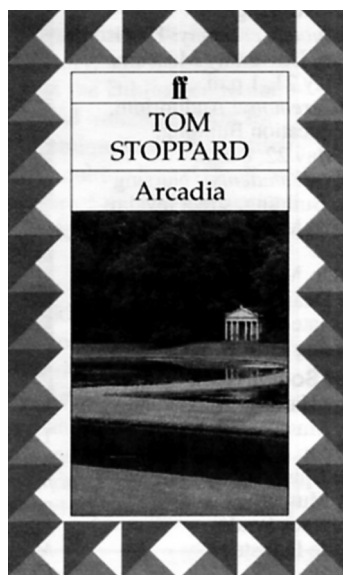
Arcadia is a play about the intersection of two groups of people separated in time by almost two centuries, but connected by blood, culture, science, mathematics, literature and even landscape into a common human situation. As a text, the play offers us an opportunity to draw together a great range of the disciplines professed by our faculty, and in this way to address the members of the entering class across an extraordinarily broad horizon. The play was published in 1993, as it was first produced on the London stage, and is widely identified as the most important work of one of the world's most distinguished living dramatic artists.

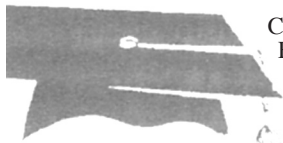
The discussions with first-year students will be held on the afternoon of Sunday, September 3, 1995. Faculty are asked to return the reply card recently mailed out, indicating their willingness to lead a discussion session. A copy of the play will be sent to you over the summer along with additional information about the Reading Project. As in previous years, we will offer two or three orientation workshops during the summer so that all who participate will have a chance to discuss the book and prepare for their own sessions. Faculty have found these preliminary meetings to be especially rewarding.

Many thanks to all who have joined us so far. If you are interested in participating but did *not* receive a reply card, you may sign up for a discussion group by getting in touch with me by phone, fax, mail or e-mail.

—Dr. Christopher Dennis
Academic Programs in Residence
3901 Locust Walk, (HRN)
Philadelphia, PA 19104-6180
Tel.: (215) 898-5551
Fax: (215) 573-2061
E-Mail: dennis@pobox.upenn.edu

For those who want to read along on their own, the paperback edition (right) is from Faber and Faber. The stage production now at Lincoln Center (poster, far right) was chosen last week as best play of 1994-95 by the New York Drama Critics' Circle.





Ivy Day

Irvine Auditorium,
Saturday, May 20, 4 p.m.
Speaker: Dan Glickman,
U.S. Secretary of Agriculture
Stone Unveiling: near The Button,
immediately after the speech.

Baccalaureate Irvine Auditorium,
Sunday, May 21 *Concert:* 2:30 p.m.
Ceremony: 3 p.m.

Speaker: Stanley Johnson, Chaplain

University Commencement

Monday, May 22
Gates open: 9 a.m., Franklin Field
Procession: 9:30 a.m. from
Superblock down Locust Walk
Ceremony: 10:15 a.m.,
Franklin Field
Speaker: Jane Alexander, Chair,
National Endowment for the Arts

School Celebrations

*Receptions immediately follow
School Commencements,
unless otherwise noted.*

Annenberg School for Communication

Ceremony: Annenberg School
Auditorium, Monday, May 22, 2 p.m.
Reception: at the School
Speaker: Dr. Alice Rivlin, Director
of the U.S. Office of Management
and Budget

Biomedical Graduate Studies

Reception: Francis Wood Room,
John Morgan Building,
Monday, May 22, 12:30-2 p.m.
Speaker: Dr. Glen Gaulton, Director

College of Arts and Sciences

Arrival Time: Students assemble in
Convention Hall basement, 6 p.m.
Ceremony: Convention Hall,
Civic Center, Sunday, May 21,
7-9 p.m. *Reception:* Pennsylvania
Hall, Civic Center
Speaker: Alan G. Hassenfeld,
Chairman & CEO of Hasbro, Inc.

College of General Studies

Ceremony: Class of 1952 Plaza,
(across 36th Street from Logan
Hall) Monday, May 22, immediately
after University Commencement
Speakers: Dr. Donald Stewart,
president of College Board and
former CGS Director, and SAS
Dean Rosemary Stevens

School of Dental Medicine

Ceremony: Irvine Auditorium,
Monday, May 22, 1 p.m.
Reception: at the School
Speaker: Dr. Dominick De Paola,
Dean, Baylor School of Dental
Medicine

Graduate School of Education

Ceremony: Hopkinson Hall,
International House,
Monday, May 22, 2:30 p.m.
Reception: South America Room, IH
Speaker: Dr. Susan Fuhrman, Dean-
designate, GSE

Commencement will be held rain or shine on Monday, May 22, although if there is *heavy* rain, the procession will form at Franklin Field instead of winding through campus. Assuming normalcy: The academic procession forms at 8:45 a.m. in the lobby of the Annenberg Center, while the student procession forms at Superblock, also at 8:45. In the event of heavy rain: The academic procession forms at 9:45 in the Weightman Hall Gymnasium and the student procession at 9:30 a.m. under the South Stands of Franklin Field. Any decision to call off the ceremony would be made only on the morning of Commencement and would be signalled by (1) signs at Superblock (2) the lowering of the University flag atop College Hall to half-staff, and (3) announcements on (215) 898-MELT and radio station KYW (1060 AM). The Commencement Hotline, (215) 573-GRAD is available 24 hours a day. — *Office of the Secretary*

Graduation Events and School Commencements

School of Engineering and Applied Science

Ceremony: Palestra, Monday,
May 22, immediately following
University Commencement
Reception: West Lawn, Towne Bldg.
Diplomas given by Associate Deans
Jaggerd and Pope; Dean Farrington

Graduate School of Fine Arts

Reception: Meyerson Hall Galler-
ies, Monday, May 22, 12:30 p.m.
Ceremony: Meyerson Hall Plaza,
1:30 p.m. (rain location: Room B1,
Meyerson Hall)
Speaker: Bruce Graham, architect

Graduate Division, Arts & Sciences

Ceremony: Bodek Lounge,
Houston Hall, Monday, May 22,
12:30 p.m.
Reception: 2nd floor, Houston Hall
Speaker: Dr. Lynn Hunt, Annenberg
Professor of History, SAS

Law School

Ceremony: Academy of Music,
Broad & Locust Streets,
Monday, May 22, 2 p.m.
Reception: Law School
Speaker: Edward Dennis, Esq.,
Morgan, Lewis & Bockius

School of Medicine

Ceremony: Irvine Auditorium,
Monday, May 22, 4 p.m.
Reception: University Museum
Speakers: Dr. Stanley Cohen,
Kwong-Ting Li Professor of Genet-
ics, Stanford University School of
Medicine, and David Kessler,
director, U.S. Food and Drug
Administration

School of Nursing

Undergraduate Ceremony: Harrison
Auditorium, University Museum,
Sunday, May 21, 1 p.m.
Doctoral Ceremony: Auditorium,
Nursing Education Building,
Monday, May 22, 8 a.m.
Reception (all students): Nursing
Education Building, street level
reception area, Monday, May 22,
12:30 p.m.
Speaker: Dr. Margaret D. Sovie,
Associate Dean for Nursing Prac-
tice, Associate Executive Director/
Chief Nursing Officer, HUP

School of Social Work

Ceremony: Harrison Auditorium,
University Museum, Monday,
May 22, 2 p.m.
Reception: Chinese Rotunda,
University Museum
Speaker: James Wade,
Chair, Wade Industries

School of Veterinary Medicine

Ceremony: Zellerbach Theatre, An-
nenberg Center,
Monday, May 22, 2:30 p.m.
Reception: Annenberg Center
Speaker: Dr. Michael Garvey, Ani-
mal Medical Center, New York City

Wharton School (Undergrad) and Wharton Evening School

Reception: Atrium, Steinberg Hall-
Dietrich Hall, Monday, May 22,
1-3 p.m.
Ceremony: Convention Hall, Civic
Center, Monday, May 22, 5-7 p.m.
Speaker: Vasam Kasavan, W '95

Wharton Graduate Division

Ceremony: Convention Hall, Civic
Center, Monday, May 22, 1-4 p.m.
Reception: Lehman Brothers
Quadrangle and Vance Hall
Speaker: Jon Huntsman, Chairman
& CEO, Huntan Chemical

Wharton Doctoral Division

Ceremony and Reception: Upper
Egypt Gallery and Chinese Rotun-
da, University Museum, Sunday,
May 21, 5:30-9:30 p.m.
Speakers: Deputy Dean Janice
Bellace, Vice Dean David Schmit-
tlein and Dean Thomas Gerrity



The Newest Alumni: While being briefed last week for their roles in the coming weekend's Alumni Day festivities—and in leading the capped and gowned procession of 5000 at Commencement Monday—members of the Senior Board pause for a final snapshot at the feet of Ben Franklin. Class President Loren Mendell, seated left, holds the Class of '95 flag; beside him are Robyn Kestenbaum, Michael Rosenfield and Elin Brenner. In the top row, left to right, are Emanuel Citron, Karen Oberthaler and Jerome Schneider. photo by Tommy Leonardi

Two Affirmative Action Reports from the Office of the Provost

New Hires at Assistant Professor Level, Fall 1994

For the past several years, the Office of Institutional Research and Planning Analysis has reported on the hiring patterns of University faculty. These studies traditionally have provided information on the distribution of our standing faculty by rank, race, ethnicity and sex; information about the pool of available Ph.D.s; and a first approximation of possible faculty composition by race, ethnicity, and sex had our new hires strictly reflected the available pool.

In the report that follows [pp. 16-17], new assistant professor appointments at Penn over the period of 1984 through 1994 are compared with national pools of new Ph.D. recipients or other appropriate degree-holders. The major findings do not differ from those presented from the last report issued two years ago.

The accuracy of this analysis depends upon having reliable data on the national pool of available candidates. In most cases, the report utilizes information that is provided by the National Research Council. Occasionally, alternate sources of availability data have been used that individual schools have indicated are more appropriate. For some departments—Folklore and Folklife is one—no disciplinary data is available and so a surrogate match—anthropology—is provided; the Office of Planning and Institutional Research has worked with the individual schools in identifying the most appropriate match. Finally, for some departments, there are no appropriate substitutes; these departments are included without “proportional” hiring patterns.

The full Affirmative Action Report is available for each school in the office of its dean. Copies are also available from the Office of the Provost.

— Stanley Chodorow, Provost

Numbers of Standing Faculty at Penn by School, Tenure Status, Gender and Minority Status

For several years, the Office of the Deputy Provost has been publishing data showing the gender, ethnicity, and tenure composition of the standing faculty by school. These data are as of October 31, 1994. The data show that last October the composition of the standing faculty was 21.8% Women, 3% Black, 1.1% Hispanic, 4.5% Asian, and 71.9% White Male. The composition of the tenured faculty was 15.2% Women, 1.8% Black, .09% Hispanic; 3.3% Asian, and 79.6 % White Male.

—Walter D. Wales, Deputy Provost

Numbers of Standing Faculty at Penn by School, Gender and Ethnicity, October 31, 1994

School	Total Faculty	White Male	White Female	Black Male	Black Female	Hisp. Male	Hisp. Female	Asian Male	Asian Female	Native Amer. Male	Native Amer. Female
Annenberg	14	8	4	1	0	0	0	1	0	0	0
SAS	480	355	86	9	3	6	2	14	5	0	0
Dental	61	48	7	3	2	0	0	1	0	0	0
Education	28	16	8	1	2	1	0	0	0	0	0
SEAS	102	77	8	0	0	3	0	13	0	0	0
GSFA	22	17	5	0	0	0	0	0	0	0	0
Law	33	24	5	1	2	0	0	0	0	0	1
Medicine	915	669	173	12	7	10	3	29	12	0	0
Nursing	45	0	45	0	2	0	0	0	0	0	0
Social Work	13	5	5	3	0	0	0	0	0	0	0
Vet	104	79	20	0	1	1	0	3	0	0	0
Wharton	183	139	28	2	1	0	0	13	0	0	0
Provost	2	1	1	0	0	0	0	0	0	0	0
Total	2004	1440	393	32	20	21	5	74	17	0	1

Numbers of Tenured Faculty at Penn by School, Gender and Ethnicity, October 31, 1994

School	Total Faculty	White Male	White Female	Black Male	Black Female	Hisp. Male	Hisp. Female	Asian Male	Asian Female	Native Amer. Male	Native Amer. Female
Annenberg	11	8	2	1	0	0	0	0	0	0	0
SAS	381	298	61	6	1	4	0	9	2	0	0
Dental	35	31	2	1	0	0	0	1	0	0	0
Education	22	16	5	0	1	0	0	0	0	0	0
SEAS	87	71	5	0	0	3	0	8	0	0	0
GSFA	16	14	2	0	0	0	0	0	0	0	0
Law	27	19	4	1	2	0	0	0	0	0	1
Medicine	259	220	28	1	0	2	0	6	2	0	0
Nursing	23	0	22	0	1	0	0	0	0	0	0
Social Work	10	4	3	3	0	0	0	0	0	0	0
Vet	74	64	7	0	0	1	0	2	0	0	0
Wharton	120	103	11	1	0	0	0	5	0	0	0
Provost	2	1	1	0	0	0	0	0	0	0	0
Total	1068	850	153	14	5	10	0	31	4	0	1

**University of Pennsylvania Standing Faculty
New Hires at Assistant Professor Rank, 1984-94
National Ph.D. Pool 1983-93: Proportional Representation by Gender and Race**

Department	New Hires 1984-94		Proportional Representation		New Hires 1984-94				Proportional Representation				US PhD 1983-93
	Women	Men	Women	Men	Black	Asian	Hispanic	Other	Black	Asian	Hispanic	Other	Total
Arts & Sciences: Humanities													
American Civilization	1	0	0.4	0.6	0	0	0	1	0.0	0.0	0.0	0.9	3350
Asian & Middle East'n Studies	4	3	2.7	4.3	0	1	0	6	0.0	1.0	0.1	5.9	502
Art History	4	0	2.8	1.2	0	0	0	4	0.0	0.1	0.1	3.8	1545
Classical Studies	0	2	0.8	1.2	0	0	0	2	0.0	0.0	0.0	2.0	591
English	10	14	13.8	10.2	3	0	1	20	0.4	0.4	0.3	22.9	6088
Folklore & Folklife	1	1	1.0	1.0	0	0	0	2	0.0	0.0	0.1	1.9	3769
German	0	0	0.0	0.0	0	0	0	0	0.0	0.0	0.0	0.0	874
History	4	8	4.1	7.9	1	1	2	8	0.4	0.2	0.2	11.1	6517
Linguistics	1	7	4.2	3.8	0	1	0	7	0.1	0.4	0.2	7.2	2117
Music	3	3	2.1	3.9	0	2	0	4	0.1	0.2	0.1	5.6	5701
Philosophy	2	3	1.2	3.8	0	0	0	5	0.1	0.1	0.1	4.8	2752
Religious Studies	0	1	0.2	0.8	0	0	0	1	0.0	0.0	0.0	0.9	2211
Romance Languages	4	4	5.0	3.0	1	0	2	5	0.1	0.0	1.3	6.5	3978
Slavic Languages	1	0	0.5	0.5	0	0	0	1	0.0	0.0	0.0	1.0	104
South Asia Studies	0	0	0.0	0.0	0	0	0	0	0.0	0.0	0.0	0.0	272
Arts & Sciences: Social Sciences													
Anthropology	4	5	4.7	4.3	0	0	0	9	0.2	0.2	0.3	8.3	3769
Economics	2	27	5.5	23.5	0	3	1	25	0.6	1.3	0.4	26.8	9156
History & Sociology of Science	1	0	0.4	0.6	0	0	0	1	0.0	0.0	0.0	0.9	268
Political Science	2	9	2.8	8.2	0	0	0	11	0.5	0.3	0.2	9.9	4782
Regional Science	0	0	0.0	0.0	0	0	0	0	0.0	0.0	0.0	0.0	10464
Sociology	4	5	4.2	4.8	2	0	0	7	0.5	0.3	0.3	7.9	5201
Arts & Sciences: Natural Sciences													
Biology	2	6	2.9	5.1	0	0	0	8	0.1	0.4	0.2	7.4	4176
Chemistry	0	9	2.1	6.9	0	1	0	8	0.1	0.5	0.1	8.3	4541
Geology	0	2	0.4	1.6	0	0	0	2	0.0	0.0	0.0	2.0	1601
Mathematics	1	8	1.6	7.4	0	3	0	6	0.1	0.3	0.1	8.5	2192
Physics	1	13	1.6	12.4	1	2	0	11	0.1	0.6	0.1	13.2	4688
Psychology	4	9	7.0	6.0	0	0	0	13	0.4	0.2	0.4	12.1	5370
Wharton													
Accounting	3	14	5.0	12.0	0	4	0	13	0.4	0.7	0.1	15.8	1858
Decision Science	1	10	2.5	8.5	0	2	0	9	0.1	0.9	0.1	9.9	1274
Finance	1	19	2.6	17.4	0	3	0	17	0.3	1.7	0.2	17.9	1549
Health Care Systems	0	1	0.5	0.5	0	0	0	1	0.1	0.0	0.0	0.9	2126
Legal Studies	2	8	1.6	8.4	2	0	0	8	0.1	0.2	0.2	9.4	289
Management	7	19	5.6	20.4	2	5	0	19	0.5	1.5	0.3	23.8	1888
Marketing	3	7	2.8	7.2	0	2	0	8	0.2	0.6	0.1	9.2	1332
Public Policy & Management	0	5	1.9	3.1	0	2	0	3	0.4	0.2	0.1	4.3	907
Statistics	1	4	1.2	3.8	0	2	0	3	0.0	0.3	0.0	4.6	553
Other Departments	2	2	N/A	N/A	0	0	0	4	N/A	N/A	N/A	N/A	N/A
Engineering													
Bioengineering	1	2	0.7	2.3	0	0	0	3	0.0	0.2	0.1	2.7	1180
Chemical Engineering	1	2	0.3	2.7	0	0	0	3	0.0	0.3	0.0	2.7	5813
Computer & Info. Science	1	15	1.1	14.9	1	6	0	9	0.1	1.7	0.2	14.0	1200
Systems	0	2	0.1	1.9	0	2	0	0	0.0	0.1	0.0	1.8	5506
Electrical Engineering	2	4	0.3	5.7	0	2	1	3	0.1	0.6	0.1	5.3	9966
Materials Science	2	2	0.5	3.5	0	0	0	4	0.0	0.4	0.0	3.6	2896
Mechanical Engineering	0	4	0.2	3.8	0	2	1	1	0.0	0.3	0.0	3.6	6605
Nursing School													
	36	0	34.6	1.4	2	0	0	34	1.3	0.5	0.4	33.8	2754
Grad. School of Education													
	10	3	7.3	5.7	4	1	1	7	0.9	0.2	0.4	11.5	65310

Table continues

University of Pennsylvania Standing Faculty
New Hires at Assistant Professor Rank, 1984-94
National Ph.D. Pool 1983-93: Proportional Representation by Gender and Race

Department	New Hires 1984-94		Proportional Representation		New Hires 1984-94				Proportional Representation				US PhD 1983-93 Total
	Women	Men	Women	Men	Black	Asian	Hispanic	Other	Black	Asian	Hispanic	Other	
School of Social Work	4	1	3.1	1.9	0	0	1	4	0.4	0.1	0.2	4.3	2492
Annenberg School	2	1	1.3	1.7	0	1	0	2	0.2	0.1	0.1	2.7	3198
Graduate School of Fine Arts													
Architecture	3	1	*	*	0	0	0	4	*	*	*	*	*
City Planning	0	2	*	*	0	0	0	2	*	*	*	*	*
Fine Arts	0	0	*	*	0	0	0	0	*	*	*	*	*
Landscape Architecture	2	2	*	*	0	0	0	4	*	*	*	*	*
Law School	4	12	4.3	11.7	0	0	0	16	1.1	0.3	0.4	14.3	8697
Medical School: Basic Sciences													
Cell & Developmental Biology	2	2	1.5	2.5	0	0	0	4	0.0	0.2	0.1	3.7	979
Biochemistry & Biophysics	1	6	2.3	4.7	0	2	0	5	0.1	0.4	0.1	6.4	8279
Genetics	1	3	1.8	2.2	0	0	0	4	0.0	0.2	0.1	3.7	1344
Microbiology	0	7	2.8	4.2	0	0	0	7	0.1	0.4	0.2	6.3	2956
Molec. & Cell. Engineering	0	3	1.2	1.8	0	0	0	3	0.0	0.2	0.0	2.7	5488
Neuroscience	1	5	2.3	3.7	0	1	0	5	0.0	0.2	0.1	5.6	979
Pharmacology	1	7	3.0	5.0	0	0	0	8	0.1	0.5	0.1	7.3	2700
Physiology	0	5	1.7	3.3	0	0	1	4	0.1	0.2	0.1	4.6	2783
Medical School: Clinical Sciences													
Anesthesia	16	40	14.0	42.0	2	2	0	52	1.5	7.0	1.4	46.1	3664
Dermatology	7	3	2.9	7.1	0	0	0	10	0.2	1.1	0.3	8.4	504
Emergency Medicine	2	7	N/A	N/A	1	0	0	8	N/A	N/A	N/A	N/A	N/A
Medicine	40	108	30.7	117.3	6	7	3	132	3.8	12.7	4.1	127.4	17332
Neurology	4	27	6.3	24.7	1	3	0	27	0.3	2.8	0.9	26.9	2197
Obstetrics & Gynecology	24	32	17.9	38.1	3	0	0	53	2.9	4.3	2.5	46.4	3045
Ophthalmology	5	11	3.1	12.9	0	0	1	15	0.3	1.5	0.4	13.9	1334
Orthopedic Surgery	1	21	2.3	19.7	1	1	0	20	0.4	1.3	0.4	19.9	1090
Otorhinolaryngology	0	13	2.5	10.5	0	1	0	12	0.1	0.6	0.2	12.1	757
Pathology	14	28	10.1	31.9	0	1	1	40	0.6	4.9	1.3	35.3	1526
Pediatrics	38	73	41.7	69.3	3	3	0	105	2.9	9.3	4.3	94.5	7742
Psychiatry	20	42	18.7	43.3	1	2	2	57	2.1	3.5	2.1	54.3	6228
Radiology	25	53	15.7	62.3	1	1	0	24	1.5	9.5	2.2	64.8	4701
Radiation Oncology	8	18	5.2	20.8	2	6	3	67	0.5	3.2	0.7	21.6	4701
Rehabilitation Medicine	4	9	4.9	8.1	1	0	0	12	0.4	1.4	0.4	10.9	698
Surgery	6	42	4.8	43.2	1	2	0	45	1.0	3.2	1.4	42.3	6339
Dental School: Basic Sciences													
Biochemistry	0	0	0.0	0.0	0	0	0	0	0.0	0.0	0.0	0.0	7260
Histology, Embriol., Anatomy	1	0	0.4	0.6	0	0	0	1	0.0	0.0	0.0	0.9	1218
Microbiology	0	1	0.4	0.6	0	0	0	1	0.0	0.1	0.0	0.9	3754
Pathology	0	1	0.3	0.7	0	0	0	1	0.0	0.1	0.0	0.9	1185
Dental School: Clinical Sciences													
Clinical Departments	9	25	*	*	5	2	0	27	*	*	*	*	*
Veterinary School: Basic Sciences													
Animal Biology	1	4	0.8	4.2	0	0	0	5	0.0	0.0	0.1	4.8	260
Pathobiology	3	8	3.9	7.5	1	1	0	9	0.2	0.7	0.2	10.2	1145
Veterinary School: Clinical Studies													
New Bolton Center	10	13	*	*	0	0	0	23	*	*	*	*	*
Philadelphia	14	13	*	*	0	0	0	27	*	*	*	*	*
Dean's Office	0	0	*	*	0	0	0	0	*	*	*	*	*

* Because the figures in these areas are both limited and inconsistent with those which comprise the national pools reflected in the bulk of this report, we have not made similar calculations for proportional representation.

OPPORTUNITIES at PENN

Listed below are the job opportunities at the University of Pennsylvania. To apply please visit:

University of Pennsylvania Job Application Center
Funderburg Information Center, 3401 Walnut Street, Ground Floor
Phone: 215-898-7285

Application Hours: Monday through Friday, 9 a.m.-1p.m.

Positions are posted on a daily basis, Monday through Friday, at the following locations:

Application Center—Funderburg Center, 3401 Walnut Street (Ground level from 9 a.m.-1 p.m.)
 Blockley Hall—418 Guardian Drive (1st Floor and 2nd Floor)
 Dental School—40th & Spruce St. (Basement—across from B-30)
 Houston Hall—34th & Spruce St. (Basement—near the elevators)
 Wharton—Steinberg Hall-Dietrich Hall (next to Room 303)

Job Opportunities and *daily postings* can also be accessed through PennInfo. A position must be posted for seven (7) calendar days before an offer can be made. *The Job Opportunities Hotline* is a 24-hour interactive telephone system. By dialing 898-J-O-B-S and following the instructions, you can hear descriptions for positions posted during the last three weeks. You must, however, have a push-button phone to use this line.

The University of Pennsylvania is an equal opportunity employer and does not discriminate on the basis of race, color, sex, sexual or affectional preference, age, religion, national or ethnic origin, disability or veteran status.

Mailing Address Only: 233 Blockley Hall, 418 Guardian Drive, Philadelphia, PA 19104-6021

WHERE THE QUALIFICATIONS FOR A POSITION ARE DESCRIBED IN TERMS OF
 FORMAL EDUCATION OR TRAINING, PRIOR EXPERIENCE IN THE SAME FIELD MAY BE SUBSTITUTED.
 POSITIONS WITH FULL DESCRIPTIONS ARE THOSE MOST RECENTLY POSTED.

ARTS AND SCIENCES

Specialist: Nancy Salvatore

DIRECTOR II (000380NS) (*Evenings and Weekends as Needed*). (*Start Date: 7-1-95*). P5; \$28,800-37,600 10-13-94 Music

LANGUAGE SPECIALIST (03035NS) P2; \$21,700-28,200 3-15-95 English Language Program

RESEARCH SPECIALIST JR (02038NS) P1; \$19,700-25,700 2-13-95 Psychology

RESEARCH SPECIALIST JR (03067NS) P1; \$19,700-25,700 3-24-95 Biology

RESEARCH SPECIALIST JR (04079NS) P1; \$19,700-25,700 4-27-95 Biology

RESEARCH SPECIALIST III (04045NS) P4; \$26,200-34,100 4-20-95 Chemistry

LIMITED SERVICE (COORDINATOR INSTRUCTIONAL LABS) (04044NS) (*Position is 10 Months September-May*) (*End Date: 6-97*) P5; \$24,000-31,320 4-21-95 Chemistry

PART-TIME (ASSISTANT DEAN ACADEMIC ADVISING II) (21 HRS) (05018NS) P6; \$19,140-24,360 5-5-95 College

ADMINISTRATIVE ASSISTANT I (04015NS) G9; \$17,100-21,400 4-11-95 English Language Program

ADMINISTRATIVE ASSISTANT II (05014NS) (*End Date: 11-30-97*) G10; \$18,700-23,300 5-5-95 Penn Program for Public Service

ADMINISTRATIVE ASSISTANT II (04058NS) G10; \$18,700-23,300 4-24-95 Penn Language Center

LAB ASSISTANT II (04031NS) (*End Date: 12-31-95*) G8; \$15,700-19,600 4-17-95 Chemistry

SECRETARY MED/TECH (04081NS) G9; \$17,100-21,400 4-28-95 Mathematics

DENTAL SCHOOL

Specialist: Clyde Peterson

RESEARCH SPECIALIST I (06060CP) P2; \$21,700-28,200 6-23-94 Pathology

DENTAL ASSISTANT III (04025CP) G10; \$18,700-23,300 4-21-94 Oral Med.

RESEARCH LAB TECHNICIAN III (11021CP) G10; \$18,700-23,300 11-10-94 Microbiology

EXECUTIVE VICE PRESIDENT

Specialist: Nancy Salvatore/Susan Curran

ACCOUNTANT I (02062NS) P2; \$21,700-28,200 3-23-95 Comptroller's Office

ACCOUNTANT I (04032NS) P2; \$21,700-28,200 4-17-95 Comptroller

ACCOUNTANT I (04080NS) P2; \$21,700-28,200 4-28-95 Comptroller

COMPUTER OPERATIONS MANAGER (000443NS) P6; \$31,900-40,600 1-16-95 Physical Plant

MIMSCOORDINATOR (000444NS) P6; \$31,900-40,600 1-16-95 Physical Plant

INFORMATION MANAGEMENT SPECIALIST I (05015NS) P4; \$26,200-34,100 5-5-95 Bookstore

VICE PRESIDENT, HUMAN RESOURCES (09090SC) Blank 10-6-94 Exec. Vice President

RECORDS ASSISTANT II (04087NS) G9; \$17,100-21,400 4-28-95 Comptroller

PART-TIME (VEHICLE OPERATOR) (25 HRS) (04069NS) G7; \$7,97-9.95 4-27-95 Transportation and Parking

GRADUATE SCHOOL/EDUCATION

Specialist: Susan Curran

ASSISTANT DIRECTOR IV (07048SC) (*End date contingent on funding*). P5; \$28,800-37,600 7-21-94 NCAL

ASSOCIATE DIRECTOR, INTERNATIONAL LITERACY INSTITUTE (02071SC) (*Ongoing Contingent on Funding*) Blank 2-23-95 National Center on Adult Literacy

COORDINATOR III (09081SC) (*Ongoing Contingent on Funding*). P3; \$23,900-31,000 10-6-94 GSE/NCOFF

COORDINATOR IV (000246SC) P4; \$26,200-34,100 4-6-95 GSE/International Programs

DIRECTOR III (04074SC) (*Ongoing Contingent on Funding*). P6; \$31,900-40,600 4-27-95 Penn Literacy Network

RESEARCH SPECIALIST III (02072SC) (02073SC) (*Ongoing Contingent on Funding*) P4; \$26,200-34,100 2-23-95 National Center on Adult Literacy

ADMINISTRATIVE ASSISTANT I (04004SC) G9; \$17,100-21,400 4-5-95 Psychology in Ed Div

SECRETARY IV (08075SC) G9; \$17,100-21,400 1-11-95 LED

LAW SCHOOL

Specialist: Clyde Peterson

ADMINISTRATIVE ASSISTANT III (05004CP) Under limited supervision, maintain database, generate reports, monitor student compliance with program, oversee office; assist in matching students with their desired placement; assist in program planning and operation and developing forms and procedural manuals; draft routine correspondence; coordinate meetings and correspondence for three advisory boards, Annual Public Service Fair and other engagements; organize large mailings to field supervisors and students; counsel students regarding program requirements; supervise one to two work-study students and one part-time administrative assistant. **Qualifications:** High school diploma, some college preferred; five years secretarial or administrative experience; experience in law firm or higher educational institution preferred; ability to work well independently and under pressure; proficiency with IBM compatible computer (WordPerfect, FoxPro database); strong written and oral communication skills; a high level of typing and proofreading ability; excellent organizational and time-management skills. **Grade:** G11; **Range:** \$19,900-25,300 5-3-95 Public Service

PART-TIME (ADMINISTRATIVE ASSISTANT II) (28 HRS) (05003CP) Support director and program director of an interdisciplinary research center; type and proofread varied correspondence; coordinate and disseminate bulk mailings; co-supervise work-study students; develop and maintain filing systems; answer phones; schedule appointments; handle inquiries and mailings pertaining to joint degree program for the Institute; maintain office supplies; help organize and attend Institute seminars and round tables. **Qualifications:** High school graduate, two years of college preferred; three years office experience; expertise with word processing especially WP 5.1 and WP Notebook; excellent interpersonal and organizational skills; ability to handle confidential matters and work independently. (*Ongoing Contingent on Funding*) **Grade:** G10; **Range:** \$10,275-12,802 5-3-95 Institute for Law & Economics

MEDICAL SCHOOL

Specialist: Ronald Story/Janet Zinser

INFORMATION MANAGEMENT SPECIALIST II (05-023JZ) Manage and ensure timely/satisfactory progress of several clinical outcome projects involving shoulder, elbow and sports medicine injuries; coordinate data collection and analysis with surgeons associated with patient care; collect all clinical data, enter data, maintain database; customize, update and modify database program. **Qualifications:** BS in computer sciences or equivalent required, MS preferred; four-six yrs. work experience in DOS/Windows, relational database systems and computer networking; strong analytical and problem solving skills required. **Grade:** P6; **Range:** \$31,900-40,600 5-10-95 Orthopedic Surgery

RESEARCH SPECIALIST II (05033RS) Participate in ongoing research projects specifically involving molecular immunology and tissue culture; will include studies focusing on the regulation of cytokine gene expression involving skin and blood; monitor equipment, inventories, and order supplies; monitor routine laboratory maintenance including radiation safety; keep logs, write reports, plot charts/graphs; attend group meetings, informal discussions; recommend and follow safety procedures. **Qualifications:** BA/BS in Biology, Chemistry or other scientific field; have understanding of proteins and enzymes; 3-5 years experience in similar work; laboratory experience in column chromatography, gel electrophoresis, spectrophotometric techniques, PCR northern blotting and cellular immunology preferred. **Grade:** P3; **Range:** \$23,900-31,000 5-12-95 Dermatology

SYSTEMS ANALYST II (05026JZ) Perform technical and functional analysis of information processing and management systems; complete feasibility studies and designing systems; identify interrelationships among systems and implementing systems; work independently on project lab development and system change request; assure adherence to system development standards. **Qualifications:** BA/BS required, preferably in computer science or management; four yrs. progressively responsible experience in a medium to large information processing or research organization, including at least three yrs. in system design; working knowledge of a computing environment composed of networks of PC's and Workstations; experience with statistical analysis and data management. **Grade:** P7; **Range:** \$35,000-43,700 5-10-95 Ophthalmology

PART-TIME (RESEARCH COORDINATOR) (20 HRS) (05019RS) Assist in the NIH-funded study to investigate the causes of ovarian cancer; recruit ovarian cases and community based controls in the Delaware Valley area; visit hospitalized patients and contact their attending physicians for permission; telephone and write potential community controls; visit patients in their homes and conduct personal interviews with participants in homes and hospitals; collect medical records and data abstractions; keep logs; organize schedule; edit; travel. **Qualifications:** High school graduate; BA/BS preferred; must be reliable, able to work independently, organized and attentive to detail; access to car or public transportation; excellent interpersonal skills; one to three years prior interviewing experience; medical terminology preferred. **Grade:** P3; **Range:** 13,657-17,714 5-5-95 CCEB

ADMINISTRATIVE ASSISTANT I (40 HRS) (04096JZ) Responsible for all aspects of seminar program including visitors' itinerary; publicize events; update mailing list; organize informal receptions; maintain AV equipment; staff faculty search committees; maintain departmental library; monitor and order supplies; answer phones; process mail. **Qualifications:** High school graduate, preferably graduate of business school or some college; two years of secretarial/clerical experience; word processing experience, preferably Microsoft Word on Mac; able to work independently and prioritize; ability to handle multiple tasks; familiarity with medical terminology; strong spelling skills desired. **Grade:** G9; **Range:** \$19,543-24,457 5-2-95 Pharmacology

CLERK V (40 HRS) (05022JZ) Handle all aspects of the Institute's purchasing function, including preparation of purchase requests and "C" forms; assist with financial accounting and budget analysis; assist with clinical practice billings, payables and patient reception duties; process incoming/outgoing mail, deliveries; order and stock office stationary and kitchen supplies. **Qualifications:** High school diploma; one year bookkeeping/accounting experience; some college level, business related course work desired; experience with IBM PC, Windows, spreadsheets, database, WordPerfect. **Grade:** G8; **Range:** 17,943-22,400 5-9-95 Environmental Med

RESEARCH LAB TECHNICIAN III (40 HRS) (05034RS) Use internal standard to analyze human urine or plasma samples; extract samples using Solid Phase Extraction (SPE) techniques; purify samples using Thin Layer Chromatography (TLC); analyze derivation of reactive chemical groups; analyze using Gas Chromatography/Mass Spectrometry; calculate and compile data; conduct periodic check of internal standard quality; maintain laboratory inventory. **Qualifications:** BA/BS in scientific or related field; lab work exposure required; basic understanding of chemistry and chromatography; laboratory experience with TLC and/or GC/MS would be advantageous. (Ongoing contingent on funding) **Grade:** G10; **Range:** \$21,371-26,629 5-12-95 Medicine/Exp Therapeutics

SECRETARY IV (40 HRS) (5021JZ) Type federal grant applications, manuscripts, abstracts and correspondence from dictation; maintain appointment schedule and coordinate meetings; retrieve information from libraries and computerized data-based literature searches; maintain travel schedules/arrangements; answer telephones. **Qualifications:** High school diploma and some related post high school training or equivalent; two years previous secretarial experience; experience with IBM PC software, WordPerfect, spreadsheets, grants manuscripts and assembling scientific research material. **Grade:** G9; **Range:** \$19,543-24,457 5-9-95 Surgery/Neurosurgery

TECH PSYCHOLOGY I (05024RS) Assist in interdisciplinary research projects involving the study of elderly subjects with depression and dementia; recruit and screen subjects; administer and score battery of psychological tests; perform data entry & assist with analysis of related data; escort patients; maintain filing system; attend group meetings. **Qualifications:** BA/BS in Psychology or related field; at least one year experience in related field preferred; computer skill and familiarity with graphics an asset; course work in math and statistics preferred. **Grade:** G10; **Range:** \$18,700-23,300 5-10-95 Psychiatry

ASSISTANT DIRECTOR VI (04093JZ) (Applicants Must Pass Police Security Check) (Periodic Shift Work and Overtime) P7; \$35,000-43,700 5-2-95 Architecture and Fac Man

ASSOCIATE DIRECTOR VI (04071JZ) P8; \$38,500-48,100 4-26-95 Architecture and Facilities Management

CLINICAL SPECIALIST (02005RS) P6; \$31,900-40,600 3-30-95 Center for Experimental Therapeutics

DIRECTOR IV (10063JZ) P7; \$35,000-43,700 10-27-94 Geriatric Division

DIRECTOR VECTOR DESIGN AND PRODUCTION FACILITY (03087RS) (End Date: 6-30-98) Blank 3-29-95 IHGT

INFORMATION MANAGEMENT SPECIALIST I (02015JZ) P4; \$26,200-34,100 2-8-95 Biomedical Graduate Studies

INFO. SYSTEMS SPEC. II (09044JZ) P5; \$28,800-37,600 9-29-94 Radiology

INFO. SYSTEMS SPEC. II (04046JZ) P5; \$28,800-37,600 4-19-95 Psychiatry

INFO. SYSTEMS SPEC. IV (09071JZ) (Work Schedule: M - F 8:30 - 5:00). P8; \$38,500-48,100 10-6-94 Radiology

MEDICAL DEPARTMENT ADMINISTRATIVE OFFICER (07053JZ) Blank 7-21-94 Rehab Medicine

RESEARCH COORDINATOR, SR (04041RS) P4; \$26,200-34,100 4-18-95 Psychiatry

RESEARCH SPECIALIST JR (04097RS) (Ongoing Contingent on Grant Funding) P1; \$19,700-25,700 5-2-95 Psychiatry

RESEARCH SPECIALIST, JR (04036RS) (Ongoing Contingent on Grant Funding) P1; \$19,700-25,700 4-18-95 Pathology and Lab Medicine

RESEARCH SPECIALIST, JR (04037RS) (Ongoing Contingent on Grant Funding) P1; \$19,700-25,700 4-18-95 Pathology and Lab Medicine

RESEARCH SPECIALIST I (01046RS) P2; \$21,700-28,200 1-17-95 Pathology and Lab Medicine

RESEARCH SPECIALIST I (02088RS) P2; \$21,700-28,200 3-1-95 Physiology

RESEARCH SPECIALIST I (03052RS) (End Date: 5-31-96) P2; \$21,700-28,200 3-20-95 Psychiatry

RESEARCH SPECIALIST I (03098RS) (Ongoing Contingent on Grant Funding) P2; \$21,700-28,200 4-3-95 Pathology and Lab Medicine

RESEARCH SPECIALIST I (04009RS) P2; \$21,700-28,200 4-7-95 Dermatology

RESEARCH SPECIALIST I (04018RS) (04019RS) P2; \$21,700-28,200 4-12-95 Radiology

RESEARCH SPECIALIST I (04039RS) (Ongoing Contingent on Grant Funding) P2; \$21,700-28,200 4-18-95 Gastroenterology

RESEARCH SPECIALIST II (03075RS) P3; \$23,900-31,000 3-28-95 Pathology and Lab Medicine

RESEARCH SPECIALIST II (04075RS) P3; \$23,900-31,000 4-26-95 Neurology

RESEARCH SPECIALIST III (11012RS) P4; \$26,200-34,100 11-10-94 Pharmacology

RESEARCH SPECIALIST III (03086RS) (Rotating Schedule and Weekends Required) P4; \$26,200-34,100 4-18-95 IHGT

RESEARCH SPECIALIST III (04043RS) (Ongoing Contingent on Grant Funding) P4; \$26,200-34,100 4-20-95 Pathology and Lab Medicine

STAFF ASSISTANT V (02085JZ) P5; \$28,800-37,600 3-1-95 Experimental Therapeutics

PART-TIME (ASSOCIATE DIRECTOR IV) (17.5 HRS) (02089JZ) P6; \$13,100-17,050 3-1-95 CCEB

PART-TIME (DIRECTOR VI) (17.5 HRS) (04033RS) (End Date: 1-31-96) P9; \$21,148-26,449 4-17-95 CCEB

PART-TIME (NURSE II) (25 HRS) (01051RS) P4; \$18,714-24,357 3-10-95 Physiology

PART-TIME (PROJECT MANAGER II) (17.5 HRS) (04088RS) P7; \$17,500-21,850 4-28-95 Center for Clinical Epidemiology and Biostatistics

OFFICE ADMINISTRATIVE ASSISTANT I (40 HRS) (11064JZ) (Ongoing contingent on grant funding) G9; \$19,543-24,457 4-3-95 Psychiatry

OFFICE ADMINISTRATIVE ASSISTANT II (04084JZ) G10; \$18,700-23,300 4-28-95 Cell & Developmental Biology

OFFICE ADMINISTRATIVE ASSISTANT III (40 HRS) (02030JZ) (Ongoing Contingent on Grant Funding) G11; \$22,743-28,914 2-9-95 Surgery/Neurosurgery

POLYSOMNOGRAPHIC TECH (40 HRS) (04016RS) G11; \$22,743-28,914 4-11-95 Center for Sleep

PSYCHOLOGY TECHNICIAN I (40 HRS) (04073RS) G10; \$21,371-26,629 4-26-95 Psychiatry

RECEPTIONIST CLINICAL (40 HRS) (04001JZ) G8; \$17,943-22,400 4-4-95 Ophthalmology

RESEARCH LAB TECHNICIAN II (40 HRS) (03012RS) (03013RS) (Ongoing Contingent on Grant Funding) G8; \$17,943-22,400 3-6-95 Psychiatry

RESEARCH LAB TECHNICIAN III (03032RS) (Ongoing Contingent on Grant Funding) G10; \$18,700-23,300 3-14-95 Pathology and Lab Medicine

RESEARCH LAB TECHNICIAN III (04040RS) G10; \$18,700-23,300 4-18-95 Cell and Developmental Biology

RESEARCH LAB TECHNICIAN III (40 HRS) (04042RS) (Ongoing Contingent on Grant Funding) G10; \$21,371-26,629 4-18-95 Pharmacology

RESEARCH LAB TECHNICIAN III (04077RS) G10; \$18,700-23,300 4-26-95 Cerebrovascular Research Center

RESEARCH LAB TECHNICIAN III (04082RS) G10; \$18,700-23,300 4-28-95 Psychiatry

RESEARCH LAB TECHNICIAN III (04094RS) (Ongoing Contingent on Grant Funding) G10; \$18,700-23,300

(continued)

Opportunities Online

The Human Resources Office now posts its Job Opportunities daily on PennInfo. To find them, the path from the main menu is from *Faculty and Staff Facilities and Services to Human Resources, to Employment Information* and thus to *Employment Opportunities*. Or, from the main menu you can search under one of four keywords (HR, Employment, Job, or Opportunity). Those who do not otherwise have access can find public terminals at these locations:

PennInfo Kiosks on Campus

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
Penntrex Office
Student Employment Office
Student Financial Information Center
Student Health Lobby

* Kiosk uses point-and-click software.

OPPORTUNITIES at PENN

5-2-95 Psychiatry

RESEARCH LAB TECHNICIAN III (04095RS)

G10; \$18,700-23,300 5-2-95 Renal/Electrolyte

PART-TIME (SECURITY OFFICER) (24 HRS) (04072JZ)

(Sat & Sun 9 PM-9 AM) G8; \$8,62-10.76 4-27-95
Architecture and Facilities Management

NURSING

Specialist: Janet Zinser

ADVANCED PRACTICE NURSE (NURSING SCHOOL)

(01094JZ) P9; \$42,300-52,900 1-31-95 Nursing

COORDINATOR IV (03079JZ) (*Ongoing Contingent on*

Funding) P4; \$26,200-34,100 3-28-95 Nursing

DIRECTOR VI (01037JZ) P9; \$42,300-52,900 1-12-95
Nursing

FINANCIAL ADMINISTRATOR I (04066JZ) P3; \$23,900-
31,000 4-24-95 Nursing

RESEARCH SPECIALIST III (04035JZ) (*Ongoing*
Contingent on Research Funding) P4; \$26,200-34,100
4-17-95 Nursing

PART-TIME (ADVANCED PRACTICE NURSE) (NURS-
ING SCHOOL) (20 HRS) (02056JZ) (02057JZ) P9;
\$24,170-30,233 2-16-95 Nursing

PART-TIME (COORDINATOR II) (20 HRS) (03071JZ)
(*End Date: 8-31-96*) P2; \$12,400-16,114 3-27-95
Nursing

OUTREACH WORKER (37.5 HRS) (02048JZ) (02049JZ)

(*Hours: 10:30 AM - 7:00 PM*) G8; \$16,821-21,000
2-15-95 Nursing

OUTREACH WORKER (40 HRS) (04053JZ) (04054JZ)

(04055JZ) (04056JZ) (*Ongoing Contingent on Funding*)
G8; \$17,943-22,400 4-21-95 Nursing

PRESIDENT

Specialist: Susan Curran

ALUMNI OFFICER I (04064SC) P3; \$23,900-31,000
4-24-95 Med Center Development

ANNUAL GIVING OFFICER II (12022SC) P5; \$28,800-
37,600 3-2-95 Medical Center

ANNUAL GIVING OFFICER II (03040SC) P5; \$28,800-
37,600 3-15-95 Development and Alumni Relations

ASSISTANT DIRECTOR IV (03043SC) (*Two Writing*
Samples Must Accompany Applications) P5; \$28,800-
37,600 3-15-95 Development and Alumni Relations

ASSISTANT DIRECTOR, AFFIRMATIVE ACTION
(04034SC) (*Application Deadline: 5-19-95*) P6;
\$31,900-40,600 4-17-95 Affirmative Action

ASSISTANT DIRECTOR, CITY & COMMONWEALTH
RELATIONS (12011SC) P5; \$28,800-37,600 12-15-94
Commonwealth Relations

ASSISTANT TO PROVOST, EXTERNAL AFFAIRS
(01038SC) P10; \$47,400-59,200 4-17-95 Development
and Alumni Relations

ASSOCIATE DIRECTOR VI (02083SC) P8; \$38,500-
48,100 2-27-95 Regional Programs

ASSOCIATE DIRECTOR INDIVIDUAL GIFTS (03029SC)
P7; \$35,000-43,700 3-10-95 Development and Alumni
Relations

ASSOCIATE DIRECTOR INDIVIDUAL GIFTS (03088SC)
P7; \$35,000-43,700 3-30-95 Development and Alumni
Relations

CAMPAIGN DIRECTOR (06041SC) Blank 6-16-94
Medical Center Dev.

COORDINATOR I (03002SC) (03003SC) (*Minority*
Candidates Are Encouraged to Apply) (*End Date: 6-*
30-97) P1; \$19,700-25,700 3-3-95 Development and
Alumni Relations

DIR. REGIONAL CAMPAIGN II (03051SC) P10; \$47,400-
59,200 3-31-94 Dev. & Alumni Rels.

FINANCIAL ADMINISTRATOR I (04070SC) P3; \$23,900-
31,000 4-26-95 Medical Center Development

MANAGER, UNIVERSITY RECORDS CENTER
(09065SC) P7; \$35,000-43,700 1-13-95 University
Archives

PROGRAMMER ANALYST I (05003SC) P4; \$26,200-
34,100 5-2-95 Development and Alumni Relations

STAFF WRITER I (04065SC) (*Two Writing Samples Must*
Accompany Application) P1; \$19,700-25,700 4-24-95
Med Center Development

STAFF WRITER II (05013SC) (*Two Writing Samples*
Must Accompany Application) P3; \$23,900-31,000
5-4-95 Compass

STAFF WRITER II (04062SC) (*Two Writing Samples*
Must Accompany Application) P3; \$23,900-31,000
4-24-95 Development and Alumni Relations

VICE DEAN, SCHOOL OF ARTS AND SCIENCES
EXTERNAL AFFAIRS (01053SC) Blank 1-19-95 De-
velopment and Alumni Relations

ADMINISTRATIVE ASSISTANT I (05002SC) G9; \$17,100-
21,400 5-2-95 Development and Alumni Relations

ADMINISTRATIVE ASSISTANT I (40 HRS) (04061SC) G9;
\$19,543-24,457 4-24-95 Med Center Development

ADMINISTRATIVE ASSISTANT I (40 HRS) (04060SC) G9;
\$19,543-24,457 4-24-95 Med Center Development

ADMINISTRATIVE ASSISTANT II (40 HRS) (12023SC)
G10; \$21,371-26,629 3-2-95 Medical Center Develop-
ment

ADMINISTRATIVE ASSISTANT II (03066SC) G10;

\$18,700-23,300 3-23-95 Development and Alumni
Relations

ADMINISTRATIVE ASSISTANT II (03041SC) G10;
\$18,700-23,300 4-19-95 Development and Alumni
Relations

OFFICE ADMINISTRATIVE ASSISTANT II (04010SC)
G10; \$18,700-23,300 4-7-95 Development and Alumni
Relations

RECORDS ASSISTANT I (11063SC) G8; \$15,700-
19,600 4-14-95 Development and Alumni Relations

SECRETARY III (03065SC) G8; \$15,700-19,600 3-23-95
Development and Alumni Relations

PART-TIME (ADMINISTRATIVE ASSISTANT II) (25
HRS) (04091SC) G10; \$10,275-12,802 5-1-95 Office
of the Secretary

PROVOST

Specialist: Clyde Peterson

BUSINESS ADMINISTRATOR III (05007CP) Coordinate
financial and administrative activities of museum;
oversee processing of all payables; prepare yearly
long-range budgets; produce monthly performance
reports; prepare deposits; transmit gifts and monitor
fund accounts; prepare budgets and final reports for
grants; produce sales tax reports; reconcile credit sales;
administer payroll and personnel activities; administer
petty cash account; act as building administrator/office
manager and liaison with physical plant on building
upkeep/problems; oversee stock and maintain supplies
and equipment; troubleshoot on computer problems.
Qualifications: BA/BS in accounting or business or
equivalent combination of education and experience;
three years accounting or business experience; thorough
knowledge of University accounting, A/R, A/P, purchas-
ing, payroll and budget systems preferred; familiarity
with UMIS preferred; solid working knowledge of
spreadsheet, database and word processing as well as
some DOS experience; background in the arts preferred.
Grade: P4; **Range:** \$26,200-34,100 5-4-95 ICA

COORDINATOR IV (05001CP) Primary liaison between
clients and Director; write wiring specifications; ana-
lyze bids and award contracts; conduct site surveys;
coordinate wiring projects and develop wiring strategy
and pathway routes; prepare reports and document
wiring proposals; field check proposal data; read and
interpret blueprints; coordinate contractors' schedules.
Qualifications: BA/BS; four years experience in
project/construction management field; ability to read
blueprints; working knowledge of computer using
spreadsheet and graphics software; strong analytical and
creative problem solving skills; superior interpersonal,
communications and organizational skills; experience
in academic environment helpful. **Grade:** P4; **Range:**
\$26,200-34,100 5-2-95 DCCS

COORDINATOR IV (05028CP) Assist in the develop-
ment and implementation of project goals, objectives,
schedules and work plans; interact with consultants to
develop script for signage and printed materials; schedule
and manage the production of printed materials; develop
and manage internal and external communications sys-
tem; assist in fundraising activities; supervise secretarial
staff and administrative assistants; liaisons with urban

Movin'



The Penn VIPS, Office of Commu-
nity Relations, UCA Realty Group, and
Campus Apartments are sponsoring their
fourth annual Move-Out Drive from May
15 to June 11. They ask for furniture,
clothes, and accessories, in good condi-
tion. Especially needed are *household*
furniture, appliances, dishes and baby
furniture. All items donated will be given
to various shelters for the homeless and
to anyone in need from the community.

Donations can be made Mondays
through Fridays (morning drop-off prefer-
red) and Saturday from 9 a.m.-1:30 p.m. at:

4100 Walnut Street,
Garage Door Entrance
(next to Urban and Bye)

or
Franklin Building Lobby
3651 Walnut Street

Start a great summer by doing a good deed
that will benefit someone in need!

— PennVIPS

Calls for Nominations

In addition to listing the post of Vice
Provost for University Life in this section
as an invitation to applicants, the Provost
publishes on page 3 of this issue a call for
nominations to the position. Also published
there is a part-time opening for a tenured
faculty member (Assistant Provost).

On page 5, senior faculty are invited to
consider three faculty-in-residence posi-
tions.— Ed.

forestry staff education departments. **Qualifications:** Bachelor's degree in appropriate field (museum, education, horticulture, environmental education); Master's degree strongly preferred; two-five yrs. experience in public horticulture, preferably education; supervisory experience; teaching experience desired; experience with development of printed materials and exhibition materials; experience in managing budgets and concurrent project activities; experience with volunteer groups; good verbal and writing skills; strong organizational skills. (End Date: 12-31-96) **Grade:** P4; **Range:** \$26,200-34,100 5-11-95 Morris Arboretum

DIR NETWORK PLANNING & INSTALLATIONS (05028CP) Direct installation of campus-wide data and video networks; manage seventeen full and part-time staff working on over fifty projects/year, totalling \$3 million; responsible for network inventory valued at over \$10 million; develop benchmark for installation group and make regular reports; direct ResNet project and Penn Video Network; develop annual and long-range planning and budget; track video technology products and legal development for future planning. **Qualifications:** BS in engineering and/or MBA; ten years experience in data, voice and video network and design; experience with design of TCP/IP network; operational experience with SMATV system; project management certified; proven ability to direct large staff; knowledge of EIA-TIA 568 and associated specifications; able to read blueprints; strong organizational, motivational, problem solving and multi-tasking skills; effective communication skills. **Grade:** P11; **Range:** \$54,500-68,200 5-10-95 DCCS

MANAGER DCCS OPERATIONS (05027CP) Manage all aspects of operations of PennNet and its associated services; supervise staff of twelve; oversee installation, monitoring, maintenance and operation of PennNet connections; resolve network problems; track network usage and make recommendations to appropriate director. **Qualifications:** BS in engineering, computer science or related field; five yrs. experience in design & operation of multiprotocol Ethernet network attached to Internet; two yrs. management experience; thorough knowledge of standard wiring components/techniques, Ethernet TCP/IP, fiber splicing and testing and data networking electronics; strong Unix experience; familiar with industry trends; organizational & staff management skills; knowledge of DOS, MacOS7, Windows and IPX. **Grade:** P9; **Range:** \$42,300-52,900 5-10-95 DCCS

SYSTEMS PROGRAMMER IV (01040CP) Develop software programs in support of University network; define, design, code, test, analyze and evaluate network products; perform system integration and testing of network hardware and software; prepare definition and design specifications; resolve complex problems related to system software; plan and oversee the installation and operation of system software; develop standards and incorporate into system. **Qualifications:** Bachelor's degree in computer science or engineering; five years experience in design and implementation of software programs; working knowledge of UNIX, TCP/IP, LAN software for IBM PCs and Macintosh computers; demonstrated ability to communicate effectively (written and oral) to management, staff and vendors. **Grade:** P9; **Range:** \$42,300-52,900 5-1-95 DCCS

PUBLIC SERVICE SPECIALIST (05020CP) Supervise & assist in reading room desk operations; provide general information & assistance to readers or refer readers as necessary to curatorial staff; solve problems; handle complaints; page & reshelve materials; train, supervise student workers; supervise proper use of library materials; facilitate & enforce library regulations; maintain departmental circulation & photocopy records. **Qualifications:** BA in historical humanities or social sciences; at least three years, relevant library experience; knowledge of one classical language required; reading knowledge of one modern European language essential; must have experience in advanced bibliographic work involving rare materials, especially pre-1800 imprints. **Grade:** Union; **Range:** Union 5-5-95 Special Collections

TECH HEALTH AND SAFETY (40 HRS) (05025CP) Collect and receive surplus chemicals; determine appropriate method for reuse or disposal; assure disposal methods conform to University procedures and policies; provide information to faculty and staff on proper storage and disposal of chemicals; provide support to the University's indoor air quality efforts; answer routine questions regarding chemicals and other issues related to Environ-

mental Health and Safety; participate as a member of the University's Hazardous Materials response team. **Qualifications:** AAS degree in science or equivalent; must be able to demonstrate, through either formal training or work experience understanding of hazard associated with chemicals and knowledge of proper chemical disposal; valid drivers license; ability to lift and carry 50 lbs.; ability to wear personal protective equipment, such as respirators, safety shoes, goggles, etc. **Grade:** G11; **Range:** \$22,743-28,914 5-10-95 Environmental Health and Safety

ASSISTANT COACH II (03095CP) P4; \$26,200-34,100 3-31-95 DRIA

ASSISTANT COACH III (03053CP) P6; \$31,900-40,600 3-20-95 DRIA

ASSISTANT COACH III (03069CP) P6; \$31,900-40,600 3-24-95 DRIA

ASSISTANT MANAGER I (03060CP) P1; \$19,700-25,700 3-22-95 Museum

ASSISTANT PROVOST (04028CP) (Part-time Position) Ungraded; Blank 4-14-95 Provost Office

ASSOCIATE DIRECTOR VI (02009CP) (End Date: 6-30-97) P8; \$38,500-48,100 2-20-95 Museum

COORDINATOR, COMMUNITY FORESTRY (03024CP) (Position located in Scranton, PA area) (Ongoing contingent on funding) P4; \$26,200-34,100 3-10-95 Morris Arboretum

COORDINATOR, URBAN FORESTRY (03023CP) (Ongoing Contingent on Funding) P4; \$26,200-34,100 3-10-95 Morris Arboretum

DESIGNER PUBLICATIONS, SR (03039CP) P4; \$26,200-34,100 3-15-95 DRIA

DIRECTOR UNIVERSITY PRESS (01098CP) Blank 2-2-95 University Press

INFORMATION SYSTEMS SPECIALIST IV (000411CP) P8; \$38,500-48,100 12-08-94 Van Pelt Library

LIBRARIAN III/IV (000414CP) P6/P7; \$31,900-40,600/35,000-43,700 4-5-95 University Libraries

PROGRAMMER ANALYST III (04006CP) P7; \$35,000-43,700 4-7-95 DCCS

SYSTEMS PROGRAMMER III (000409CP) P8; \$38,500-48,100 12-08-94 Van Pelt Library

SYSTEMS PROGRAMMER III (01041CP) P8; \$38,500-48,100 1-13-95 Data Commun & Computing Services

TECH TRAINING SPECIALIST, SR (02078CP) P7; \$35,000-43,700 2-24-95 Technology Learning Services

VICE PROVOST UNIVERSITY LIFE (04029CP) Ungraded; Blank 4-14-95 Provost Office

ADMINISTRATIVE ASSISTANT I (04022CP) G10; \$18,700-23,300 4-18-95 DRIA

INTERN ATHLETICS (04023P) (04024CP) (End Date: 5-31-96) Blank; \$7,150 4-12-95 DRIA

INTERN MUSEUM PUBLIC INFORMATION (03054CP) (Application Deadline: 5-9-95) (End Date: 5-31-96) Blank; \$11,000 3-20-95 Museum

SECRETARY IV (03022CP) (Ongoing contingent on funding) G9; \$17,100-21,400 3-10-95 Morris Arboretum

TECH, ELECTRONIC III (03006CP) G11; \$19,900-25,300 3-3-95 DCCS

PART-TIME (CLERK II) (20 HRS) (04083CP) G5; \$6,868-8,407 4-28-95 Lippincott Library

SCHOOL OF SOCIAL WORK

Specialist: Clyde Peterson

OFFICE MANAGER II (12049CP) P2; \$21,700-28,200 4-17-95 Social Work

VETERINARY SCHOOL

Specialist: Nancy Salvatore

RESEARCH INVESTIGATOR SR (05006NS) (Position located in Woods Hole, MA) Blank 5-4-95 Pathobiology

CUSTODIAL WORKER (40HRS) (03081NS) (Hours: 4 P.M. - 12 A.M.) (Position Located in Kennett Sq., No Public Transit) G5; \$14,286-17,486 3-29-95 Large Animal Hospital

RESEARCH LAB TECHNICIAN III (04078NS) G10; \$18,700-23,300 4-27-95 Clinical Studies

SECRETARY MED/TECH SR (04052NS) G10; \$18,700-23,300 4-21-95 Animal Biology

SECRETARY III (03080NS) (Position Located in Kennett Sq., No Public Transit) G8; \$15,700-19,600 3-29-95 Large Animal Hospital

TECH, VET I/II (40 HRS) (02087NS) (Position Located in Kennett Sq., No Public Transit) G8/10; \$17,943-22,400/\$21,371-26,629 3-1-95 Large Animal Hospital (continued)

Classifieds

FOR SALE

House—great condition, location, income producing apartment. Qualifies for U. of P. mortgage assistance. Creative financing also available. \$118,000. (610)664-3849.

3-story Victorian. Fully intact, loaded with period features and ornate chestnut woodwork. 6 bedrooms, 3 full baths, 2 parlors, pantry, new kitchen. 51xx Hazel Ave. In University mortgage assist area. \$69,000! 349-8911, 748-7335.

Society Hill. Historic Certified. 6 bedrooms, parking, garden, elevator, plus three story guest house. Great entertaining/family house. \$545,000. 428-4780

FOR RENT

Great house 10 minutes from University campus. Germantown twin, 5 bedrooms, 2 baths, full basement and attic. Utility room with washer, dryer, fully furnished kitchen. \$900.00/month + utilities. Call Barbara Hofstad. (215)830-0263. Available 6/1/95.

Apartment - Two large rooms and kitchen. Beautiful block near Penn. \$475, heat and water included. 511 Woodland Terrace. 382-7021.

VACATION

Pocono Chalet, 3 bedrooms, 1 bath, deck, swimming, fishing, tennis, \$350/week. 610-356-3488.

SERVICES

Desk Top Publishing by-the-hour. Brochures, newsletters, briefs, hand-outs, instruments. Call for free brochure. Butterfly Press (215)698-0500.

HELP WANTED

Bookkeeper - Part-time. Top level bookkeeper with accounting experience needed. Must be computer proficient with knowledge of Quicken and One Write Plus. Duties include A/R and A/P, preparation of financial reports, monthly payroll tax deposits, quarterly tax returns as well as oversight of cash flow. Must have office experience and be a team player. Christian Association*. Call 386-1530.

* On campus but not a U of P position

NOTE:

Classified listings are a traditional feature of *The Compass* and they continue to be accepted and compiled there. Please call 898-8721 for rates and procedures, or search for "classified" in PennInfo for the "how to" file.

OPPORTUNITIES at PENN

VET ANESTH TRAINEE/TECH I (40 HRS) (02070NS) (Position Located in Kennett Sq., No Public Transit) G8/G11; \$17,943-22,400/\$22,743-28,914 2-22-95 Large Animal Hospital

VICE PROVOST/UNIVERSITY LIFE

Specialist: Clyde Peterson

ADVISOR INTERNATIONAL PROGRAMS (05011CP) Advise Penn undergraduates interested in studying abroad; administer various Penn-approved study abroad programs; act as campus recruitment liaison; organize and publicize student recruitment events; coordinate and staff faculty selection committees; supervise admissions processing; provide predeparture orientation and reentry support; evaluate and collect data; assist faculty to develop new programs. **Qualifications:** BA/BS or equivalent, master's preferred; two to three years related experience; high level of counseling, communication, both written and oral, and organizational skills; overseas study or work experience and language skills highly desirable; excellent judgment and ability to deal with difficult situations; ability to work effectively and under pressure with faculty, students, University and government officials from different cultural backgrounds; interest in professional development through active involvement in professional organizations; word processing proficiency essential; familiarity with computer applications for a study abroad office desirable; some supervisory skills. **Grade:** P3; **Range:** \$23,900-31,000 5-4-95 International Programs

STAFF PHYSICIAN (05012CP) Provide on-site medical care to students; recommend hospitalization and serve as attending physician for hospitalized students; refer to specialists; conduct clinical research studies; prepare research data for publication; perform teaching responsibilities appropriate to academic rank; serve as member of professional organizations and present papers at national meetings; act as medical consultant to other Student Health physicians; assist in development of clinical programs; conduct seminars on selected topics and research projects. **Qualifications:** Board certified in internal medicine or pediatrics; current Pennsylvania physician's license; prior experience with young adults preferred; knowledge of statistics and computer programming essential; must possess dual qualifications to become eligible for academic appointment in Department of Medicine and appointment to the staff of HUP. **Grade:** Ungraded; **Range:** Blank 5-4-95 Student Health

ADMINISTRATIVE FELLOW SR (04085CP) (Live-In Position) P3; \$23,900-31,000 4-28-95 Academic Programs in Residence

PROGRAMMER ANALYST II (09011CP) P6; \$31,900-40,600 9-15-94 Student Info. & Sys.

PROGRAMMER ANALYST II (01030CP) P6; \$31,900-40,600 1-12-95 Student Information and Systems

PROGRAMMER ANALYST II (01029CP) P6; \$31,900-40,600 1-12-95 Student Information and Systems.

ADMINISTRATIVE ASSISTANT III (01065CP) G11; \$19,900-25,300 1-23-95 Career Planning/Placement

WHARTON SCHOOL

Specialist: Janet Zinser

ASSISTANT DIRECTOR III (05035JZ) Responsible for class gift management (reunion and/or second year MBA class) and mass marketing of the fund (telemarketing and/or direct mail); supervise administrative assistant; responsible for selection and distribution of volunteer and donor recognition. **Qualifications:** BA/BS; four years fundraising or related experience, preferably with annual funds; excellent organizational and interpersonal skills; ability to effectively communicate goals of school; computer literate; willingness to travel. (Application deadline: 5-18-95) **Grade:** P4; **Range:** \$26,200-34,100 5-12-95 External Affairs

ASSISTANT DIRECTOR IV/ASSOCIATE DIRECTOR

V (01100JZ) P5/P7; \$28,800-37,600/35,000-43,700 3-24-95 Career Development and Placement

ASSISTANT DIRECTOR VI (04002JZ) (Ongoing Contingent on Grant Funding) P7; \$35,000-43,700 4-21-95 Snider Entrepreneurial Center

BUSINESS ADMINISTRATOR IV (04048JZ) P5; \$28,800-37,600 4-20-95 Snider Entrepreneurial Center

COORDINATOR II (05005JZ) P2; \$21,700-28,200 5-3-95 Executive Education

INFORMATION MANAGEMENT SPECIALIST I (04050JZ) P4; \$26,200-34,100 4-21-95 Finance

INFORMATION MANAGEMENT SPECIALIST II (03045JZ) P6; \$31,900-40,600 3-17-95 WCIT

MANAGER MANUFACTURING EXTENSION PROGRAM (04057JZ) (Ongoing Contingent on Funding) P7; \$35,000-43,700 4-24-95 Snider Entrepreneurial Center

PROGRAMMER ANALYST II (04012JZ) P6; \$31,900-40,600 4-10-95 WCIT

PROGRAMMER ANALYST III (01089JZ) P7; \$35,000-43,700 1-30-95 WCIT

SYSTEMS PROGRAMMER VII (04059JZ) P6/P7; \$31,900-40,600/35,000-43,700 4-24-95 WCIT

SYSTEMS PROGRAMMER III (11068JZ) P8; \$38,500-48,100 11-23-94 WCIT

ADMINISTRATIVE ASSISTANT II (04067JZ) G10; \$18,700-23,300 4-24-95 Public Policy and Management

ADMINISTRATIVE ASSISTANT III (03091JZ) G11; \$19,900-25,300 3-30-95 Health Care Systems

RECEPTIONIST III (40HRS) (03059JZ) G8; \$17,943-22,400 3-22-95 Administration

RECEPTIONIST III (40 HRS) (04011JZ) G8; \$17,943-22,400 4-10-95 Snider Entrepreneurial Center

PART-TIME (OFFICE ADMINISTRATIVE ASSISTANT I) (27.5 HRS) (03025JZ) G9; \$9,396-11,758 3-10-95 Classroom Support Services

Retirement Seminars for Faculty and Staff

No registration is required for these investment education sessions at the Faculty Club next week, and refreshments will be served afterwards. For more information: Human Resources/Benefits, 898-7281

TIAA-CREF: Getting Organized: Planning & Investing Wisely. Tuesday, May 23, 11 a.m.-12 p.m., Club Room. Take advantage of this session for a review of investing, including types of investments and investment strategies. This program reviews specific investments available within TIAA-CREF, as well as a review of the TIAA-CREF pension system, and ways to maximize your retirement savings. We'll also look at retirement goal-setting. This workshop will be most appropriate for early and mid-career participants.

TIAA-CREF: Retirement...Charting Your Course (for those 50 and older). Tuesday, May 23, 1-2 p.m., Club Room. Participate in a discussion of retirement income needs as a shorter term objective. This program will concentrate on evaluating retirement income needs and verifying that income supports those needs. We will also address the impact of inflation on your retirement income. This session will be most appropriate for the late-career participants who want a closer look at retirement planning.

CALVERT: Tax Advantages of Pre-tax Retirement Plans. Wednesday, May 24, 11 a.m.-12 p.m. or 1-2 p.m., Room #2. Learn how to meet your retirement goals through the tax advantages of a 403(b) account; see how your contributions grow through informed investment selection and dividends; learn how these accounts provide you with a double tax benefit, define your tax bracket and determine your risk tolerance level. Review the benefit of early participation and time horizon planning. This seminar will be most appropriate for all new employees and those who are considering the Tax Deferred Annuity Plans.



VANGUARD: Realities of Retirement. (for new faculty and staff and less experienced investors), Thursday, May 25, 11 a.m.-12 p.m., Club Room. Will Social Security provide all my retirement needs? When should I begin to plan for retirement? How much should I save for retirement? This seminar will explore the myths and realities of retirement planning and will help you to focus on the various steps you must take to create an effective long-term retirement portfolio. Take home a free illustration of your retirement savings chart.

VANGUARD: Take Charge! Thursday, May 25, 1-2 p.m., Club Room. This session is designed for faculty and staff already enrolled in TDA plans and for the more experienced investor. Learn how to balance and diversify your investment portfolio to maximize returns while maintaining investment security. Hear case studies with strategies for balancing your portfolio based on your risk tolerance and number of years to retirement.

— Human Resources/Benefits

How Do You Want the the Intramural Envelope to Look?

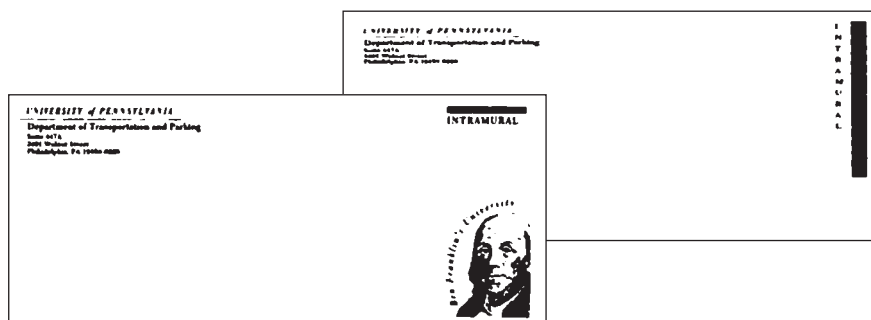
This past fiscal year there has been a significant increase in the use of intramural envelopes by the University community. Penn Mail Service has experienced shortages which have hindered our ability to serve our customers. For that inconvenience we would like to apologize. Penn Mail Service has already taken steps to insure that an adequate supply of these envelopes will be on hand in the future.

Please remember these envelopes are designed for multiple uses. If you have a supply of used envelopes and would like to get them off your hands please send them to Penn Mail Service P-241 FBA/6280.

Many departments prefer to use a business size envelope for some of their intramural correspondence. Publication Services and Penn Mail Service have designed a new "small" intramural envelope. The design contains a distinct logo in Penn's dark red on white, and is slightly larger than the common #10 envelope. The modifications are intended to distinguish this mail from other outgoing mail. We hope to eliminate the potential for mistakenly applying postage to mail intended to remain on campus.

We are currently soliciting comments on our proposal, if you wish to receive a sample of this new product please contact Jim Bean, Manager Penn Mail Service via any of these means; intramural mail: P-241 FBA/6280, phone: 898-8665, voice mail: 898-0100, or e-mail: bean@A1.BENHUR. Thank you as always for your patronage and cooperation.

— Jim Bean, Manager, Penn Mail Service



Anyone interested in performing in the Commencement Chorus on Monday, May 22, accompanied by a fine U.S. Army Band,

contact me at your earliest convenience. We will have only one rehearsal: Saturday, May 20 at 4 p.m. in Room 511, Annenberg Center. We will then rehearse with the band on the morning of the performance.

All are welcome: students, faculty, staff, friends, parents, etc. It's the best possible way for graduating seniors to be seen by their families in all that mob—you'll be right down in front facing the crowd.

No audition. Just bring your voice and enthusiasm. To sign up, call 898-GLEE.

—Bruce Montgomery, Director

Update

MAY AT PENN

EXHIBIT

24 Canned Capers: Incidental Space; multi-media exploration of the paradigms of chaos and play celebrating American composer/scholar/artist John Cage and featuring art by R. Buckminster Fuller, Colin Andrews, Tristin Lowe, H. T. Marshall and William Jude Rumley; reception, 5-7 p.m.; slide presentation on the crop circle phenomenon with C. Andrews, 7:15 p.m.; Esther Klein Gallery, 3600 Market St. *Through June 23.*

MEETING

16 Coffee, Croissants and Christianity; discussion group, 7:45 a.m.; Newman Center. *Also May 23 and 30.*

TALKS

22 Role of Innervation in Differentiation of Muscle Cells; Tej Dhoot, London; 2 p.m.; Physiology Library, Richards Building (Muscle Inst.).

23 Single Molecule Mechanical Experiments; Justin Molloy, York; 1 p.m.; Physiology Library, Richards Building (Muscle Inst.; Physiology).



Almanac

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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 1, 1995 and May 7, 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.

Crimes Against Persons

34th to 38th/Market to Civic Center: Threats & harassment—4

05/03/95	10:57 AM	Delta Psi	Harassing e-mail messages received
05/03/95	4:01 PM	Unit Bldg. 36th	Complainant followed by unknown actor
05/05/95	5:24 PM	Furness Bldg.	Complainant harassed
05/06/95	8:40 AM	3744 Spruce St.	Complainant harassed by panhandler

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

05/01/95	3:42 AM	106 S. 38th St.	Attempt to rob at gunpoint/nothing taken
05/06/95	5:20 PM	40 S. 40th St.	Robbery by three actors
05/06/95	5:30 PM	People's Park	Complainant kicked by three actors
05/07/95	8:37 PM	40th & Market	Robbery by four males

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

05/05/95	11:08 AM	Towne Bldg.	Unwanted phone calls received
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Outside 30th 43rd/Market Baltimore: Threats & harassment—1

05/03/95	10:19 AM	South St. Bridge	Complainant harassed by actor
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Crimes Against Society

34th to 38th/Market to Civic Center: Disorderly conduct—4

05/02/95	6:25 AM	3744 Spruce St.	Disorderly conduct; cited/released
05/02/95	7:34 AM	3744 Spruce St.	Disorderly conduct; cited/released
05/02/95	3:47 PM	Van Pelt Library	Disorderly conduct; male arrested
05/06/95	4:59 PM	Bookstore	Retail theft/suspect cited/disorderly conduct

38th to 41st/Market to Baltimore: Disorderly conduct—2

04/29/95	9:06 PM	200 Bldg. Fels Walk	Actor jumping on car hood/cited/released
05/02/95	12:15 AM	Harrison House	Disorderly conduct/underage drinking; cited

30th to 34th/Market to University: Disorderly conduct—1

05/05/95	6:53 PM	33rd & Walnut	Disorderly conduct/resisting arrest; cited
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* As furnished by the Department of Public Safety and as posted to PennInfo on receipt, this report also included Crimes Against Property during the period: Burglaries and attempts (1); Total thefts and attempts (37 including 1 of auto, 3 from auto and 7 of bicycles or parts); Forgery and fraud (1) and Criminal mischief and vandalism (11).

A Call for Action and a New Portfolio by Ted Hershberg



On Thursday, May 25, 1995, citizens from across our metropolitan area will gather at the first-ever, region-wide *Call to Action Conference*—an unprecedented and historic occasion to help shape the future of our region. The Conference is organized by the Greater Philadelphia

Chamber of Commerce, Greater Philadelphia First and the University of Pennsylvania's Center for Greater Philadelphia (the Center), and broad public participation is encouraged.

When people ask me to state succinctly why I believe regional cooperation is so important, I respond that when the history of our era is written, historians will recognize the defining phenomenon of the late twentieth century as the emergence of a global economy. Because regions will be the units of economic competition, strategies of regional cooperation are essential. All the key resources on which we depend to produce our goods and services, such as labor force, transportation, infrastructure and environment are regional in scope.

Regional cooperation is not an issue of what we *should* do—in the sense of “wouldn’t it be a nice thing if we all worked together?”—but what we *have* to do to succeed in a fiercely competitive world economy characterized by free trade, revolutionary breakthroughs in communications technology, and global capital markets.

The Conference marks a new and exciting phase in a multi-decade effort launched by the Center to promote regional thinking and action. When we began in 1985, *regional cooperation* qualified as an oxymoron and was not taken seriously by policy makers in metropolitan Philadelphia.

Things are very different today. The efforts over the last decade by many organizations to explain the value of regional cooperation have won numerous converts among the region’s business, civic and political leaders, but it is the action of the media this year that has moved the concept from the backwater of popular consciousness to the mainstream of public discussion.

Particularly valuable were the *Philadelphia Inquirer*’s “Common Ground” editorial series and their publication of the special Sunday supplement of March 26: *The Peirce Report: Reinventing the Region*. But contributions came as well from many of the region’s suburban newspapers and the broadcast media, especially WHYY-TV and WHYY-FM, which have covered the emerging debate about the future of our region. Together they have successfully introduced issues of regional cooperation to many thousands of citizens and provoked considerable discussion across the metropolitan area.

In some respects, the involvement of Pennsylvania’s new Governor, Tom Ridge, tells how far we’ve come. Just as it took a Republican President, Richard Nixon, to make peace with China, so it may take a Republican Governor, to make peace between the suburban counties and Philadelphia.

Governor Ridge will deliver the Keynote Address at the Conference, and we expect the Governor to express strong support for regional cooperation because he understands this strategy can make each of the Commonwealth’s regions more cohesive and hence more competitive in the global economy. In fact, many of the strategies being developed in Southeastern Pennsylvania can be applied in other regions of our state. With help from the Center, the Governor recently convened a meeting in Harrisburg attended by representatives of the regional network groups organizing the Conference’s nine break-out sessions (see below) and by Ridge administration officials with responsibility for public policy in each of these areas. The focus of the meeting was to identify ways in which the Governor might challenge the region to embrace cooperative strategies.

None of this is to suggest that the city and the suburbs are prepared to link arms and walk off into the sunset. To suburban residents who are cynical, regional cooperation is merely a euphemism for “bailing out” the City of Philadelphia. While there should be a debate about why the region’s urban areas have pockets of concentrated poverty

and whether the region’s *haves* bear any responsibility for the region’s *have-nots*, it should also be clear that regional cooperation encompasses more than the controversial issues of social justice and income redistribution.

The *Greater Philadelphia Investment Portfolio*—upwards of 80 initiatives that individually and collectively advance the interests of the region—will be distributed at the Conference. The Portfolio was developed in part to dispel this “bail-out” cynicism. Its initiatives are largely “win-win” in nature.

A summary of an earlier portfolio, the *Philadelphia Investment Portfolio*, was published by *Almanac* (November 21, 1982). It was developed by the Center as part of the commemoration of the city’s 300th anniversary. Half of the Portfolio’s 56 initiatives, in one form or another, have since been implemented, including the Pennsylvania Convention Center, the Literacy Commission and PGW’s residential weatherization program.

The initiatives in the 1995 Portfolio, however, focus on the region, and they come from varied sources. Many were submitted by the regional network groups who are organizing the Conference’s nine break-out sessions: Arts & Culture, Children & Family, Economic Development, Education & Labor Force, Health Care, Land Use & Growth Management, Technology, Tourism and Transportation.

Other initiatives come from the many organizations represented in the Center’s *Regional Network Directory* as well as from the rich ideas embedded in the *Peirce Report*. Still others are drawn from the public at-large.

The Portfolio’s initiatives should not be thought of as “planks in a platform” that must be collectively endorsed, as the political parties do at their national presidential conventions. In fact, those attending the *Call to Action Conference* will not be required to adopt *any* specific initiative. The individual merit of each initiative must recommend it and attract sufficient supporters to propel it forward.

What happens to the initiatives contained in the regional investment Portfolio is ultimately a test of leadership. There are many leaders in our region, but, unfortunately, there are few regional leaders—those who speak for the interests of the region as a whole. Such is the legacy of substantial differences based on race, class and politics and of inertia rooted in deeply-held parochialism.

But with a Republican Governor and a Democratic Mayor—Ed Rendell’s efforts to pull Philadelphia back from the brink of bankruptcy have earned him broad popularity across the region—prepared to work together on behalf of regional cooperation, bipartisan political leadership can carry us a long way.

There is one important caveat. When leaders are asked to move in controversial directions, they want to see many supporters marching behind them. Thus, citizen participation is vital to the success of the *Call to Action Conference*. Only by working together can we build a fitting base from which to usher in the new millennium.

As an applied public policy unit at Penn, the Center is delighted to have been a part of the effort to bring strategies of regional cooperation to the attention of the metropolitan area and to demonstrate in yet another way the real-world linkage between the University and its broader community. We are delighted, too, that President Judith Rodin will be a co-chair of the Conference and will open a special evening session, the tenth annual conference of our region’s state legislators, who will join with corporate leaders in a Q & A with the Governor.

These remarks are adapted from an op-ed, “An unprecedented and historic chance to shape our region’s future,” that appeared in the *Philadelphia Inquirer* (Sunday, May 7, 1995). The *Call to Action Conference* will be held at the Pennsylvania Convention Center, starting at 1 p.m. on May 25, 1995. Registration by May 19 is required. The fee is \$25 payable to the Greater Philadelphia Chamber of Commerce. It should be sent to “Events Department,” GPCC, 1234 Market Street, Suite 1800, Philadelphia, PA 19103. Participants should indicate which of the nine discussion sessions they wish to attend.

Dr. Hershberg is professor of public policy and history and director of the Center for Greater Philadelphia at the University.