

UNIVERSITY of PENNSYLVANIA *Almanac*

Thursday, May 25, 1995
Volume 41 Number 34

In this Issue

- 2 The New Era Foundation;
Nursing: Teaching Awards to
Dr. Fawcett and to
TA Riley-Lawless;
National Academy Election
of Dr. Franzini-Armstrong
- 3 Dr. Kissick at Commencement;
Alumni Reunion Gifts;
Speaking Out: Dr. Lloyd's
Queries on Consensual Sex
- 4 SENATE: The SCAFR Report
on the non-appointment of
Dr. David Cass as graduate
group chair; Dr. Cass's letter
to Trustees asking reprimands
of senior officers and removal
one—followed by views of the
chair of Economics, the Provost,
and the Dean of SAS, with a
final word from SCAFR's chair.
- 9 A Moment of Truth in America:
16 corporate chiefs urge
Congress to support academia
- 10 OPPORTUNITIES
- 14 For Comment: Changes
in Performance Appraisal
- 15 A-3 Employee of the Month;
Moves; HIV Testing; Bad Checks,
- 16 Federal Watch: The federal
budget's first round, and what it
may mean to Penn

In the Center

The 21st Century Project:
Phase One, Report of the
Provost's Council on
Undergraduate Education
Summer at Penn

The COMPASS

View *The Compass* section of this issue at
www.upenn.edu/pennnews/current/features/1995/

A special 12-page section on
Commencement and the
surrounding celebrations

Commencing Together: Since Krista Flores
and Ivan, right, shared the work as she earned
her MSW at the School of Social Work, they
wore matching mortarboards to Commence-
ment on Monday. Ivan is a trained helper who
accompanied Ms. Flores to class and to her job
as an intern in the Office of Affirmative Action.



Ivan
and
Friend

Photo by Tommy Leonardi

The following letter was distributed at Alumni Weekend events in response to last week's news accounts concerning the bankruptcy of the Foundation for New Era Philanthropy.— Ed.

New Era Foundation

Welcome to Alumni Weekend! As you move about campus over the next couple of days, you may see one or more newspaper articles on the Foundation for New Era Philanthropy and Penn's relationship to it. This topic has been much in the news this week, and I would like to take a moment to put in perspective the University's limited involvement with New Era and explain how it came about.

Over the past few years under its New Concepts Philanthropy Fund, New Era offered an unusual matching gift opportunity for charitable institutions. Funds were transferred to New Era, held for a period of time and then matched. The total amount was then given back to the institutions.

In 1993 Penn was invited to participate. From that point two years ago until the beginning of this week—when New Era's problems were first disclosed—a number of individuals of great integrity who are close to Penn attested to the credibility of the New Era program.

Transactions with New Era were based on funds given to Penn by a select group of individual donors who knew of the University's unusual opportunity to obtain matching funds. No transactions with New Era were based on contributions from other Penn donors.

From the beginning, it was clearly recognized that the New Era program was out of the ordinary. On a continuing basis, the University reviewed the foundation's track record with other institutions, its tax returns and available financial statements. The experience of other institutions was quite positive. Even so, Penn's involvement was strictly limited—as was intended.

Currently, the University has a total of \$1,550,000 with New Era awaiting matching funds. New Era financial records made public Thursday afternoon identified the Foundation's twenty largest unsecured creditors, and the University is not among them.

New Era has filed for bankruptcy, and it will be some time before we know the results of the bankruptcy proceeding. Federal and state authorities are also investigating New Era at this point, and these investigations will possibly be prolonged. The University will vigorously protect its interests in the bankruptcy proceeding and in any other litigation that may ensue from New Era.

The University takes its stewardship responsibilities very seriously and is committed to the prudent management of its resources. In the weeks ahead, we will review the University's internal controls and decision-making procedures in the light of this experience to see if any changes are warranted. In the meantime, if you have any questions, I do hope that you will let me know.

— Virginia B. Clark,
Vice President for Development



Dr. Fawcett



Ms. Riley-Lawless

Teaching Awards in Nursing

Dr. Jacqueline Fawcett, a professor of nursing and research fellow in the Center for Advancing Care in Serious Illness, has been chosen for the 1995 Teaching Award of the School of Nursing, given since 1983 to a faculty member for excellence in the classroom and/or clinical teaching. The winner of a companion Teaching Assistant Award, which recognizes excellence in teaching by a doctoral candidate, is Kathy Riley-Lawless.

Dr. Fawcett teaches graduate level courses that provide students with the theoretical foundations essential to professional development and the conduct of nursing research. In nominating her for the teaching award, students praised her ability to present complex topics in "an interesting and understandable manner...to take clinical situations and help students conceptualize them within a nursing framework and then to teach, guide and enlighten them in the research process. The end product is an edified student who embodies the art and science of nursing practice through theory and research."

Dr. Fawcett's own research, with colleagues, includes a study funded by the National Institute of Nursing Research, on the influence of childbearing on women's ability to continue usual activity, and another funded by the American Cancer Society and the National Cancer Institute, on the role of support groups in helping women cope with breast cancer.

An alumna of Boston University with her master's degree and Ph.D. from NYU, Dr. Fawcett joined the faculty in 1978 and was elected to the American Academy of Nursing in 1979. In 1992, she was the recipient of the American Journal of Nursing's "Book of the Year" Award for *The Relationship of Theory and Research*, co-authored with Dr. Florence Downs.

A student called Ms. Riley-Lawless, the TA Award winner who took her master's here in 1986, "an excellent role model for all students and teachers of nursing." A nurse specializing in pediatrics—now enrolled in a doctoral program of the School's Children Division—Ms. Riley-Lawless has devoted much of her career to caring for children with cancer.

National Academy:

Dr. Franzini-Armstrong, Cell Biology

Dr. Clara Franzini-Armstrong, professor of cell and developmental biology, has been elected to the National Academy of Sciences.

A member of the Pennsylvania Muscle Institute who is known particularly for her work on the architecture of calcium release channels in skeletal muscle, Dr. Franzini-Armstrong is the author of some 100 papers in her field, a frequent presenter in this country and abroad, and holder of honorary fellowships in England and Italy in recent years. She came to the University as an associate professor in 1975 from the University of Rochester, after holding teaching and research positions at Duke University and the University of Padua. The winner (with Dr. Knox Chandler) of the Biophysical Society's 1989 K.C. Cole Award, Dr. Franzini-Armstrong has also been course director in histology here since 1988, and was recently named to the Ethics Committee.



photo by Art Siegel

Dr. Franzini-Armstrong

Death of Dr. Bryfogle, PennMed: Memorial May 26

Dr. John W. Bryfogle, clinical assistant professor of medicine, died at HUP, May 19 at the age of 70. Dr. Bryfogle specialized in internal medicine and cardiology. He took his bachelor's degree in 1944 and M.D. in 1948, both from Penn. After medical service in the U.S. Navy, 1951-53, Dr. Bryfogle was a Joslin Fellow at the New England Deaconess Hospital in Boston. He returned to Philadelphia for a residency followed by an NIH Post-Doctoral Research Fellowship in cardiovascular disease at PGH, where he won the 1956 Charles Burr Prize for best research by house staff. He was chief of the Hypertension Clinic there from 1965 to 1968.

Dr. Bryfogle started his 35 years with PennMed as an instructor in cardiology in the Graduate School of Medicine in 1956, and was noted as a practitioner and clinical teacher to generations.

The John Winthrop Bryfogle Professorship of Cardiovascular Diseases, now held by Dr. Martin G. St. John Sutton, director of the Cardiovascular Imaging Program, was established in 1992 through the generosity of Dr. Bryfogle's friends, patients and colleagues. It grew out of a fund created earlier by Dr. Bryfogle to sponsor teaching and research in cardiovascular medicine.

Dr. Bryfogle is survived by his wife, Jeannette; three sons, John W. Jr., Dean G., and Mark D.; two grandchildren, Carla and Ryan Bryfogle; and a sister, Dorothy Caven. A memorial service will be held at 1 p.m., Friday, May 26, at St. John's Episcopal Church, 404 Levering Mill Rd, Bala Cynwyd. Memorial contributions may be made to the John Winthrop Bryfogle Professorship of Cardiovascular Disease, Penn Tower, 4th floor, HUP, 3400 Spruce Street.

At the University's 239th Commencement, the incoming chair of the Faculty Senate had this farewell message for the graduating seniors and newly minted masters and doctors assembled on Franklin Field Monday, May 22. Dr. Kissick is the George Pepper Seckel Professor of Public Health and Preventive Medicine.

A Commencement Message from the Senate Chair

Graduates, families, and friends. . . As Chair of the Faculty Senate, it is my privilege to bring the congratulations of my faculty colleagues to more than four thousand new alumni and alumnae.

Three decades ago, while working in Washington helping to draft Medicare, I learned the formula for pronouncements at public occasions such as this:

- 1) Point with pride,
- 2) View with alarm,
- 3) Close with hope.

1) I point with Penn pride to the legacy of Ben Franklin. From the Charter for a modest educational initiative in 1740 to a vital and vibrant University (the nation's first) with four undergraduate schools and a dozen graduate and professional schools whose 2,000 standing faculty, an enrollment of 18,000 students, and an associated staff of 7,000 sum to a veritable Athenian city/state on the western bank of the Schuylkill.

2) To view with alarm one must merely reflect on national and international developments covered in the daily press and portrayed on the media. Clearly they are sufficient to engage the talents of each of you who graduate today.

3) I close with the hope that millions of collective student/classroom hours of a Penn education since you matriculated, four, three, and two years ago are commensurate with the opportunities and challenges that await you. Given the promise of the hundreds of you with whom I have shared courses, my hope are high indeed.

My summary admonition is borrowed from a son of Philadelphia who received an honorary degree on this platform in 1990. At a similar commencement five years earlier, William Henry Cosby, Jr. gave counsel to the graduates. I quote, "When your faculty says go forth, that means forth, not home!"

As you go forth to Boston, New York, Atlanta, Chicago, Dallas, San Francisco, Seattle and other communities in the fifty states and abroad, good luck, God speed, keep in touch, *and* just do it!

— William Kissick

Alumni Day: The Reunion Classes' Gifts to Alma Mater

Over 8,000 people came from across the country and around the globe to Penn's Alumni Weekend events this year, including exchanges with faculty and alumni speakers on Thursday and Friday, and the traditional picnic and parade of classes Saturday (see The Compass in the center of this issue for co coverage of these events).

Although the annual giving program for 1995 continues through June 30, the organized reunion classes paused Saturday in their celebration to deliver some impressive subtotals—such as the Class of 1970's continuing (for the 11th straight year) its tradition of raising over \$1 million; John D. Dale and Helen Frame Peters co-chaired the drive, which contributes both an endowed term chair and a 1970 Commons for the Student Center.

The 30-year Class of 1965, with Suzanne Denbo Jaffee and George Weiss as gift co-chairs, led all classes this year with their total of \$2,217,976 for an auditorium in the Student Center. Three classes chose to support scholarships—1940, 1945 and the newest class, 1995. Two gave to Library projects (1955 and 1960), the Class of 1950 made a major contribution to the College Hall restoration by designating its \$1 million-plus to the Provost's suite.

The totals for 1995:

Class	Total \$	Project (If designated)
1995	\$13,808	Term Scholarships
1990	\$51,038	
1985	\$112,461	
1980	\$264,480	
1975	\$337,268	
1970	\$1,266,551	1970 Commons in Student Center and an Endowed Term Chair
1965	\$2,217,976	Student Center Auditorium
1960	\$1,418,587	1960 Entryway to Library
1955	\$762,805	1955 Conference Center, Van Pelt Library
1950	\$1,046,675	Provost's Suite, College Hall
1945	\$1,069,774	Endowed Scholarships
1940	\$279,820	Endowed Scholarships
1935	\$100,000	
1930	\$128,242	

Speaking Out

Queries on Consensual Sex

I have just read the *Almanac Supplement* of April 25, 1995, with the "Report of the Subcommittee on Consensual Sexual Relations" of the Senate Committee on the Faculty, along with David Cass's hilarious response. Am I the only one who is wondering just what in the world is going on around here? Is this a university or a coterie of prying busybodies? The editors note that the proposed policy "was published on February 7, 1995, with no response." Isn't it possible that many people did not read it then or concluded that the whole matter is so silly as not to merit any response?

What strikes me most about this report are the underling assumptions on which it is based. They seem to me to be the following:

1. The University has a duty and obligation to pry into every aspect of the faculty's life. Teacher-student relations must be minutely investigated by the administration in order to protect the "integrity of the teacher-student relationship." There just might possibly be something wrong going on.

2. The University must have a stated policy on everything, regardless of what it may be. There must be a written rule for every conceivable aspect of University life.

3. "Ambiguity" is to be avoided at every rule must attempt to spell out in conceivable situation that any legalistic nitpicker can possibly imagine. Every point must be covered in as great detail as possible. There is no room for what used to be called intelligent discretion.

4. It is no longer possible to assume that the members of the faculty are persons of good character and integrity. The rare exception must be presumed to be the norm. As was stated in the letter from *Lingua Franca* (quoted by David Cass), we must assume that "venality is the norm in professorial attitudes toward students" and that all student-teacher interactions are "mere 'power issues.'"

Perhaps I am out of touch with the really important issues these days, but I still must ask: will all the good intentions in the world make the proposed policy accomplish anything positive?

— Paul M. Lloyd,
Professor of Romance Languages

Ed. Note: In the absence of the Subcommittee's chair, Professor Stephen Burbank, *Almanac* sought advice on a response to this letter by calling Dr. Barbara Lowery (who as chair of the Senate in 1994-95 appointed the Subcommittee). She suggested that readers see the Subcommittee's report (*Almanac* February 7, reprinted April 25), for the stated intention of the recommended policy, and the *Report of the Working Group on Implementation of the Sexual Harassment Policy* (*Almanac* November 15, 1994) for a review of issues which led to the effort to clarify the distinction between consensual sexual relations and sexual harassment.

From the Senate Committee on Academic Freedom and Responsibility

Note: Beginning immediately after the SCAFR report is an exchange involving Professors David Cass and Andrew Postlewaite, Provost Stanley Chodorow, and Dean Rosemary Stevens. It ends with further comment from Dr. Cass and a final word from SCAFR's Chair Jack Nagel.

Report on the Administration's Rejection of the Proposed Appointment of Professor David Cass as Chair of the Economics Graduate Group

May 3, 1995

In April 1994 Dr. Andrew Postlewaite, Chair of the Economics Department, nominated Dr. David Cass, the Paul F. and E. Warren Shafer Miller Professor of Economics, to serve as Acting Chair of the Economics Graduate Group beginning July 1, 1994, for a term of one or two years. Professor Cass was asked, and agreed, to serve because the incumbent, Associate Professor George Mailath, wished to take a leave of absence from the chairmanship. On August 29, 1994, Dr. Donald D. Fitts, then the Associate Dean and Director of the Graduate Division in the School of Arts and Sciences, and Dr. Janice F. Madden, the Vice Provost for Graduate Education, wrote to Professor Postlewaite declining the proposed appointment of Professor Cass. Their letter stated:

While we respect and admire David's academic achievements, his devotion to graduate education, and his personal integrity, our conversation with David made it clear to us that we do not have the same understanding of important issues and procedures that are central to the administration of graduate groups.

On December 9, 1994, Professor Cass filed a complaint with SCAFR, which read in part:

This denial of appointment was arbitrary and capricious and violative of academic freedom. It was also contrary to the express wishes of the Department of Economics. In addition, the inquiry into my private life by the Vice Provost and the Director of the Graduate Division, with full approval by the Provost Stanley Chodorow, constituted sexual harassment.

On January 27, 1995, nine faculty members submitted the following petition to Professor Barbara Lowery, Chair of the Faculty Senate:

We are writing in connection with the administration's actions regarding the Economics Department's recommendation of David Cass as Acting Chair of the Economics Graduate Group. Despite the information regarding the incident in the *Daily Pennsylvanian* and in the *Chronicle of Higher Education*, faculty remain unclear about the details of the procedures and criteria used in evaluating this recommendation.

Because the process and outcome raise issues central to university governance, many faculty would appreciate an impartial review of their basis and implementation. Without prejudging the merits of any party's position on the matter, we consider the incident sufficiently important to merit investigation by the Faculty Senate. Therefore, we request that you charge the appropriate Senate committee with reviewing the Administration's actions regarding the Economics Department's recommendation of Professor Cass as acting Chair of the Economics Graduate Group.

Signers of the petition were Professors John L. Bassani (mechanical engineering), Jere R. Behrman (economics), Madeleine M. Joullie (chemistry), Michael B. Katz (history), Lawrence R. Klein (economics, emeritus), Paul R. Kleindorfer (operations and information management), Bruce Kuklick (history), Rebecca Maynard (education), and Samuel H. Preston (sociology). Knowing that SCAFR had already received Professor Cass's complaint, Professor Lowery referred the petition and its request for an "impartial review" to SCAFR.

Subsequently, SCAFR met with the following persons: Professor Cass (2/15); Professors Behrman, Joullie, Katz, and Kleindorfer (3/15); Professor Postlewaite (3/20); Professors Cass, Fitts, and Madden (4/5); and Provost Stanley Chodorow (4/12). In addition, we reviewed numerous documents,

nearly all of which were provided by Professors Cass or Postlewaite; and we discussed issues related to the case at many other meetings before agreeing on the conclusions presented here.

Early in our inquiry, the committee had to decide whether this incident had sufficient relation to issues affecting academic freedom to justify SCAFR's involvement. Our initial meetings with Professor Cass and four petitioners were devoted primarily to this question. We decided that there were potential connections to academic freedom sufficient to justify our conducting an inquiry. We recognized, however, that in agreeing to Professor Lowery's request that we conduct the review sought by the faculty petitioners, we would need to investigate and perhaps make judgments about questions that lie outside our normal jurisdiction. Although we were hesitant to become involved in such questions, the possibility of connections to issues of academic freedom and responsibility persuaded us to embark on the inquiry requested by the petitioners and Professor Lowery.

The committee decided to proceed by carrying out first the broader review requested by the faculty petitioners, in the hope that doing so would provide a framework for responding to Professor Cass's specific complaints. The remainder of this report follows the same sequence.

Response to the Faculty Petition

Both to provide necessary background for our subsequent judgments and because these events have been subject to rumor and speculation, we begin with a summary of the most relevant facts. As much as possible, we have tried to confine ourselves to statements about which agreement exists among all participants. At one or two points, however, we have had to include items based on assertions by just one or two individuals.

Factual Background

1. Everyone involved acknowledges Professor Cass's intellectual distinction and his academic qualifications to lead the economics graduate group, which he had previously chaired from 1981 to 1986. His department chair at that time was also Professor Postlewaite, who nominated him for the acting appointment in 1994. During his 1981-86 term, Professor Cass worked with Associate Dean Fitts, who initially expressed no opposition to the 1994 appointment. In short, there is every reason to believe that Professor Cass had previously served well as graduate group chair, and there is no evidence of concerns about his conduct then of the sort that led to the disapproval of his nomination in 1994.

2. Professor Cass has freely admitted on numerous occasions that since the fall of 1989 he has had a relationship with Claudia Stachel, an economics graduate student until August 1994, when she received her Ph.D. Both Professor Cass and Dr. Stachel have stated that their relationship began after Stachel was no longer Cass's student, that he scrupulously avoided supervising her work or intervening on her behalf with other faculty, and that she received no special advantage.

3. The first questions about the proposed appointment came from Vice Provost Madden. She reports being concerned for two reasons: About four years earlier on a Center City street, she saw Professor Cass and a graduate student (later identified as Claudia Stachel) walking together in a physically affectionate manner. She also reports receiving complaints on three occasions (before the nomination of Professor Cass to be acting graduate chair) from one faculty member and probably six students, that Professor

Cass had dated a “series” of graduate students. None of these individuals would come forward to make a formal complaint, and they were not themselves victims of sexual harassment. Instead they expressed concern that any student who had a relationship with Professor Cass might gain an unfair advantage, but they produced no evidence to support such a charge. Despite the allegations that Professor Cass had engaged in more than one relationship, only Claudia Stachel was mentioned by name. Although Dr. Madden decided that these allegations did not warrant action at the time, she informed Dr. Fitts about them after she learned that Professor Cass had been nominated to lead the graduate group, and together they decided that they had to make inquiries before approving the appointment.

4. Dr. Fitts and Dr. Madden expressed their concerns to Professor Postlewaite in a meeting on May 11, 1994. They asked him to question Professor Cass about his alleged sexual relations with students. Professor Postlewaite refused to do so on the grounds that such questioning in the absence of specific allegations was wrong. Thereafter, Dr. Fitts and Dr. Madden sought to meet directly with Professor Cass.

5. After Professor Cass, who had been abroad in May, returned to the U.S., a meeting was scheduled for his office on June 30. Dr. Fitts and Dr. Madden arrived, but refused to continue the meeting when Professor Cass insisted on recording it, an intention he had previously communicated to the Vice Provost’s secretary. A stalemate over the terms of a meeting continued for almost two months, though there were many discussions and some correspondence, with Professor Postlewaite acting as an intermediary. As alternative methods of protecting what he saw as his right to privacy, Professor Cass proposed advance submission of written questions or the inclusion of his private counsel. The administrators refused both proposals, insisting that they wanted only a collegial conversation.

6. Professors Cass, Fitts, and Madden finally met on August 25, 1994. The meeting also included Professor Postlewaite and Janet Conway, the Economics Department Business Administrator. Ms. Conway was allowed to take notes on the meeting for Professor Cass. (We discuss aspects of this meeting at length below.)

7. Four days later, Dr. Fitts and Dr. Madden wrote to Professor Postlewaite declining to appoint Professor Cass. In September, Professor Cass made the conflict public by revealing it to the *Daily Pennsylvanian*.

Judgments

If SCAFR were to make negative judgments about the administration’s conduct regarding the Cass appointment, they could be of two types: First, we might conclude that administrators acted contrary to established university rules. Second, we might conclude that administrators’ actions, though consistent with the rules, were unwise and undesirable. In the latter case, we might try to prevent similar problems in the future by recommending changes in rules or procedures. In our own discussions and our meeting with representatives of the petitioners, four areas of concern emerged to which each of the preceding tests can be applied: (a) the *authority* of the administration to reject the appointment of a graduate chair, (b) the *criteria* used in rejecting the appointment, (c) the *conditions* attached to the appointment, and (d) the *process* that administrators used in arriving at the decision to reject the appointment.

Authority

The current university rule, which appears in the *Handbook* on page 12, unequivocally assigns the authority to appoint graduate chairs to the provost:

Graduate group chairs are appointed by the provost upon recommendation of the deputy provost and the appropriate dean or deans....The letter from the dean to the provost transmitting the recommendation should be sent through the associate provost and should refer to the selection process (e.g., department chairs and other deans consulted, procedure for self-selection by the graduate group)....

Provost Chodorow and SAS Dean Rosemary Stevens have stated that Vice Provost Madden and Associate Dean Fitts acted in consultation with them and with authority delegated by them. This delegation of authority was obviously appropriate given the positions that Madden and Fitts occupied. (We note that the office of Vice Provost for Graduate Education did not exist when the current policy statement was published.)

Despite the *prima facie* right of the administration to appoint graduate chairs, there are at least two lines of argument that would challenge the legitimacy of its rejecting a nominee. The first holds that refusing to accept a faculty group’s recommendation might hinder or prevent that group from carrying out its educational program and therefore would constitute an infringement on its members’ collective academic freedom. The second maintains that the provost’s appointive power should be limited to a purely formal ratification of the faculty’s choice.

In the City and Regional Planning case last year, SCAFR held that the action of a dean in suspending admissions to a graduate program violated academic freedom by, in effect, closing down its educational program without going through the procedures required to close a department. Similarly, if an administration rejected all the plausible nominees to chair a graduate group,

its action could be condemned as a back-door suspension of the group’s program. However, there is no evidence that the administration sought or caused such an outcome in the present case. The economics Ph.D. program continues to function under the chairmanship of Professor Mailath, who has foregone his leave. Although the refusal to appoint Professor Cass has thus not prevented the economics department from carrying on its program, the department has undoubtedly been harmed by the decision and the ensuing controversy. Nevertheless, the fact or perception of harm, without effect or intent to destroy, does not in itself violate due process or academic freedom. After all, administrators regularly make (and at times must make) decisions that faculty units perceive as harmful — e.g., in turning down requested faculty searches or student fellowships.

The argument that the provost’s appointment of graduate chairs should be a purely ceremonial ratification of faculty choices rests in part on the fact that administrators almost always do accept faculty nominations for these positions. Should the *de facto* practice become a *de jure* requirement? We think not. Graduate chairs help link a faculty group to the wider university as represented by the administration. They can accomplish this function best if they enjoy the confidence of both their faculty colleagues and higher administrators. The prevailing practice — nomination from the graduate group or department and appointment by the administration — helps to ensure that this congruence will occur in most cases. If the administration’s appointive authority were eliminated or rendered merely nominal, the frequency of discordant appointments might increase.

Although we support the authority of administrators to have the final say on appointments of graduate group chairs, we strongly advise administrators that their power to reject faculty nominations should be exercised with restraint and care. We now proceed to consider whether the administration, in exercising its legitimate appointive power, acted with insufficient judgment and restraint.

Criteria

Even if the authority of the administration to deny faculty nominations is granted, certain reasons for exercising the veto could be judged illegitimate under existing university standards — for example, rejecting a nominee on account of race or gender, or as punishment for controversial scholarly theories. Did the administration reject Professor Cass for unacceptable or improper reasons?

The reason stated in the August 29 letter from Fitts and Madden (“...we do not have the same understanding of important issues and procedures...”) is ambiguous and obfuscatory. In their meeting with us, however, Dr. Fitts and Dr. Madden emphasized their desire to create a non-intimidating environment for women and their belief, as a result of the August 25 meeting, that it would be very difficult for Professor Cass to have a harmonious relationship with administrators. These are certainly legitimate criteria, although judgments may differ as to whether the appointment of Professor Cass would have created an intimidating atmosphere and whether the possibility of harmony was destroyed primarily by the administration’s inquiry or Professor Cass’s reaction to it.

Conditions

A claim that the administration improperly sought to impose special conditions on Professor Cass’s future conduct should he be appointed graduate chair is crucial to his charge of an academic freedom violation. We therefore consider this issue below in our response to his complaint.

Procedures

Concerns regarding the process that led to the decision to deny the appointment of Professor Cass center about (a) the administration’s insistence on meeting with him before granting approval and (b) the specific inquiries that were made at the meeting that ultimately occurred.

Although it is true that administrators do not usually interview or interrogate faculty nominees for graduate group chair, we are not troubled *per se* by the fact that a meeting was requested in this instance. Vice Provost Madden had reason to believe that Professor Cass had dated at least one economics graduate student, and he made no secret of his having had a relationship with Claudia Stachel for the preceding five years. If Dr. Stachel had not graduated before Professor Cass became graduate group chair, their relationship would have disqualified him from that office, even though it was within the bounds set by university policy when he was simply a professor. As graduate chair, he would have supervisory responsibility for all economics graduate students. Therefore, it was not only appropriate but incumbent on the Vice Provost to ascertain that Professor Cass’s relationship with Claudia Stachel would not preclude his appointment. Dr. Madden was, however, able to obtain this information as early as May 11, when she and Dr. Fitts met with Professor Postlewaite, who told them Ms. Stachel’s dissertation had been approved, and she would receive her Ph.D. in August.

Although Dr. Madden later told us that this news “allayed a lot of our concerns,” she was not willing to drop the inquiry. Near the end of the August 25 meeting, she asked two crucial questions: (1) Could Professor

Cass show that he was willing to abide by University regulations regarding sexual harassment? (2) Could he attest that he had not dated other graduate students (besides Claudia Stachel) in the past six or seven years? We believe that the first of these questions was responsible and appropriate, but the second was unwise and objectionable.

Given that Professor Cass had an acknowledged relationship with a graduate student, it was justifiable and prudent for administrators to make sure that he understood such relationships would violate university policy once he became graduate chair. The simplest, most straightforward way to obtain such assurances would be to meet with Professor Cass and to ask him some version of Dr. Madden's question (1).

Question (2) is another matter altogether. We note first that it was not a hastily-considered afterthought in the heat of an emotional meeting. At their May 11 meeting, Dr. Madden had asked Professor Postlewaite to question Professor Cass about his past sexual relations with students. After Postlewaite refused and informed Cass about the nature of Madden's concerns, Cass could reasonably infer that Madden intended to pose similar questions directly to him in the meeting she sought. Such an expectation would explain his distrust and insistence on various protections as a precondition for meeting.

Why might Professor Cass—or any faculty member similarly situated—object to such an interrogation about past sexual behavior? Professor Cass has justified his angry refusal to answer Vice Provost Madden's question as a principled defense against an invasion of privacy. Sexual behavior is indeed an intensely personal matter. We believe that in the absence of formal, specific charges of misconduct, administrators should scrupulously respect the privacy of faculty members.

In addition to protection of privacy, we have two additional reasons for considering this interrogation objectionable. First, Professor Cass had freely acknowledged his relationship with one graduate student, but administrators wanted to know if there had been other relationships. Suppose there had been. As long as these (purely hypothetical) relationships had not violated university policy, why would it matter if there had been one or more than one? Dr. Fitts told us that a "pattern" of relationships in the past would lead him to make a different prediction about the likelihood of future relationships, even if a faculty member gave his assurance that he understood and was willing to abide by the stricter requirements of the graduate chair's role. In short, a faculty member's word would not be sufficient—a position that substantiates Professor Cass's belief that the administration's handling of this decision showed lack of respect for his integrity. However, because Dr. Fitts's argument was phrased quite generally, the lack of respect for faculty integrity in principle applies to others besides Professor Cass.

Second, questions about past sexual relations with students could put a faculty member in danger of self-incrimination that could lead to termination. Vice Provost Madden told SCAFR that her concern was to know whether Professor Cass had violated the university ethical standard by having sexual relations with a student under his supervision, which she defined expansively to include any student in the economic theory area. Because of Professor Cass's pre-eminence in that field, such a student would, in Dr. Madden's opinion, be "under his control" whether or not the student were formally enrolled in his course or working as his advisee. Although Dr. Madden assured us that her only purpose was to determine Professor Cass's fitness to be graduate chair and that she never had any intention of taking disciplinary action against him, a faculty member who believed he or she had behaved in strict compliance with university policy might reasonably fear great peril if placed in the same situation.

In short, we believe that the administration's inquiry into Professor Cass's past sexual behavior was unwise and unacceptable. We do not propose any changes in university rules to prevent such intrusions in the future. It is our hope that the judgment of present and future administrations will improve as a result of lessons learned from this unhappy episode. However, in view of the recently proposed policy on consensual sexual relations, it is possible that such issues will arise more often in the future, and not just in the context of administrative appointments. If such problems recur, or simply as a preventive measure, the Committee on the Faculty may want to develop formal guidelines for the conduct of administrators.¹

In the case of the Cass appointment, does our opinion concerning the administration's inquiry justify any remedy? We think not. The offense here was not a violation of academic freedom or university rules, but poor judgment in attempting to carry out authorized functions and in pursuit of legitimate objectives. Moreover, the administration's inquiry and Professor Cass's reaction to it have unfortunately made a good working relationship between the two sides improbable; in any event, the administration has the right to deny this appointment.

Response to Professor Cass's Complaint

As noted above, Professor Cass made two charges: that the denial of his appointment violated academic freedom and that the inquiry into his private life constituted sexual harassment. We consider each charge in turn.

Academic Freedom

Professor Cass does not contend that administrators sought to restrict his academic freedom in research or in the classroom. Instead, he argues as follows: (a) The responsibilities of the graduate chair in economics are primarily academic and only secondarily administrative. These academic tasks include advising, encouraging, and mentoring graduate students. (b) Inspired by his own experience as a graduate student, his style of working with graduate students is intensely personal, with no distinction drawn between intellectual and social interactions. Much of the most valuable learning occurs through informal interaction outside the classroom. (c) Vice Provost Madden insisted that if he were to be appointed graduate chair, he must avoid social interactions with students that might have any hint of a sexual relationship. (d) This restriction would constitute a serious infringement of his academic freedom, because if he took the position, he would have to change the way he dealt with graduate students in a direction that would make him less effective as a teacher and mentor. Moreover, if the restriction applied only to female graduate students, they would be placed at an unfair educational disadvantage compared with their male peers.

Professor Cass's argument raises important questions of principle: (a) Do academic freedom protections apply to faculty members with administrative appointments in their roles as administrators? (b) Is the role of graduate group chair administrative, academic, or a mixture of the two? (c) If the role is construed as at least partially academic, and if academic freedom protections are deemed to apply to aspects of graduate chairs' work that are primarily academic, would restrictions such as he alleges constitute a violation of academic freedom? The committee devoted considerable time to discussing these difficult issues, both among ourselves and with invited guests, including Provost Chodorow. However, as a result of our factual investigation, we decided to leave these questions of principle moot, because in our opinion the evidence does not sufficiently support point (c) of Professor Cass's argument.

According to Janet Conway's notes on the August 25 meeting (which were taken at Professor Cass's insistence and which he reviewed and provided to SCAFR), an extended colloquy occurred about what it meant to date graduate students. Vice Provost Madden stated that she was not asking Cass to forgo social relationships, but sexual relationships, or what could be interpreted as sexual relationships. Professor Cass then asked about the acceptability of several examples of social interaction with students. About one of these (adjoining a late-night working session with a female student to a South Street bar), Dr. Madden at first disapproved, saying that a reasonable person might interpret this as a relationship of a sexual nature. Later in the meeting, however, she twice stated that this and other social relationships would not be disallowed, as long as Professor Cass understood that sexual relationships with a graduate student were unacceptable. Subsequently, in a memo to economics faculty, staff, and graduate students on August 31, Professor Cass himself noted that the administration had "retreated" on this point of social but non-sexual relationships. Later (on April 5), he told SCAFR that he had "conceded too much" about this issue, that the administration's suspicion of such interactions created an implicit threat and a hostile environment for him in dealing with graduate students. Nevertheless, we conclude that (a) the Vice Provost never sought to prevent all social interaction with students, (b) Professor Cass himself pushed the discussion further and further into the grey area of interactions that might arouse suspicion of a sexual relationship, and (c) in the end the Vice Provost clearly distinguished between social and sexual relationships.

Sexual Harassment

Professor Cass brought the charge of sexual harassment to SCAFR in accordance with paragraph III.F.III.C.6 on page 99 of the *Handbook*. ("A faculty member who believes that his or her rights have been violated by another faculty member or administrator under circumstances that relate to academic freedom and responsibility may file a complaint with...the Senate Committee on Academic Freedom and Responsibility...") The definition of sexual harassment is given on page 95 of the *Handbook*:

For the purposes of University policy, the term "sexual harassment"

¹ In the meantime, strictly as an advisory opinion, we offer the following suggestions about the proper way to handle similar situations in the future: (a) If administrators have reasons for concern that a faculty member has violated or is at risk of violating university policies on sexual harassment or consensual sexual relations, it is appropriate to ensure that the faculty member understands those policies and the possible consequences of violating them. (b) If an administrative appointment depends on resolving doubts about a faculty member's sexual relationships, and if the candidate's assurances of future compliance are not deemed sufficient, administrators have the right simply to reject the appointment. (c) In the absence of complainants or other evidence sufficient to justify formal charges, administrators should not question a faculty member about his or her past sexual behavior, because such questioning asks for self-incrimination and invades privacy.

refers to any unwanted sexual attention that:

1. Involves a stated or implicit threat to the victim's academic and employment status;
2. Has the purpose or effect of interfering with an individual's academic or work performance, and/or
3. Creates an intimidating or offensive academic, living, or work environment.

SCAFR agrees that the administration's inquiry into Professor Cass's private life had all three of the unfavorable consequences listed above (although we note that these effects were exacerbated by his decision to take the dispute to the press). To reach a judgment of sexual harassment, we must also decide that the administration's inquiry constituted "unwanted sexual attention." Vice Provost Madden's questioning was certainly unwanted attention about sex, but we do not believe it was "sexual attention" in the sense implied by the sexual harassment policy. During his February 15 meeting with us, Professor Cass commented that he was not wedded to the term "sexual harassment," but he maintained that the administration's inquiry was harassment of some sort, whether or not it was sexual harass-

ment in the legal sense. For the reasons stated above in our response to the faculty petition, we concur that the administration's inquiry into Professor Cass's past personal life was both unwise and objectionable.

David Brownlee (history of art)
William Kissick (medicine), ex officio
Robert Lucid (English)
Vicki Mahaffey (English)
Jack Nagel (political science), chair
Henry Teune (political science)
Iraj Zandi (systems)

The following members of SCAFR did not participate in this decision for the reasons indicated:

Charles Bosk (sociology)—recused because Dr. Janice Madden's primary appointment is in sociology
Frank Goodman (law)—on leave
Constance Helfat (management)—health reasons

Responses to the SCAFR Report and to Issues Raised in Those Responses

The following was sent May 8 to the Trustees and to Almanac for publication:

Dr. Cass to the Trustees

You have undoubtedly heard or read about the unhappy events which Claudia Stachel and I refer to—with some black humor—as the "fondling affair." Regarding this notorious matter, I enclose a Report by the Faculty Senate Committee on Academic Freedom and Responsibility. The Report responds, in part, to my complaints that the University Administration violated my academic freedom and—for want of a better term—in the process "sexually" harassed me. I draw your attention especially to the sections labeled "Factual Background" (pp. 4-5) and "Procedures" (pp. 5-6, essentially repeated in the section labeled "Sexual Harassment," pp. 6-7.

Evidently the Committee felt powerless to impose any sanctions for what they themselves judged to be the Administration's "unwise, unacceptable and objectionable" mistreatment of me and, indirectly—but thereby even more vicious in effect—Claudia Stachel. This is likely at least partly explained by the fact that the University's chief judicial officer, the Provost, was himself a major miscreant.

In any case, I believe that you should in no way whatsoever feel thus constrained. So, in particular, I would suggest that you seriously consider directing President Judith S. Rodin to

- formally reprimand all the senior administrators directly responsible, including Provost Stanley Chodorow, Vice Provost for Graduate Education Janice F. Madden, SAS Dean Rosemary A. Stevens, and (formerly) SAS Associate Dean for Graduate Studies Donald D. Fitts, and
- immediately remove the chief vigilante, Vice Provost Madden, and also require that—as a precondition for ever again holding any administrative position at the University of Pennsylvania—this poor, misguided bigoted woman undertake extensive sexuality counselling (perhaps, to be fair, at the University's expense).

You might also want to seriously consider providing some (at best) partial recompense for the inexcusable damage done to (particularly) Claudia Stachel's as well as my own personal and professional reputations.

In the event that you are interested in pursuing the question, I am quite willing to provide you with extensive documentation of this whole sorry mess (going way beyond what the Committee deemed relevant for their very limited inquiry), and also to meet with you personally to present a complete, cogent account (assuming that such meeting can be scheduled to fit with my plans to depart the University this coming fall).

—David Cass
Paul F. and E. Warren Shafer Miller
Professor of Economics

Dr. Postlewaite on Involving Press

In their report, the Senate Committee on Academic Freedom and Responsibility notes that the unfavorable consequences of the decision to reject the Economic Department's recommendation of Professor Cass as Acting Graduate Group Chair were exacerbated by his decision to take the dispute to the press. However, before the issue was taken to the press, every effort I can think of was made to engage the administration in discussions about the fundamental issues of the case in a less public forum, without success. I believe it is important that people know that many unsuccessful efforts were made to address and resolve the issues prior to the press becoming involved.

—Andrew Postlewaite, Chair
Department of Economics

Responses: *The SCAFR Report and Dr. Cass's letter were sent by their authors to those mentioned in the texts. Almanac also sent Dr. Postlewaite's letter to Dr. Cass, and to the Provost, the Vice Provost and the Dean. A three-part response was received from the Provost (below and on page 8), and the Dean responds on page 8.*

Dr. Chodorow on SCAFR Report

I find myself having to respond to three items in this week's edition, all of them arising from the discussions that led the administration to reject the nomination of Professor David Cass to be Acting Chair of the Graduate Group in Economics last summer. I will respond to each item separately, because they raise very different issues and I do not want to confuse them. This is my response to SCAFR's report on the matter.

While I am pleased that SCAFR found that

the administration had acted within the proper bounds of its authority and responsibility, I do not concur with the conclusion that a question about past behavior asked of Professor Cass was "unwise and objectionable." A question about a faculty member's personal relationships with students might or might not be considered an unwarranted intrusion into his private affairs; it depends on circumstances. In this case, there had been allegations that Professor Cass had personal relationships that would be relevant to the administrative role that his department proposed for him, and the administrators felt that it was their responsibility to ask him about them. In the current legal environment, it is not possible to ignore students' allegations that a faculty member has created a hostile environment, even in the absence of a formal complaint, when the faculty member has been nominated for an administrative position. In this case, by taking the responsible course, the administrators were led to the question that SCAFR found problematic. I believe that the administrators posed the question in circumstances that made it appropriate.

I am sensitive to the problem of fixing the line between appropriate and inappropriate in a case like this one. Right now, the faculty as a whole is debating this matter in relation to the proposed policy on consensual sexual relationships. What I am arguing is that the nature of administrative responsibilities makes some personal behavior and judgment relevant that are not relevant in considerations of normal faculty responsibilities. This widening of concern about behavior and judgment will, in certain circumstances, lead to the asking of questions one would not ask of faculty simply as faculty.

You may wonder why I am concerned about the conclusion about a single question, given the committee's generally favorable view of the administration's behavior and action in this case. I am concerned because I believe that we acted properly and because I do not want to leave faculty with the impression that we are cavalier in the way we carry out our responsibilities. We will continue to treat faculty with respect and to interact with them as colleagues.

I am concerned that the committee's view of the events might lead to the conclusion that in certain cases the administration should not give reasons for rejecting a recommendation to an administrative position and should not give

the affected faculty member(s) an opportunity to respond, because in that exchange we might have to ask questions that some faculty might regard as unwise and objectionable. I would prefer to make decisions more openly and with more discussion among those affected than the committee's report would tend to suggest.

This has been a long and complicated matter. Last summer I thought that the best way to handle the questions that had been raised about the appointment was to ask Associate Dean Fitts and Vice Provost Madden to have a collegial, confidential meeting with Professor Cass. The meeting did not go well, and Professor Cass did not treat it as collegial or confidential. His letter to the trustees, Professor Postlewaite's letter to *Almanac*, and the report by SCAFR are the result.

— Stanley Chodorow, Provost

....on Involvement of the Press

This is a response to Professor Andrew Postlewaite's note on SCAFR's report. He was responding to the committee's comment on Professor David Cass's decision to take the matter of his appointment as Acting Chair of the Graduate Group in Economics to the press. Professor Postlewaite implies that he and Professor Cass made every effort to hold private discussions of the issues with the administration but that the administration was unresponsive to discussion aimed at resolving the issues. I believe that the record shows that the administration has both initiated discussions and been consistently receptive to suggestions for discussions.

Here is a record of the discussions of the issues on this matter.

When Professor Postlewaite told Associate Dean Donald Fitts and Vice Provost Janice Madden that he intended to nominate Professor Cass for the administrative position, they informed him that the vice provost had received several complaints about Professor Cass from graduate students. These complaints had not justified action against Professor Cass as a faculty member, but they raised questions about whether he was suited to serve as Chair of the Graduate Group.

Associate Dean Fitts and Vice Provost Madden asked Professor Postlewaite, as the Chair of Economics, to talk to Professor Cass about these allegations. He asked them to undertake those discussions.

During the summer, while they tried to set up a meeting with Professor Cass, Associate Dean Fitts spoke several times with Professor Postlewaite about the matter. I was also brought into the discussion and had several discussions with Professor Postlewaite as well as many more with the dean and associate dean of SAS and with the vice provost. I took the position, as I explained in my response to the SCAFR report, that the best way to handle the questions about the appointment was to have a private, collegial discussion with Professor Cass.

After the meeting between the administrators and Professor Cass, it was clear that we could not appoint him to the position, not because we thought that he would not enforce the University's policies on sexual harassment but because his behavior at the meeting showed that we could not work with him. This conclusion was communicated to Professor Postlewaite within 24 hours.

Professor Postlewaite apparently thinks that Professor Cass had no choice but to make the matter public. Before Professor Cass went to the news media, neither he nor Professor Postlewaite requested a private meeting to discuss the issues as they saw them. Vice Provost Madden did,

however, ask Professor Postlewaite whether he thought a meeting between her and the interested members of the department would be useful. He said that it would not be, and the matter was dropped.

Shortly after Professor Cass went to the newspaper, senior members of the Department of Economics published an ad in the *DP* supporting Professor Cass. The ad said that he was a distinguished economist who had an excellent record of mentoring graduate students. No one in the administration has ever denied that Professor Cass is distinguished or that he has been a fine mentor of graduate students.

Although neither Professor Postlewaite nor any of his colleagues in Economics had called me to ask for a meeting about the issues, the publication of the ad made it clear to me that I should go and talk to them. I then arranged to meet with the senior faculty; Dean Rosemary Stevens joined me at the meeting. This meeting was an hour-and-a-half-long exchange of views.

At about the same time that I was talking to Professor Postlewaite about a meeting with the senior faculty of the department, I had several conversations with him about whether I should meet with Professor Cass. In the end, he advised me to do so, and I did meet with Professor Cass for an hour in my office.

Finally, at the time all of this happened I had scheduled a reception for the members of the Department of Economics—one of a series of such receptions that I held during the fall for departments and schools throughout the campus. The conflict over the appointment of Professor Cass made it necessary to postpone the reception. In December, I called Professor Postlewaite to ask whether the reception might be rescheduled. He said that he and his colleagues remained very angry and that the reception was not possible.

The point of this recitation is that there was a very great deal of discussion about the issues raised by the nomination of Professor Cass to be Acting Group Chair, that the administration was ever ready to discuss those issues and was always receptive to cues from the department and its chair to do so, and that I am eager to meet and talk to my colleagues about whatever concerns them. I trust that my strongly felt desire to discuss issues openly and at length with my colleagues does not require me to agree with them on every point.

— Stanley Chodorow, Provost

...on Dr. Cass's Call for Removal

Professor David Cass has called for the Trustees to reprimand me and to remove Vice Provost Janice Madden from office, because of our handling of the question whether to appoint him to be Acting Chair of the Graduate Group in Economics. I will not comment on whether the Trustees should reprimand me. However, I am responsible for judging the vice provost's performance and will speak to that issue.

It is my judgment that the vice provost's actions in handling the question of whether to appoint Professor Cass as Acting Chair of the Graduate Group in Economics were appropriate. Professor Cass's public behavior in the past several months has strengthened my confidence in the wisdom of her judgment.

— Stanley Chodorow, Provost

Dean Stevens on Press Comments

In his note accompanying the report of the Senate Committee on Academic Freedom and Responsibility in the *Daily Pennsylvanian* of May 19, 1995, Professor David Cass makes the curious statement, inter alia, that "Penn's fascist-minded, careerist functionaries are not well-known for their devotion to such basic liberties as access to truth..." This is a strange assertion because, as both the SCAFR report and Provost Chodorow's letters in this issue point out, the early efforts of all administrators involved, including Professor Donald Fitts, then the Associate Dean of Graduate Studies in SAS, and myself, to whom he reported, as well as the Provost and Vice Provost, were to get facts on the table. In a University (or elsewhere for that matter) it is surely possible to ask questions on any topic, the answers to which may or may not be forthcoming or relevant, or even interesting. I fully support the Provost's and Vice Provost's actions in this case.

Professor Andrew Postlewaite, chair of our distinguished Department of Economics, writes that "many unsuccessful efforts were made to address and resolve the issues prior to the press becoming involved." These I take to be largely efforts within the department, as well as between members of the department and the Provost's and SAS Dean's office. I look forward to continuing to work with the faculty to make this the best department in the United States.

— Rosemary Stevens, Dean, SAS

After the exchanges above were completed, the material was shown as a courtesy to all named. Dr. Cass and Dr. Nagel contributed further responses, below.

Dr. Cass's Further Comment

Claudia Stachel and I have had a relationship, a very public relationship, for over five years. Based entirely on gossip and innuendo surrounding this relationship, the administration wanted to pry further into my other personal relationships. My request for a meeting on record was denied, and—because I refused to answer any unwarranted questions about my private life (on or off record)—my appointment to run the Graduate Group in Economics was denied.

The administration still doesn't get it. What has particularly upset and worried me—as it should every thoughtful member of Penn's academic community—is not the capricious denial of appointment itself, but the persistent attempt to violate my privacy and, by implication, to attack my personal and professional integrity. And, of course, the administration preferred to try to do so in secrecy.

SCAFR has completely approved my concerns; read their Report for yourself, and you will too.

— David Cass

Dr. Nagel's Further Comment

I have just a few comments in response to Provost Chodorow's thoughtful reply. The members of SCAFR appreciated the difficulty of the task that faced the administration in deciding how to respond to the nomination of Professor Cass. Our report agrees that administrators should not have ignored concerns about relationships with graduate students, and it never suggests that Professor Cass or similarly situated faculty members should be denied an opportunity to respond if such concerns might lead to the rejection of an appointment. Nevertheless, we believe that it is possible to conduct such discussions without venturing into questions that cause the specific problems we identified in the report.

— Jack Nagel

Following is the text of a statement from leaders of 16 major corporations in America, placed as an advertisement in The Washington Post on May 2 as the federal budget process neared a critical stage. The ad was developed by Penn's Trustees Chairman Roy Vagelos and Lockheed's Norman Augustine, both of whom are among the signers. For more on the federal budget and its potential impacts on Penn, see the back page of this issue.

A Moment of Truth for America

Imagine life without polio vaccines and heart pacemakers. Or digital computers. Or municipal water purification systems. Or space-based weather forecasting. Or advanced cancer therapies. Or jet airliners. Or disease-resistant grains and vegetables. Or cardiopulmonary resuscitation (CPR).

We take for granted these and thousands of other technological breakthroughs that have made American society the most advanced in history. They have made our economy more competitive, created millions of jobs, and underpinned our entire standard of living. They have vastly improved our health and extended our life span. In a very real sense, they epitomize the American Dream.

But these breakthroughs didn't just happen. They are the products of a long-standing partnership that has, as a matter of national policy, fostered the discovery and development of new technologies. For many years, Administrations of both parties, working with Congress, have consistently supported university research programs as a vital investment in our country's future. Industry has played an equally critical role, carefully shepherding these new technologies into the marketplace.

This partnership—the research and educational assets of American universities, the financial support of the federal government and the real-world product development of industry—has been a critical factor in maintaining the nation's technological leadership through much of the 20th century.

Just as important, university research has also helped prepare and train the engineers, scientists and technicians in industry whose discipline and skill have made technological breakthroughs possible. It has sparked innovation and prudent risk-taking. And as a result of the opportunity afforded such skilled workers in our technologically advanced economy, many disadvantaged young people have used high-tech jobs as a "stepping stone" to more productive and satisfying lives.

Unfortunately, today America's technological prowess is severely threatened. As the federal government undergoes downsizing, there is pressure for critical university research to be slashed.

University research makes a tempting target because many people aren't aware of the critical role it plays. It can take years of intense research before technologies emerge that can "make it" in the marketplace. History has shown that it is federally sponsored research that provides the truly "patient" capital needed to carry out basic research and create an environment for the inspired risk-taking that is essential to technological discovery. Often these advances have no immediate practical usability but open "technology windows" that can be pursued until viable applications emerge. Such was the case with pioneering university research done on earthquakes in the 1920s, which led over time to the modern science of seismology and the design of structures that better withstand earthquake forces.

Today, we, the undersigned—executives

of some of America's leading technology companies—believe that our country's future economic and social well-being stands astride a similarly ominous "fault line." We can personally attest that large and small companies in America, established and entrepreneurial, all depend on two products of our research universities: new technologies and well educated scientists and engineers.

Technological leadership, by its very nature, is ephemeral. At one point in their histories, all the great civilization—Egypt, China, Greece, Rome—held the temporal "state of the art" in their hands. Each allowed their advantage to wither away, and as the civilization slipped from technological leadership, it also surrendered international political leadership.

For all these reasons, it is essential that the federal government continue its traditional role as funder of both basic and applied research in the university environment. If we want to keep the American Dream intact, we need to preserve the partnership that has long sustained it. As we reach the final years of the century, we must acknowledge that we face a moment of truth:

Will we nurture that very special innovative environment that has made this "the American century"? Or will we follow the other great civilizations and yield our leadership to bolder, more confident nations? As the Congress makes its decisions on university research, let there be no mistake: We are determining the 21st century *today*.

W. Wayne Allen,
Chairman & CEO,
Phillips Petroleum Company

George M. C. Fisher,
Chairman, President & CEO,
Eastman Kodak Company

Gerald Greenwald,
Chairman & CEO,
United Airlines

Randall L. Tobias,
Chairman & CEO,
Eli Lilly and Company

Norman R. Augustine,
President,
Lockheed Martin Corporation

Robert W. Galvin,
Chairman, Executive Committee,
Motorola, Incorporated

George H. Heilmeier,
President & CEO,
Bellcore

P. Roy Vagelos, M.D.,
Former Chairman & CEO,
Merck & Company, Incorporated

John L. Clendenin,
Chairman & CEO,
BellSouth Corporation

Louis V. Gerstner, Jr.,
Chairman & CEO,
IBM Corporation

Jerry R. Junkins,
Chairman, President & CEO,
Texas Instruments, Incorporated

John F. Welch,
Chairman & CEO,
General Electric Company

Robert J. Eaton,
Chairman & CEO,
Chrysler Corporation

Joseph T. Gorman,
Chairman & CEO,
TRW, Incorporated

John McDonnell,
Chairman,
McDonnell Douglas Corporation

Edgar S. Woolard, Jr.,
Chairman & CEO,
E.I. DuPont de Nemours
and Company

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.-1 p.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

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

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

ENGINEERING/APPLIED SCIENCE

Specialist: Clyde Peterson

SYSTEM PROGRAMMER I (05054CP) Participate in research projects, technical consulting, and programming projects using SML, lambda ProLog, C, Perl, Unix and X-windows; participate in the design, development, documentation, implementation, maintenance and dissemination of lambda ProLog interpreter and associated documentation and software systems. **Qualifications:** BS in computer science or related field required; two

years experience with SML, C and Unix; familiarity with lambda ProLog and foundational aspects of logic programming; experience with other high-level languages (LISP, Scheme, ProLog) is also desirable; ability to work independently; good interpersonal & organizational skills required. (*End Date: 8-31-96*) **Grade:** P6; **Range:** \$31,900-40,600 5-16-95 Computer Science

SYSTEM PROGRAMMER II (08055CP) Provide programming support for research projects in computational linguistics using Common Lisp, C and various Unix system tools; help to develop demo systems on various media; assist in solving technical problems beyond scope of the normal user; perform basic installation and updates of software packages; platforms include SUN SPARCstation and Xterminals; provide ongoing support of LaTeX. **Qualifications:** BS in CS or related field required; MS preferred; three yrs. experience using Unix systems (may be concurrent with education); fluency in Common Lisp and C; one yr. prior Unix system administration necessary; experience writing with LaTeX and knowledge of the X window system are important; ability to work independently; good interpersonal and organizational skills required. (*Ongoing Contingent on Funding*) **Grade:** P7; **Range:** \$35,000-43,700 5-17-95 CIS/IRCS

ADMINISTRATIVE ASSISTANT III (05072CP) Delegate/participate in recruiting efforts; coordinate schedules for visiting prospective graduate students; interact with graduate students; maintain graduate records; arrange events/meetings; type and proofread materials; compose correspondence, reports and forms; typesetting of equations and documents (TEX); pick up/distribute mail; assist with the supervision of student workers. **Qualifications:** High school graduate or equivalent required; BA/BS preferred; two yrs. experience at AAIL level; extensive experience with MacIntosh, Microsoft Word, Filemaker Pro and TEX; ability to work independently. **Grade:** G11; **Range:** \$19,900-25,300 5-19-95 Chemical Engineering

EXECUTIVE VICE PRESIDENT

Specialist: Nancy Salvatore/Susan Curran

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

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

GRADUATE SCHOOL/EDUCATION

Specialist: Susan Curran

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

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

MEDICAL SCHOOL

Specialist: Ronald Story/Janet Zinser

ASST. DIRECTOR IV (05039JZ) Responsible for daily administration of the Institute; develop, implement and monitor systems/policies; oversee staffing, space, facilities management, computers, equipment, telephone upgrading, social functions and amenities; direct strategic planning effort; responsible for special project and program development; plan and execute all conferences, symposia, advisory board functions and retreats. **Qualifications:** BA/BS in health related field or equivalent required; four yrs. experience in health care administration required preferably in geriatrics or managed care; supervisory experience preferred; two yrs. experience in personal management preferred; knowledge of health care financial planning; experience in marketing, public relations and development; extensive experience with personal computers and in research setting, preferably gerontological research; two yrs. writing or managing grants preferred; excellent organizational, written and verbal communication skills. **Grade:** P5; **Range:** \$28,800-37,600 5-15-95 Institute on Aging

ASSISTANT MANAGER II (05057JZ) Assist manager with overall operation of optical shop; assist with supervision and provide directions to patients and physicians; work closely with manager to evaluate optical wear; repair lenses and other optical materials; assist in instruction of house staff about lenses techniques, bifocals and prisms for patients. **Qualifications:** BA/BS or equivalent; three yrs. experience as an optician; must be licensed as an optician. **Grade:** P2; **Range:** \$21,700-28,200 5-18-95 Ophthalmology

BUSINESS ADMINISTRATOR IV (05038JZ) Responsible for the supervisory, financial and accounting functions for research institute; supervise, prepare and manage budgets and grants; handle space management issues. **Qualifications:** BA/BS in business, accounting, finance, management or equivalent; four yrs. supervisory experience, grants management, accounting, business administration required; excellent organizational, supervisory & communication skills; ability to handle a large workload in a fast paced environment; excellent spreadsheet skills. **Grade:** P5; **Range:** \$28,800-37,600 5-15-95 Institute on Aging

CLINICAL DEPT. ADMINISTRATOR I (05051JZ) Develop strategic financial plans, work with director and faculty to implement; oversee budgets; prepare reports & presentations; manage purchases & expenditures; supervise staff of ten; prepare & administer annual budgets (approx. 5.5 million dollars annually); manage data bases; negotiate financial & personnel agreements. **Qualifications:** BA/BS or equivalent required; MBA/MHA, or equivalent preferred; five yrs. experience as business administrator with at least two yrs. in academic medical institution; knowledge of academic issues, programs and organizations; extensive experience with grants administration, including NIH grants; experience with cost accounting. **Grade:** P6; **Range:** \$31,900-40,600 5-16-95 Institute for Environmental Medicine

COORDINATOR V (05049JZ) Coordinate and manage all logistics of conferences, workshops and symposia; prepare and monitor conference budgets; develop marketing plans to include brochure production and direct mail strategies; negotiate contracts with hotel and vendors; coordinate needs of speakers and course participants; maintain database for conference statistics; assist director with special projects and assignments.

Qualifications: BA/BS required; four yrs. experience in meeting management/planning preferred; experience in market, budgeting and contract negotiation; experience using MacIntosh computers, developing/maintaining databases/ desk-top publishing; mature judgement; excellent oral and written communication skills. **Grade:** P5; **Range:** \$28,000-37,600 5-19-95 Cont. Med. Education

MANAGER III (05056JZ) Manage optical shop; supervise and provide direction to patients and physicians concerning use of lenses; work closely with physician to evaluate use of optical wear with regards to prisms, bifocals and measurements; evaluate equipment, supplies and vendors; formulate and design business plan; order, fit and repair frames and other optical material; update department with regard to purchase of optical wear; maintain budget, accounts receivable, billing and collection; instruct house staff on lenses, technique, bifocals and prisms for patients. **Qualifications:** BA/BS or equivalent; five yrs. experience as an optician required; state license as an optician required. **Grade:** P4; **Range:** \$26,200-34,100 5-18-95 Ophthalmology

PROGRAMMERANALYST III (05040JZ) Provide project teams with database applications analysis, design and programming support for epidemiological investigation; consult with users; prepare and test source code; develop and implement software testing, documentation and maintenance plans; perform data migrations across Unix and DOS platforms; perform system administration tasks on Unix-based workstation supporting over 100 users; evaluate new software and hardware; instruct end-users in use of the workstation system; assist end-user with a variety of applications software packages and hardware configurations. **Qualifications:** BS in computer science or information systems or information systems required, MS preferred; four yrs. experience required in developing information systems using SSA and/or specifications in a GUI environment; proficiency in DOS, MS-Windows, and Unix; programming expertise in FoxPro, Oracle, SAS and C required; expertise in CASE; training and expertise (one -two yrs. required) in using and administering Sun workstations under Solaris 2.x; ability in providing effective end-user support. **Grade:** P7; **Range:** \$35,000-43,700 5-15-95 CCEB

RESEARCH COORDINATOR (05071RS) Assist PI in writing protocols, forwarding them to various regulatory agencies and securing final approval; organize patient recruitment; assign responsibility to members of team; collect data; interact with pharmaceutical companies in conducting Phase I, II & III projects; maintain records for all research projects; assist in acquiring images with spect and counting blood samples and tabulating data. **Qualifications:** BS required; at least two yrs. experience with research projects; knowledge of computers and word processing; good communications skills. **Grade:** P3; **Range:** \$23,900-31,000 5-19-95 Radiology

RESEARCH SPECIALIST I (05078RS) Coordinate and perform human and animal testing of smell and taste function; includes preparation of test materials, organization of data, statistical analyses and assistance in the writing of research reports and patient correspondence; supervision of undergraduate students required; attend group meetings, monitor expenses and maintain and administer lab equipment and supplies; assist in plan for protocol. **Qualifications:** BA/BS in science-related field, preferably experimental psychology or neuropsychology; MA/MS desirable; one-three yrs. experience in similar project; statistical knowledge necessary, including knowledge of statistical software programs (e.g. SYSTAT & SAS); some electronics and/or computer background helpful; (for some protocols, evenings and weekend hours required). **Grade:** P2; **Range:** \$21,700-28,200 5-19-95 Otorhinolaryngology

RESEARCH SPECIALIST I (04095RS) Responsible to PI for performing funded research of T cell lymphocytes in kidney disease, using standard molecular biology, cell culture and immunologic procedures with limited supervision; these procedures include DNA/RNA isolation, gene cloning, PCR, ELISA, FACS analysis, lymphocyte culture, handling small animals and maintaining lab inventories and records; perform literature searches; assist in the planning/testing of new procedures and some laboratory supervision in research projects; assist in plan for protocol. **Qualifications:** BA/BS or equivalent required; one-three yrs. experience in similar projects

required. **Grade:** P2; **Range:** \$21,700-28,200 5-16-95 Medicine/Renal Electrolyte

RESEARCH SPECIALIST II (05079RS) Assist PI in performing experiments as they relate to techniques applicable to eukaryotic molecular biology; manage lab and oversee complex experiments; draft complex protocols; develop variables on existing protocols; resolve complex lab concerns; suggest experimental design; keep logs and write lab reports; input computer data; perform library bibliographic search; operate gas chromatography machine, HPLC, FPLC, TLC, RIA used and maintained. **Qualifications:** BA/BS in scientific or related field required; three-five yrs. experience in scientific & laboratory research required. **Grade:** P3; **Range:** \$23,900-31,000 5-19-95 Medicine/Experimental Therapeutics

SYSTEMS ANALYST II (05026JZ) Perform technical and functional analysis of information processing and management systems; complete feasibility studies and designing systems; identify interrelations 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 information systems; 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

ADMINISTRATIVE ASSISTANT III (05066JZ) Prepare reports; answer questions; develop & implement office procedures; compose correspondence; handle complex documents using various computer software packages; maintain records and files; handle confidential materials; type grants & confidential materials; type manuscripts; coordinate and schedule meetings. **Qualifications:** High school graduate with related post-high school or other training; two yrs. experience at AAI level or equivalent; ability to type 50 wpm; general knowledge of Microsoft Word required; attention to detail; knowledge of Paradox & Excel helpful. **Grade:** G11; **Range:** \$19,900-25,300 5-18-95 Anesthesia

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.

RESEARCH LAB TECHNICIAN III (05074RS) Follow established protocols as part of a research program in molecular genetics and cell biology; perform tissue culture, gel electrophoresis, DNA preparation and manipulation, transfections and other standard techniques associated with research in molecular genetics; attend lab meetings; input computer data; keep logs; write lab reports; perform library searches; maintain lab equipment and order supplies; assign tasks to students workers. **Qualifications:** BA/BS in scientific or related field; exposure to lab work. **Grade:** G10; **Range:** \$18,700-23,300 5-19-95 Pathology and Lab Medicine

RESEARCH LAB TECHNICIAN III (05074RS) Follow established protocols as part of a research program in molecular genetics and cell biology; perform tissue culture, gel electrophoresis, DNA preparation and manipulation, transfections and other standard techniques associated with research in molecular genetics; attend lab meetings; input computer data; keep logs; write lab reports; perform library searches; maintain lab equipment and order supplies; assign tasks to students workers. **Qualifications:** BA/BS in scientific or related field; exposure to lab work. **Grade:** G10; **Range:** \$18,700-23,300 5-19-95 Pathology and Lab Medicine

RESEARCH LAB TECHNICIAN III (05052RS) Carry out tissue culturing and sterile supplies preparation; handle radioactive chemicals; order supplies and materials; carry out experiments; use various equipments including centrifuges, ultracentrifuge, gamma counter and scintillation counter. **Qualifications:** BA/BS in biology or biochemistry; prior laboratory experiences are necessary. **Grade:** G10; **Range:** \$18,700-23,300 5-16-95 Medicine/Cardiology

RESEARCH LAB TECHNICIAN III (05053RS) Write programs to control analysis of EEG and Evoked Potential Data; program with C, Fortran, Motif and X-windows; keep logs and write lab reports; perform data entry of Evoked Potential & organize information related to studies. **Qualifications:** BA/BS in electrical engineering, biomedical engineering, psychology or related field; exposure to lab work. **Grade:** G10; **Range:** \$18,700-23,300 5-16-95 Neurology

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

TECH, RESEARCH LAB III (05037RS) Perform laboratory analysis using biochemical assays, UV/VIS spectroscopy, low pressure chromatology and HPLC; will be trained to do dissection, experimental solution preparation, photochemical procedures and synthesis of novel compounds; other duties include documenting procedures, maintaining logs, computer analysis, ordering and general lab maintenance. **Qualifications:** BA/BS degree in scientific field, i.e. chemistry, biochemistry or biology; one yr. general lab experience. **Grade:** G10; **Range:** \$18,700-23,300 5-15-95 PA Muscle Institute

PART-TIME (RESEARCH LAB TECHNICIAN III) (25 HRS.) (05075RS) Perform experiments involving study of peptides; perform HPLC and tissue culture to purify and analyze these peptides; keep logs and maintain lab; attend lab meetings; perform library searches; assign tasks to students and demonstrate techniques to student workers. **Qualifications:** BA/BS in scientific or related field required; exposure to lab work. **Grade:** G10; **Range:** \$10,275-12,802 5-19-95 Pathology and Lab Medicine

PART-TIME (SECURITY OFFICER) (22 HRS.) (05073JZ) Perform facility security tours; greet and assist visitors; communicate by radio and telephone to field personnel, University Physical Plant, University Police and other office personnel; maintain logbook and other records; enforce school/university policies/procedures; assist University Police and Philadelphia Fire Department

(continued)

OPPORTUNITIES at PENN

in emergency situations. **Qualifications:** High school graduate or equivalent required; ability to interface and deal effectively with individuals at all organizational levels; ability and willingness to work at nights and on weekends; knowledge of the use of or ability to quickly learn the use of a two way portable radio system and computer terminal; considered "Essential" employees and as such are required to make it to work regardless of weather or other factors; ability to lift 50 lbs and climb stairs; able to work overtime on short notice; good oral and written communication skills; applicants will have to successfully pass police background security check. (Sat. & Sun. 9:00a.m.-9:00p.m.) **Grade:** G8; **Range:** \$8,626-10,769 5-19-95 Architecture & Facilities Management

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

INFORMATION MANAGEMENT SPECIALIST II (05023JZ) P6; \$31,900-40,600 5-10-95 Orthopedic Surgery

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

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 (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 (05033RS) P3; \$23,900-31,000 5-12-95 Dermatology

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

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

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

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

PART-TIME (RESEARCH COORDINATOR) (20 HRS) (05019RS) P3; \$13,657-17,714 5-5-95 CCEB

CLERK V (40 HRS) (05022JZ) G8; \$17,943-22,400 5-9-95 Environmental Medicine

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

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 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 5-2-95 Psychiatry

RESEARCH LAB TECHNICIAN III (04095RS) G10; \$18,700-23,300 5-2-95 Renal/Electrolyte

SECRETARY IV (40 HRS) (5021JZ) G9; \$19,543-24,457 5-9-95 Surgery/Neurosurgery

TECHPSYCHOLOGY I (05024RS) G10; \$18,700-23,300 5-10-95 Psychiatry

PART-TIME (SECURITY OFFICER) (24 HRS) (04072JZ) (Sat & Sun 9 PM-9 AM) G8; \$8,621-10,76 4-27-95 Architecture and Facilities Management

NURSING

Specialist: Janet Zinser

ADMINISTRATIVE ASSISTANT II (05048JZ) Assist administrator of division; coordinate faculty activities, division meetings and materials for faculty promotions; schedule appointments & maintain calendar for division head; assist administration of graduate programs; answer applicant/student inquiries; track students/applicants on computer; schedule interviews; assist with clinical placements for students; answer telephone; handle information requests; interpret policies and procedures; coordinate grant applications. **Qualifications:** High school graduate or equivalent required; at least two years experience at AAI level or equivalent; thorough knowledge of office procedures, practices and methods. **Grade:** G10; **Range:** \$18,700-23,300 5-15-95 Nursing

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

ASSOC. EXECUTIVE VP MEDICAL CENTER DEVELOPMENT (05044SC) Responsible for the leadership of all Medical Center/Health System fundraising programs and alumni relations programs and the coordination of these efforts with a central organization; responsible for building broad-based private support for the medical center as well as managing the development and alumni relations program; serve as member of the Vice President's Senior Directors group and as member of the CEO's Health System Leadership Group. **Qualifications:** BA/BS required, advance degree preferred; at least ten yrs. development experience, preferably in higher education that includes an academic medical center or large scientific/health care research institution; experience in the management of a comprehensive development program, capital campaign planning and management experience required; excellent organizational skill; written and oral communications skill; solid administrative skills and ability to establish objectives, set performance standards and organize and motivate staff, faculty and volunteers to achieve fundraising goals. **Grade:** Ungraded; **Range:** Blank 5-15-95 Medical Center Development

STAFF RESEARCHER I (05046SC) Compile detailed

research profiles and reports for staff; use departmental, University and external information to identify and develop profiles on prospective individuals, corporate and foundation donors; respond to inquiries and assist others in using department library and other information resources; serve as liaison to various departments offices; assist in determining and meeting research needs of areas assigned. **Qualifications:** BA/BS in related field (history, English, social science) or equivalent experience; demonstrated ability to compile, report and analyze information; strong communication and inter-personal skills; ability to work independently and creatively handle numerous research tasks within time-lines; knowledge of fundraising principles and computer database desirable. **Grade:** P1; **Range:** \$19,700-25,700 5-15-95 Development and Alumni Relations

ADMINISTRATIVE ASSISTANT II (40 HRS) (05047SC) Provide internal support to Wharton Development staff; work with fundraisers to plan cultivation and honorary events; write acknowledgment letters, billing letters and background reports for Dean and other staff; supervise regular part-time administrative assistants; manage clerical procedures; serve as back up for receptionist and computer composition operator. **Qualifications:** High school graduate; college graduate or equivalent preferred; two yrs. at the AAI level or equivalent; at least one yr development related experience preferred; demonstrated ability to coordinate special events; strong written and verbal communication skills; attention to detail, supervisory skills and ability to handle multiple assignments simultaneously; must be computer literate. **Grade:** G10; **Range:** \$21,371-23,474 5-15-95 Development and Alumni Relations

ADMINISTRATIVE ASSISTANT II (05036SC) Perform wide variety of administrative support tasks in media relations/internal communications office using MacIntosh word processing; answer phones; file; arrange meetings; gather and organize information for projects; organize job applications. **Qualifications:** High school graduate; at least two yrs. secretarial experience; MacIntosh word processing skills; ability to be resourceful, efficient and accurate in gathering information and compiling reports; mature judgement, sensitivity to confidential material; pleasant telephone manner; detail oriented. **Grade:** G10; **Range:** \$18,700-23,300 5-15-95 University Relations

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

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

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

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 (04062SC) (Two Writing Samples Must Accompany Application) P3; \$23,900-31,000 4-24-95 Development 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 (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

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

(continued)

PROVOST

Specialist: Clyde Peterson

COORDINATOR III (05058CP) Coordinator of football administration, game responsibilities; general liaison with alumni & development office; recruiting responsibilities (organize recruit data, coordinate on-campus visits, coordinate & keep up to date records during contact periods, liaison to various athletic and university administration); coordinate potential summer employers with athletes; high school coaches liaison. **Qualifications:** Bachelor's degree or equivalent required; football playing and/or coaching background; strong technical skills; proficient in Microsoft Windows, Word & Excel; strong administrative & organizational skills; strong interpersonal skills; ability to deal with wide variety of constituents. **Grade:** P3; **Range:** \$23,900-31,000 5-16-95 DRIA

COORDINATOR IV (05029CP) Assist in the development 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 system; assist in fundraising activities; supervise secretarial staff and administrative assistants; liaisons with urban forestry staff education departments. **Qualifications:** Bachelor's degree 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

COORDINATOR-VOLUNTEER (05041CP) Conduct and organize orientation and training programs for Volunteer Guides; give tours for public and other groups; give guides informed of any gallery changes; learn new exhibits; express interests of guides to the museum; work with Guide Chair in planning activities; administer guide's budget; recruit and train for volunteer information program; respond to public inquiries. **Qualifications:** BA, preferably in anthropology and/or archaeology; good organizational skills and ability to work well with others; teaching experience helpful. **Grade:** P1; **Range:** \$19,700-25,700 5-15-95 Museum

PROGRAMMER ANALYST I (05065CP) Develop systems in support of University network: define, design code, test and document; establish standards & evaluate hardware & software products for use in network infrastructure; resolve complex network problems relating to applications, operating systems, protocols and hardware; plan and oversee the development and installation of new networking products; track advancements in new networking technology and provide reports on findings. **Qualifications:** BS in computer science or related engineering field; two yrs. experience in design and implementation of network software and hardware, preferably in an Internet connected environment; knowledge of TCP/IP networking, Unix and C programming language; working knowledge of a relational database desirable; experience in TCP/IP and native networking for DOS, Windows and Macintosh computers; OSF DCE/DME knowledge a plus; familiarity with networking hardware, routers, terminal servers. **Grade:** P4; **Range:** \$26,200-34,100 5-17-95 DCCS

REGISTRAR, MUSEUM (05042CP) Oversee outgoing and incoming loans of collections and insurance of collections (both permanent and on loan); maintain collection records; process acquisitions; handle deaccessioning process; monitor computerized inventory of collections and oversee inventory of collections on exhibits; responsible for services to museum curators, staff, general public. **Qualifications:** Bachelor's & Master's degree in archaeology and/or anthropology or field related to Museum collections; minimum five yrs. experience in a museum, preferably in a Registrar's office; strong organizational; interpersonal and writing skills; familiarity with ARGUS computer application. **Grade:** P5; **Range:** \$28,800-37,600 5-15-95 Museum

STACK ATTENDANT (05050CP) Responsible for physical arrangements & order of materials in collection;

shelve & store materials in accordance with classification system; work on book shifting projects; substitute on circulation desk; provide directional information & assistance to users; serve occasionally as messenger on & off campus; pack books & prepare materials for moving & shipments. **Qualifications:** High school graduate, college preferred; previous library experience preferred. **Grade:** Union; **Range:** Union; 5-16-95 University Libraries

TECH ELECTRONIC II (05063CP) (05064CP) Install simple PennNet connections, including testing, documenting and report any problems encountered; assist mid-level and senior installation technicians in installation of complex PennNet components and receive training on the job from senior staff on the installation and operation of complex components of PennNet. **Qualifications:** High school graduate; graduate from electronics technical school with focus on computer electronics or data networking or equivalent; basic understanding in trouble-shooting process; knowledge of Ethernet, TCP/IP, modems and data networking equipment; ability to work with minimum supervision. **Grade:** G10; **Range:** \$18,700-23,300 5-17-95 DCCS

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

BUSINESSADMINISTRATOR III (05007CP) P4; \$26,200-34,100 5-4-95 ICA

COORDINATOR IV (05001CP) P4; \$26,200-34,100 5-2-95 DCCS

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

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

MANAGER DCCS OPERATIONS (05027CP) P9; \$42,300-52,900 5-10-95 DCCS

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

SYSTEMS PROGRAMMER IV (01040CP) Grade: P9; **Range:** \$42,300-52,900 5-1-95 DCCS

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

TECH HEALTH AND SAFETY (40 HRS) (05025CP) G11; \$22,743-28,914 5-10-95 Environmental Health and Safety

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

SECRETARY V (05080NS) Perform secretarial and administrative tasks requiring judgement and initiative; type and perform word processing; proofread/edit standard, complex and confidential materials; answer/screen telephone calls; open/screen mail; operate standard office equipment; extensive mailings. **Qualifications:** High school graduate or related secretarial training or equivalent required; at least one yr. of college or business school education preferred; three-four yrs. secretarial experience required; extensive hands-on experience with personal computers, printers and software; ability to handle multiple complex projects simultaneously. **Grade:** G10; **Range:** \$18,700-23,300 5-19-95 Office of the Dean

TECH, VETERINARY I/II (40 HRS) (05061NS) Perform general nursing care of large animal patients including daily duties of the hospital & patient care coordination; emergency services & tech maintenance of the nursing facility & equipment; may require rotating schedule & on-call duties; perform in a teaching capacity with other nurses & veterinarian students, including assisting with diagnostic procedures, treatments, wet labs, etc. **Qualifications:** High school graduate; animal health technician required or pending; experience in handling of large animals, especially techniques of restraint; good communication skills; ability to function quickly; may require rotating & on-call schedules as well as overtime and some weekends. **Tech Vet II** - Two yrs. experience at the Tech Vet I level or equivalent. (**Position Located in Kennett Square, No Public Transportation**) **Grade:** G8/10; **Range:** \$17,943-22,400/21,371-26,629 5-17-95 Large Animal Hospital

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

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

(continued)

Classifieds

FOR SALE

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

House - 3 bedroom, 2.5 bath, brick twin, lovely and convenient East Oak Lane, hardwood floors, family room, sunny, newer roof, corner property, porch, \$89,900. Sold by owner 927-2026.

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.

Rentals in Powelton Village 4 blocks from campus: (1) One bedroom, sunny, bright, hardwood floors, yard, all appliances. \$475/month+. (2) Extra large one bedroom,

stunning modern, secluded, courtyard, all appliances. \$625/month+. (3) Three bedroom carriage house with garage and deck. \$825/month+. (4) Victorian four bedroom houses with deck, garage, all appliances. \$980/month+. 662-1000.

Two housemates sought for Victorian home, 4500 Chester. 6 bedrooms, 3 baths, w/d, gardens, rooftop. SEPTA at corner. \$200. (215) 386-2814.

VACATION

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

SERVICES

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

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

VICE PROVOST/UNIVERSITY LIFE

Specialist: Clyde Peterson

ADVISOR INTERNATIONAL PROGRAMS (05011CP) P3; \$23,900-31,000 5-4-95 International Programs

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

STAFF PHYSICIAN (05012CP) Ungraded; Blank 5-4-95 Student Health

WHARTON SCHOOL

Specialist: Janet Zinser

ASSOCIATE DIRECTOR IV (05060JZ) Supervise state director's office staff; manage internal operations of 16 Small Business Development Centers; design & implement statewide marketing program; participate in activities related to policy, program development & strategic planning; assist state director in representing programs in cooperative activities with public and private institutions. **Qualifications:** MA in business, public administration or related field or equivalent experience; three years related experience; supervisory experience in development & administration of federal & state programs; experience organizing & managing diverse groups of people; marketing public programs & operation of MIS systems; strong written & oral communications skills. (*Ongoing Contingent on Grant Funding*) **Grade:** P6; **Range:** \$31,900-40,600 5-17-95 Snider Entrepreneurial Center

BUSINESS ADMINISTRATOR IV (05043JZ) Manage all day to day operations of Operations and Information Management, consisting of faculty, visitors, doctoral students and five staff; conduct budget preparation and analysis, including government grants; handle sensitive and confidential issues; schedule classes; assist with staff material department publications and budget projections; oversee space allocations; coordinate and attend OPIM faculty meetings; supervise five staff members, including allocation duties, performances and salary management; oversee training and staff development of personnel; assist with special projects. **Qualifications:** BA/BS preferably in business or equivalent; five yrs. bookkeeping, accounting, planning or financial analysis experience, preferably at Penn; computer expertise and supervisory experience required; experience handling confidential and sensitive human resources issues preferred; knowledge of computerized accounting systems preferred; Word processing, spreadsheet and software programs specific to Penn and Wharton preferred; ability to troubleshoot computer programs; excellent math and writing skills; ability to work and interact in a professional manner with faculty, students and staff. **Grade:** P5; **Range:** \$28,800-37,600 5-15-95 OPIM

ASSISTANT DIRECTOR III (05035JZ) P4; \$26,200-34,100 5-12-95 External Affairs

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

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

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

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

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

FOR COMMENT

In the following text, changes are proposed in the Human Resources Policy No. 619, which can be found in the HR Policy Manual and on PennInfo as the Performance Evaluation Program. All of the final section (619.2 Administrative Review) is new, and all other underlined wording in the prior sections is new. This proposal is published by the Office of Human Resources with a view to implementation of the changes on June 5, pending evaluation of any comment received by that date. — John A. Fry, Executive Vice President

Performance Appraisal Program (# 619)

The Performance Appraisal Program provides for periodic appraisal of staff. The appraisal process is designed to encourage constructive dialogue between staff members and their supervisors, to clarify job responsibilities and performance standards, to assure that job performance and accomplishment information is recorded in each staff member's University employment history, and to provide a basis for decisions on compensation.

The formal performance appraisal is conducted once a year by the staff member's immediate supervisor. After the performance appraisal form is completed, the appraisal is discussed with the staff member and signed by the reviewer(s) and the staff member. The staff member's signature indicates that the appraisal has been reviewed with the staff member and does not necessarily indicate the staff member's agreement with the assessment of performance. The unit supervisor, if any, reviews and signs the form, as well. Performance appraisals become part of the staff member's personnel record and are afforded confidential treatment in accordance with University policy.

The basis for an objective performance appraisal is a clear understanding of the job assignment. It is the responsibility of each supervisor to specify the duties the staff member is expected to perform and the standards for performing these duties at the outset of that staff member's assumption of duties. As the first step in the performance appraisal, the supervisor and staff member should review their understanding of the duties and performance standards of the job. The review should also include future performance planning. This step should occur at the beginning of the period of performance to be assessed.

The supervisor must complete a Performance Improvement Plan for any staff member who receives a "Needs Improvement" or "Unacceptable" overall rating. The supervisor should also indicate on the appraisal form when a follow-up appraisal will be scheduled. Normally, this should occur within three to six months of the appraisal.

A staff member who supervises other staff will be appraised in part on the basis of completion of appraisal forms for staff persons within the unit of his/her responsibility.

Performance appraisal forms and self-appraisal worksheets will be distributed annually to departments by Human Resources. Completed appraisal forms with proper signatures affixed should be returned to Human Resources at times determined by Human Resources. Human Resources is available to assist both staff members and supervisors in addressing issues relating to the performance appraisal process and administrative review. For further information on how to conduct an annual performance appraisal, supervisors should contact Human Resources.

619.1 Unionized Employees

University employees who are covered by collective bargaining agreements should refer to the appropriate contract article.

619.2 Administrative Review

A staff member may ask for administrative review of the performance appraisal according to the rules below when the *overall rating* is "Needs Improvement" or "Unacceptable." This review is not available for individual ratings in specific sections of the performance appraisal. Staff members may not file a grievance regarding a performance appraisal under Human Resource Policy 620, "Staff Grievance Procedure."

1. After a staff member has signed and returned his/her appraisal, with or without comment, he/she may elect to meet with the immediate supervisor to discuss the appraisal where the *overall rating* is "Unacceptable" or "Needs Improvement."

The staff member must contact his/her immediate supervisor within 10 work days of receipt of the appraisal to schedule the meeting to discuss the appraisal. *At least 2 work days prior to that meeting the staff member must provide to the immediate supervisor in writing the specific reason(s) for requesting the administrative review.*

Within 10 work days after the meeting with the staff member, the supervisor should provide the staff member with a written response addressing the issues raised by the staff member.

2. If the staff member is not satisfied with his/her immediate supervisor's response or a response is not provided, the staff member may elect to meet with the second level supervisor. The staff member must provide in writing the specific concerns to be addressed by the second level supervisor within 10 work days of receipt of the first level supervisor's response.

Within 10 work days after the meeting with the staff member, the second level supervisor should provide the staff member with a written response. The second level supervisor's decision shall be final.

3. If the staff member believes that procedures used in the performance appraisal were inconsistent with the policy, the staff member may request that Human Resources review the procedure. The review will be limited to issues related to a determination of whether the policy on performance appraisal was followed. On the basis of the findings Human Resources may request appropriate corrective action.
4. At all stages of administrative review, the staff member has the responsibility to show that the performance appraisal is inaccurate or that the performance appraisal policy was not followed.
5. Only staff members will be permitted to attend meetings with supervisors regarding performance appraisals. However, at the concurrence of both the supervisor and the staff member, a representative of Human Resources may assist in facilitating the meeting(s) between a staff member and supervisor.

A-3 Employee of the Month: 'She gets it out the door.'

For April, the A-3 Assembly's A-3 Employee of the Month is Sophia Whitehead, an administrative assistant in the Office of Research Administration (ORA) who is described as "energetic, effective and well-organized," by ORA's Assistant Director Sandra Houck. "We run a deadline-based office where Principal Investigators and Business Administrators want their proposals and forms signed yesterday," continued Ms. Houck. With her many skills including budget preparation, Sophia makes it happen at high speed: "We look it over and sign it and she gets it out the door to the sponsor or department PDQ." Once, when the other administrative assistant was out for a few weeks, Ms. Whitehead capably took on the extra workload and managed the administrative work for the entire office. She has "made it possible for ORA to live up to the administration's oft-quoted standard of 'doing more with less'," Ms. Houck said. Before joining ORA five years ago, Ms. Whitehead was in the Publications Office for 13 years. She is continuing her education via night courses, and encourages young people in her neighborhood to follow her example.



Photo by Dwight Luckey, at the A-3 Assembly's Career Development Conference in the Faculty Club, on May 10.

HIV Testing: Open During Summer

The University Anonymous HIV Testing Site, which offers HIV testing and counseling free of charge to all members of the Penn community, will remain open throughout the summer, according to campus health educator Kurt Conklin.

Current hours of the Testing Site, located in the Dental School at 4019 Irving Street, are Thursdays, 9 a.m.- 4:30 p.m. An appointment, arranged by calling 246-5210, is necessary for testing or counseling.

The University Anonymous Testing Site was established in October 1993 with support from the Vice Provost for University Life, the University Task Force on HIV/AIDS, and the Student Health Service. The Testing Site is staffed by professionals affiliated with the Women's Anonymous Test Site (WATS) of Hahnemann University Hospital. Since its opening, the site has seen over 1,000 individuals, and has extended its hours from one half day per week to a full day. Special arrangements can be made to accommodate individuals who are unable to visit the Testing Site on Thursdays.

In a related development, anonymous surveys of user satisfaction reveal that over 80% of those who use the site are "very satisfied" with their experience. Surveys covering the period of April 1994 through March 1995 confirm that the vast majority of people who use the service are Penn students, split almost evenly between undergraduate and graduate populations.

Alcohol & Drug Education: Moving July 1

The Office of Alcohol and Drug Education will relocate as of July 1. The office, now located in the Christian Association Building at 3601 Locust Walk, is being consolidated with the Office of Health Education (a division of the Student Health Service) in 310 Houston Hall. Starting immediately, alcohol and drug education services will be accessible through the Office of Health Education.

As part of the consolidation of services, the Office of Health Education announces the addition of Health Educator Kate Ward-Gaus to its staff. She is a West Philadelphia resident with extensive experience in the field of alcohol and drug education and services. She will be advisor to the student peer health education group DART (Drug and Alcohol Resource Team) and the student peer support group RAPLine (Reach-A-Peer Helpline). We ask the Penn community to join us in welcoming Kate.

For more information about alcohol and drug education and services, please contact the Office of Health Education, 310 Houston Hall, 573-3525.

—Susan Villari, Office of Health Education, Student Health Service

OF RECORD

Returned (Bad) Checks

Effective July 1, 1995, any department submitting a check for deposit that is returned by the issuing bank due to insufficient/ non sufficient funds or "refer to maker" will be assessed a fee of \$25.00 per returned check by the Cashier's Office. This fee, assessed by journal entry, will be used to offset the fee charged by the Bank and to cover the cost of processing by the University.

The Office of the Treasurer encourages departments to institute procedures that discourage their customers from writing bad checks. These procedures may include charging a returned check fee.

— Office of the Treasurer

Independence Day: July 4th

The University will observe Independence Day on Tuesday, July 4th and will be closed on that day. The University is open on Monday, July 3rd and all University departments are expected to comply with University policy and maintain normal business hours on July 3rd. Staff members who are absent from work the work day before a holiday or the work day after a holiday, or both days, will receive pay for the holiday provided that absences(s) is charged to pre-approved vacation or personal days, or to sick days substantiated by a written note from a physician.

For more information about recognized holidays, the reduced hours policy, and vacation benefits for staff members see PennInfo.

—Staff Relations, Human Resources

PENNcard's New Location June 8

PENNcard Identification Center, Dining Services, and Hospitality Services will relocate at the close of business on June 5. They will be closed for business, June 6 and 7, and reopen Thursday, June 8, at 220 S. 40th Street, Suite 200, Philadelphia, PA 19104-3512. If you have any questions or comments please contact me via e-mail or by phone, 898-2646.

— Diane Poland,
Customer Service Representative

HUP Gift Shop to Ravdin

The gift shop of the Hospital of the University of Pennsylvania, which has been opposite the main reception desk at the Silverstein Pavilion, moved to the ground floor of the Ravdin Building this week. It is open Monday-Friday, 9:30-5:30.



Almanac

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

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

EDITOR
ASSOCIATE EDITOR
EDITORIAL ASSISTANT
STUDENT AIDES

Karen C. Gaines
Marguerite F. Miller
Mary Scholl
Libby Bachhuber, Suma CM,
Julia Gusakova, Zack Miller,
Stephen J. Sanford, Jenny Tran
Latonda Stewart

UCHS INTERN

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

Federal Budget Update: What the First Round May Mean for Penn

Earlier this month, the House and Senate Budget committees took the first steps in the long legislative process that will culminate in late September in a federal budget for FY 96. This is taking place in a Congress whose leadership has set a goal of balancing the budget by 2002 by slowing the projected growth of spending by \$1 trillion to \$1.4 trillion and dramatically scaling back the scope of federal activities.

On May 11, the budget committees approved budget resolutions that set ceilings for broad categories of Federal spending, such as defense, education, health, and general science. On May 18, the House passed its version of the budget resolution. The Senate is currently considering a somewhat different version, with different policy assumptions that nonetheless lead toward a balanced budget in 2002.

The next step in the budget process will be a House-Senate conference, in which Budget Committee members attempt to work out the differences in their respective resolutions. Conference will likely be completed before June 15 and allocations made from the final budget resolution levels to the appropriations and authorizing committees before July 1. That means that the 13 appropriations subcommittees will begin their work in earnest on FY 96 spending bills just after the July 4 recess, when the process known as "reconciliation" will begin.

In general, for spending categories in which Penn faculty and students have a strong interest, the FY 96 ceilings are below those of FY 95. That is, of course, not good news for many of the programs of research support and student financial assistance that help advance Penn's mission. As we have noted previously, *there will be cuts in programs of importance to the University*, and many may be severe. However, two points concerning the fluidity of the budget and appropriations process at this juncture are worth noting:

First, while the final spending ceilings for the specific budget categories and for overall spending for FY 96 will be virtually inviolable, the authorizing and appropriations committees have flexibility, in the process of reconciliation and appropriations, in determining how the spending targets will be achieved. They will have that flexibility, of course, within severely constrained limits.

Second, the budget committees do their work by fixing spending in several broad categories such as education and training, health, general science. These categories do not fit neatly with areas of responsibility assigned to the various appropriations subcommittees that must ultimately decide spending levels for individual programs. For example, the category of discretionary spending for "Health" includes the NIH, which comes under the jurisdiction of the Labor, Health and Human Services, and Education Appropriations Subcommittee; the FDA, which is under the jurisdiction of the Agriculture Subcommittee; and the Indian Health Service, which is under the Interior Subcommittee's jurisdiction. Therefore, once the budget resolution is passed, the process of dividing the spending authority to the Appropriations Committees, and from the Appropriations Committees to their 13 subcommittees is crucial to ensuring sufficient "room" for spending for the programs of student aid and basic research. During that process, the competition among spending programs becomes much more intense.

Ceilings and Policy Assumptions

The following are highlights of the principal budget categories that affect Penn, and the underlying assumptions, if any, agreed to by the Budget Committees for FY 96. There have been comments by many members of Congress reflecting their individual assumptions about what should occur in the appropriations and reconciliation process that are not reflected in the budget legislation.

National Defense — includes defense-based basic research.

House: Small overall growth in total defense spending (2%); no assumptions related to research.

Senate: Small reduction in total spending (1.4%); no assumptions related to research.

General Science, Space and Technology — includes NSF, NASA.

House: Overall 4.6% reduction in spending; assumes <1% cut in NSF research; although there is no such specific assumption in the House Budget Committee report.

Senate: Overall 3% reduction in spending; assumes \$100 million reduction in NSF research (roughly 5%).

Energy — includes solar, renewable, fossil, and conservation research and development.

House: Overall 30 percent decrease in FY 96 discretionary spending.

Senate: Overall 16 percent decrease in FY 96 discretionary spending.

Education, Training, Employment, and Social Services — includes student aid, other Dept. of Ed. programs, and NEA/NEH.

House: Overall 16% decrease in FY 96 discretionary spending; 34% decrease in mandatory spending (guaranteed student loans).

Assumes: a) elimination of in-school interest payment on all guaranteed student loans;

b) elimination of Perkins Loan capital contribution;

c) elimination of Title VI, TRIO, graduate fellowships (Harris/Javits), and national education R&D centers;

d) elimination of NEA/NEH.

Senate: Overall 12% decrease in FY 96 discretionary spending; 20% decrease in mandatory spending (guaranteed student loans);

Assumes elimination of in-school interest subsidy on guaranteed loans to grad/professional students; 50% reduction in NEA/NEH.

Health — includes NIH, FDA, CDC, Agency for Health Care Policy (AHC), Medicaid.

House: Overall 7.5% reduction in FY 96 discretionary spending; achieves \$184 billion in Medicaid savings by transforming program into a block grant, reducing average program growth to about 4% a year. Assumes 5% reduction in NIH; elimination of Agency for Health Care Policy; 10% reduction in health professions training.

Senate: Overall 12% reduction in FY 96 discretionary spending; 6% increase in mandatory spending (Medicaid).

Assumes level funding of AIDS-related research; 10% cut in non-AIDS NIH research; 75% reduction in AHC.

Medicare —

House: Assumes \$282 billion in savings, achieved by reducing growth rate from 10% to an average of about 5.4% a year.

Senate: Assumes \$256 billion in savings, a slowdown in the growth rate from 10% to about 7% a year.

It is equally important to note what is *not* assumed by the Budget Committees. Given the political volatility of cutting Medicare, neither committees' projections for spending in that program include any policy assumptions. Thus, while there is an expectation that Medicare's support of medical education at academic medical centers is at risk, the budget bills contain no policy guidance on the indirect medical education (IME) adjustment for teaching hospitals, DME support of housestaff, or disproportionate share payments for treatment of the medically indigent.

There may be bipartisan efforts on the Senate floor to add back funds for research and/or student aid. We will keep the University community apprised at key points in the budget process. For more detailed information about the budget process, or about the status of individual programs, please contact David Morse, Carl Maugeri, or Micheline Murphy in the Office of Policy Planning and Federal Relations, 898-1532. Questions on health care reimbursement can be directed to Michael Nardone at the Medical Center, 349-5136.

— David Morse, Assistant Vice President for Policy Planning, and
Carl Maugeri, Associate Director for Federal Relations