

Almanac

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Photograph by Tommy Leonardi

Budget: Michael Masch

Michael Masch, who for the past four years has been the City of Philadelphia's director of the office of budget and program evaluation, has been named Executive Director of the University's Office of Budget and Management Analysis—a new name for what has been the Office of Resource Planning and Budget. He will also have the title Assistant to the President, Dr. Judith Rodin said in announcing his appointment last week. He will take office on May 13.

The renamed office will continue to manage the University's annual budget process, design long-term resource plans and perform other financial planning functions as it has in the past, Dr. Rodin said. In addition, it will become increasingly involved in analyzing and evaluating the fiscal performance of the University's administrative units and schools; given this additional focus, she said, "the change in the name of the office made a lot of sense."

Michael Masch is a Philadelphian who majored in urban studies as an undergraduate at Temple, and took his graduate work in public policy analysis at Penn. Before joining the Rendell administration in 1992, he served from 1983-91 as director of economic analysis for the Philadelphia City Council.

"Mike Masch has been one of the Rendell administration's stars," Dr. Rodin said, "and I am delighted that he will be joining my senior administrative team. He has a keen appreciation of the range of issues confronting higher education today, and a great regard for this University. As we move toward the implementation of *Agenda for Excellence* and prepare the University for the 21st Century, Mike Masch will have a major role to play, and I will rely on him greatly."

At a press conference announcing the impending change, Mayor Ed Rendell called his budget chief of four years "the unsung hero of this administration," citing his initiation of new forms of reporting for city managers, and his advocacy of innovative ways to cut \$750 million from the city's costs during Mayor Rendell's first term.

Director of Libraries Paul Mosher gives Jacob Safra of Wharton's Class of 1998 (right) a tour of the just-reopened Lippincott Library in the Van Pelt-Dietrich Library complex. At left, a screen saver used on the 30 new terminals.



**Back in Business:
The Lippincott Library... p. 6**

Photographs by Tommy Leonardi

BULLETINS

Honorary Degrees

Eight honorary degrees will be awarded at Commencement '96. See profiles, [back page](#).

AAUP Slate for 1996-97

The Nominating Committee of the Board of The University of Pennsylvania Chapter of AAUP has proposed the following slate of candidates for officers and board members for academic year 1996-97:

President: Elsa Ramsden
Vice-President: Morris Mendelson
Treasurer: Erling Boe
Secretary: Ira M. Cohen
Board Members: Janet Deatrack,

Peter Freyd, Reuben Kron,
Charles Mooney, Stanton Segal

Nominations from the membership at large will be open for two weeks following the date of publication of this notice. If any are received, an election will be held. Otherwise, the slate shall at that time be declared elected.

— *Ira M. Cohen, Secretary, AAUP*

Faculty Club Election: May 7

The Faculty Club will hold its Annual Meeting on Tuesday, May 7, at 4 p.m. The election of new members to the Board of Governors will take place at the meeting. The nominating committee, chaired by Dr. Roger Allen, has selected the following members to fill seven positions on the Board of Governors. In accordance with the by-laws, the current positions will become vacant as terms expire May 31.

For a term of two years:

Roger Allen, Professor of Arabic
Manuel Doxer, Executive Director of
Administrative Affairs, Provost's Office
Saul Katzman, Executive Director of
Administrative/Financial Services, SAS

For a term of three years:

Nicholas Constan, Adjunct Professor
of Legal Studies
Morris Mendelson, Emeritus Professor
of Finance
Anthony Santomero, Professor of Finance
Jerome Singerman, Acquisitions Editor,
University Press

A nominating petition on behalf of another individual and signed by five regular members of the Club may be submitted to the Secretary of the Club by *April 26*. Petitions must be accompanied by a written statement on the part of the nominee, indicating his/her willingness to serve. Questions concerning the nominating process should be directed to Roger Allen at 898-6337 or e-mail at allen@ccat.sas.

Faculty Club Survey: by April 19

Faculty and Staff are urged to complete the Faculty Club surveys distributed by mail the week of April 1. A long-range planning team has been convened under the leadership of the President of the Board of Governors of the Faculty Club, Dr. Elsa Ramsden, and Vice President for Business Services Steve Murray to help plan the future role of the Faculty Club. Faculty and staff input are extremely critical to this process. Surveys will be gratefully accepted through April 19. If you have not received a survey or have any questions, please contact me at Ext. 8-1199 or witt@pobox. The web site for the survey is: www.upenn.edu/faculty-club.

— *Marie D. Witt, Director, Support Services,
Business Services*

To Yale: Computing's Dan Updegrove

Daniel A. Updegrove, the associate vice provost who has been central to the networked computerization of the campus over the past six years, will leave Penn to become Director of Information Technology at Yale University, effective May 1.

A onetime research associate at Yale, Mr. Updegrove will return there to direct a staff of 250 responsible for academic and administrative computing, voice and data communications, printing and reprographics, and the computer store. "Dan Updegrove has been a visionary leader for the whole Penn community, with his special combination of cutting-edge technological expertise and deep humanistic commitment to the University's central goals," said Executive Vice President John Fry. "Yale is very lucky to have him."

President Judith Rodin called Yale fortunate to have successfully recruited "one of the great talents of the information age. As we have worked to move Penn into the 21st Century technologically," she said, "Dan has been a wonderful advisor to me and an invaluable asset to our team." As colleagues on *Penn Printout* put it, under Dan Updegrove's leadership "networked computing moved into the mainstream of life at Penn."

Mr. Updegrove did his undergraduate work in engineering and graduate work in urban studies, both at Cornell, and was a teaching associate there before joining EDUCOM—where he began as a program director and rose to vice president.

He was recruited to Penn from EDUCOM in 1989 as assistant vice provost for data administration and information resource planning. In that post until 1992, he led the development of a strategic plan for Information Systems and Computing (ISC), deployment of relational database systems campus wide, the design a University data model, and the upgrading of information security. He then became associate vice provost for ISC and executive director of Data Communications and Computing Services (DCCS).

Among his major projects at Penn were the wiring of the dorms for data, video and voice communication (ResNet); the development of campus-wide communication systems from PennInfo to the Penn Web; and universal access to PennNet and e-mail.

He has been chair of the PennExpertise Committee and co-chair of the ResNet Steering Committee, Electronic Mail Task Force and Network Architecture Task Force. He has served on numerous others bodies including the Penn Web Steering Committee, ENIAC 50th Anniversary Celebration Committee, Center for Community Partnerships Advisory Committee on West Philadelphia, Bookstore Advisory Committee, and National Center on Adult Literacy Technical Advisory Board. He has also written extensively for *Almanac* and for *Penn Printout*.

Off campus, he chaired the Board of Directors of PREPnet, the statewide component of the Internet; helped found and direct LibertyNet, a successful community network; and advised the School District of Philadelphia and the Franklin Institute Science Museum. He has also served on the Visiting Committee for Lehigh University, and on the NACUBO World Wide Web Advisory Committee.

Starting May 1 Mr. Updegrove's email address will be daniel.updegrove@yale.edu.



Dan Updegrove

SAS—and SEAS— Computing: Ira Winston

Ira Winston has been named Executive Director of Computing and Educational Technology Services for the School of Arts and Sciences—a post he also holds in the School of Engineering and Applied Science, and will continue to hold. He is also Director of Computing for the Computer and Information Science Department, the Institute for Research in Cognitive Science, the Linguistic Data Consortium and the Laboratory for Research on the Structure of Matter.

"There has been considerable cooperation and sharing of support services between SAS and SEAS for some time," said SAS Associate Dean Frank Warner in announcing the appointment. "We will build on this cooperation under Ira's leadership." Dr. Warner praised Mr. Winston's enthusiasm for working with the faculty, students, and staff of both schools and his eagerness to take on this additional responsibility.

Mr. Winston took both his B.S. in computer science and his master's degree at Penn, in 1980 and 1983 respectively, and has been with SEAS computing since 1983.

Serving on numerous committees and workgroups in computing and related areas, Mr. Winston is presently co-chair of the Council Communications Committee. He is also the 1995-96 chair of the Penn Professional Staff Assembly.

In the SAS portion of his dual assignment Mr. Winston succeeds Ben Goldstein, who took a new position in February at UCLA, where he can be reached at ben@facnet.ucla.edu.



Ira Winston

Next Week at Council

Two of the three reports to be given at the University Council meeting Wednesday, April 24, are published in a four-page insert to this issue of *Almanac*.

They are the Committee on Communications *Draft Policy on Student Privacy in University Residences* and an associated modification to the dormitory occupancy agreement (p. S4) and the year-end report of the *Committee on Personnel Benefits* (pp. S1-S4), containing discussion of parenting policy and several issues related to health benefits.

The third report, by the Committee on Recreation and Intercollegiate Athletics, will be published in the April 23 issue.

Also on the agenda for discussion on the 24th is the *Public Safety Strategic Plan (Almanac March 26, 1996)*.

Council meets from 4 to 6 p.m. in McClelland Hall, the Quad, and is open to observers who register their interest in advance with the Office of the Secretary; call Ms. Silva, 898-7005.

Speaking Out

In Speaking Out on April 2, Dr. Peter Knutson of the accounting faculty challenged one of the answers in a Q&A by Human Resources on March 26. HR Vice President Clint Richardson has sent the following response.

FAS 106 and Dr. Knutson

Dr. Knutson's points are well taken, but they do not address the major focus of our question, which was on the timing of the decision to introduce cost sharing. As a matter of fact, the issuance of Financial Accounting Standard No. 106 brought to the attention of senior University administrators substantial growth in the University's liability to provide post-retirement medical benefits to its employees. It was in 1993, not recently, that the decision was made to keep benefits at the same level but with cost sharing.

Another matter, of which employees may not be aware, is that the University is in the process of funding its post-retirement medical liabilities. This means the money to pay future medical benefits is being put aside in a trust fund over a 20-year period. Therefore, University employees have the assurance of knowing that the University (unlike most for-profit enterprises) will have the money to pay those benefits when they come due.

Faculty and staff with questions or needing additional information regarding retiree medical benefits or other benefits questions, should contact the Benefits Office of Human Resources at 898-7282 or e-mail askhr@pobox.upenn.edu.

Speaking Out welcomes reader contributions. Short, timely letters on University issues can be accepted Thursday noon for the following Tuesday's issue, subject to right-of-reply guidelines. Advance notice of intention to submit is appreciated.—Ed.

SENATE From the Senate Office

The following statement is published in accordance with the Senate Rules. Among other purposes, the publication of SEC actions is intended to stimulate discussion between the constituencies and their representatives. Please communicate your comments to Senate Chair William Kissick or Executive Assistant Carolyn Burdon, 15 College Hall/6303, 898-6943 or burdon@pobox.upenn.edu.

Actions Taken by the Senate Executive Committee

Wednesday, April 3, 1996

1. Academic Planning and Budget Committee and Capital Council. Past Senate Chair David Hildebrand reported that the Capital Council had not met since the last SEC meeting.

The Academic Planning and Budget Committee reviewed plans of the Undergraduate Admissions, Office, the Dental School, and the School of Arts and Sciences last month. The Admissions Office is generally pleased with its progress in attracting a national student body and expects to continue its efforts in that direction. The number of applications is up, allowing for greater selectivity, which in turn adds to Penn's cachet among high school students. The regional admissions offices in California and Texas have resulted in substantial increases in the applicant pools from the West and Southwest, areas that are growing in population and income. The practice of having joint information sessions with representatives from Harvard, Georgetown, and Duke appears to be yielding increased numbers of applicants as well as decreasing costs. The major concern is undergraduate financial aid.

The School of Dental Medicine, as one of the relatively few private dental schools, has felt compelled to find appropriate niches for its students and has concentrated on developing strength in specialty areas, such as oral surgery or orthodontics. Its student pool, research efforts, and budgets all appear to be in at least reasonable condition. It has had unusual success in adding an international dimension to its curriculum, with substantial numbers of its students opting for training rotations throughout the world. The school's main need is improved facilities and it hopes to build a gateway building to unite the two main buildings and move out of 4003 Locust.

The School of Arts and Sciences continues to have financial problems. It plans to build on its strength in the humanities and its demonstrated ability to develop interdisciplinary programs and research, while selectively strengthening some other areas. Faculty involvement occurs largely through a planning and priorities committee of senior faculty. The school plans to present its priorities list to its faculty shortly.

2. Proposed Handbook revision on Renewal of Appointments of Deans. Committee on Administration Chair David Brownlee presented the proposal. Following discussion it was carried over to the May meeting.

3. Making Penn the Undergraduate University of Choice for the 21st Century. Committee on Students and Educational Policy Chair James Laing reviewed the committee's report (see pp. 5-6). The report recommends ways to modify the University's political economy of undergraduate education to remove impediments to cross-school interdisciplinary courses and programs, exploit more fully the strengths of the graduate and professional schools, for distinctive undergraduate programs, and to make Penn the undergraduate education of choice.

4. Safety master plan. Thomas Seamon outlined the plan (*Almanac March 26, 1996*). John Fry noted that he has asked for an accounting of how the safety budget is spent and could be better spent. He supports two one-time capital expenditures, a new structure for safety on 40th Street and improved technology. SEC members inquired about the safety budget, pointed out the special need for safety orientation of international students, and full participation of women's groups in the search for a director of victim support.

5. SAS proposal on Lecturer and Senior Lecturer in Foreign Languages. Frank Warner, Richard Beeman and Eugene Narmour responded to questions raised at the February SEC meeting. They reported that they had met with the chairs of all the language departments who believe the proposal will bring about better continuity and better teaching of foreign languages. SEC agreed the data provided by SAS supported the need for these specialists. In response to SEC concerns, SAS deleted the word "normally" in the statement regarding the cap for Lecturers in Foreign Languages to read "...[the] number will not exceed 6% of the standing faculty..." and for Senior Lecturers in Foreign Languages to read "...will not exceed 3% of the standing faculty..." SEC adopted the SAS proposal.

6. Informal discussion with the President and Provost. President Rodin described her recent trip to Asia noting the substantial funding for research and higher education in Japan and Korea. Provost Chodorow stated he hopes decisions on the collegiate system will be finalized this summer.

7. University Council Agenda for April 24, 1996. Potential agenda items were reviewed and SEC members were invited to suggest focus issues for next year's Council.

Annual Meeting of the Faculty Senate

Wednesday, April 17, 1996 • 3-5:30 p.m. Room B-6 Stiteler Hall

(See *Agenda in Almanac April 9, 1996, p. 2*)

Reminder: The memorial service for former Senate Chair Jacob Abel begins at 3 p.m. on Monday, April 22, in Alumni Hall at the Faculty Club.

Making Penn the Undergraduate University of Choice for the 21st Century

Report of the 1995-96 Faculty Senate Committee on Students and Educational Policy April 8, 1996

Penn's rich and distinctive array of undergraduate and professional classes, programs, and schools gives it the capacity to be the undergraduate school of choice among all its competitors. This unrivaled aggregation of resources on a single campus should give students unique opportunities for intellectual exploration. Exploited properly, the extensive and wide-ranging intellectual resources can be harnessed to increase the array of substantial, intellectually distinctive, and highly attractive cross-disciplinary and cross-school programs and majors, of which Biological Basis of Behavior, Management and Technology, and Cognitive Science are such fine examples. Such programs attract some of the ablest undergraduates in the country, provide opportunities for faculty across the University to unite in common educational and research activities, and offer those who usually teach only graduate or professional students the refreshing challenge of stimulating the intellectual growth of undergraduates. Within and across schools, Penn students can choose from large lectures or intimate seminars in liberal arts or pre-professional departments and pursue research projects in an unusually wide variety of fields. We believe that such experiences should become not just a possibility, but an integral part of undergraduate education at Penn.

We have examined previous reports of other committees (see *Almanac* March 15, 1994, p. 2, and the series of reports cited therein) and have interviewed faculty members intimately involved with undergraduate programs and budgetary matters at the University. We have concluded that decentralization and responsibility center budgeting create some important obstacles to building and maintaining undergraduate programs that take full advantage of Penn's multi-disciplinary and multi-school resources. A University-wide mechanism is needed to coordinate undergraduate education across the schools. We propose some structural modifications in order to encourage and nurture interdisciplinary programs, and to address more general issues in undergraduate education, such as advising and the need to foster courses with small enrollments, that should be addressed from a University-wide perspective.

A Need for Structural Change in the Political Economy of Undergraduate Education at Penn

The decentralized structure of undergraduate education at Penn generates serious dysfunctions that discourage the initiation, and threaten the survival, of interdisciplinary programs that transcend departments or schools, and also create obstacles that frustrate undergraduates who attempt to explore across the University. This report advocates some structural modifications of the University's political economy to foster the initiation and nurturing of programs and policies that exploit more fully Penn's special capacity for innovation and distinction in undergraduate education. Changes are needed in the way undergraduate education is coordinated and budgeted. Let us quote some excerpts from a recent report of the Faculty Senate Committee on Administration (*Almanac* April 12, 1994, p. 3):

Penn has come through the last decade in relatively good financial shape by focusing on the bottom lines of its major budgetary units. ... This owes something to responsibility center budgeting. ...

But the system is not merely an anchor to windward against the gale of financial catastrophe. It has promoted an everyday spirit of entrepreneurship and accountability at the school level, where, in many cases, it inspires innovation and demands sound management. ... Unfortunately, these benefits are not reaped without incurring costs. The economic emphasis in policy discussions has expanded to shape the performance reviews of even very small units, departments and individuals and there and throughout the system, the economic emphasis has been coupled with a lack of focus on priorities in research and education. The function of the Provost has become an economic mediator rather than chief academic officer, and Penn's profile as both a research university and a provider of excellent education has seen

relatively few substantial enhancements since the implementation of responsibility center budgeting. ...

Although the schools may be the appropriate level at which to manage most University functions, responsibility center budgeting has also impaired some important activities. The most significant of these is undergraduate education, for which no single center is responsible. ...our undergraduates work under financially inspired regulations, devised by the schools to which they are admitted, which limit their access to the educational resources of the University as a whole. For them, "One University" exists only insofar as it has been negotiated among the deans. What is potentially the most distinctive and attractive characteristic of a Penn education is not being achieved.

That report then called for

...a vigorous reassessment of the University accounting system, aimed at universalizing the benefits of responsibility center budgeting while ameliorating its structural defects.

and concluded, in part, that

...the Provost must be reestablished as the chief academic officer of the University. To do so will require additional funding for his/her office so that it may promote the kind of research and instruction that serves the University as a whole. Such support is critically needed by undergraduate education and interdisciplinary scholarship, both of which draw on the talents of more than one school and which carry the name of the University as a whole to the outside world. To achieve this goal, there is no alternative to the reallocation of present resources.

We agree that some important adjustments are needed to eliminate some dysfunctions of responsibility center budgeting and to bolster the role of the Provost's office to achieve greater coordination of undergraduate education across the University. In the sequel we first propose some objectives to guide these structural modifications then advocate some specific steps towards these goals.

Goals of Structural Change

The changes we advocate are intended to achieve the following objectives.

1. Realize more fully Penn's distinctive potential for interdisciplinary and cross-school undergraduate courses and programs (majors, concentrations, and minors).

Comments. This will require the establishment of an appropriate organizational structure to coordinate undergraduate education across the University and the creation of incentives both to develop and to sustain attractive courses and programs. These incentives should not merely provide "start-up" funding. Such short-term assistance is insufficient and, occasionally, even counterproductive; it commonly does not provide support in the longer term to compensate departments and schools for released time, alternative staffing, or for the reorganization of curricula to accommodate faculty members' new teaching activities.

2. Establish conditions under which (a) undergraduates can pursue their studies across the University without encountering undue obstacles, and (b) schools and departments are encouraged to cooperate more fully in the delivery of quality instruction and research opportunities to students who cross their boundaries.

Comments. Current budgetary procedures, for example, have led to strict limits on the number of course units that may be taken outside a student's home school, thus restricting the student's explorations and discouraging the creation of cross-school courses and programs.

3. Improve cross-school advising and information interchange to generate University-wide perspectives on undergraduate programs.

Comments. The primary information now available to advisors is

limited to the programs in their own schools. Even those who attempt to bridge this gap encounter serious obstacles. For example, advisors of dual-degree candidates can view advising notes only in their home school. [In fact, advisors in at least one school do not have online access to their advisees' records even within their own school, because of cost considerations.] Dual-degree students discover, upon return from study abroad or leave, that their identity has been removed from the database of their "second" school. Information is not currently available on the number of students who are minoring in a particular program. The boundaries of schools and departments too often present a formidable maze to both students and advisors alike. These problems can be alleviated in part by changes in the student information system, as advocated by this committee last year (*Almanac Supplement April 11, 1995, pp. 6-8*) and extended by the Student Information System Committee of the Provost's Council on the Undergraduate Experience. In addition, a University-wide organization is urgently needed to share information and to coordinate educational programs and advising across the schools.

4. Reinforce the University's commitment to excellence in intellectual diversity.

Comment. Small, high-quality departments and programs that are central to the mission of a distinguished university should be supported in order that they survive and prosper, despite changing academic fads and vagaries of the market.

5. Provide incentives to ensure that enough small courses are offered on a regular basis so that every undergraduate student can take one each semester.

Comment. Low-enrollment courses and seminars are essential to a distinguished undergraduate program. They engender more intimate relationships of students with faculty and contribute significantly to the students' depth of knowledge and enthusiasm for their undergraduate experience.

6. Offer meaningful incentives to ensure that faculty collaborate with undergraduates in research and supervise undergraduates' independent research projects.

Comments. Opportunities for undergraduates to work closely with distinguished faculty members should be a hallmark of the Penn experience. Faculty should be rewarded for their participation, because this is a most demanding and time-consuming kind of teaching. First, faculty incentives might be created through the development of a University-wide "voucher" system in which students are given a budget of vouchers which can be exchanged for faculty participation in student projects or small seminars, and faculty can apply the vouchers they accumulate to obtain release time from other obligations to conduct research or teach a small seminar. Such a system might be extended to graduate instruction as well, so that faculty could accumulate vouchers through supervising graduate research, and so on. Second, an undergraduate research fund should be created to which faculty can submit proposals for collaborative research with students. Third, support should be provided to encourage small seminars that focus on students' research projects.

Recommendations: Reorganizing Undergraduate Education for the 21st Century

Developing and sustaining the kinds of cross-disciplinary and cross-school initiatives necessary to make Penn more generally the undergraduate university of choice will require major efforts both by the central administration and by the schools. Success in this venture requires a University-wide mechanism with sufficient authority and budget to coordinate undergraduate education across the schools and the emerging collegiate communities. Towards this objective, we offer the following recommendations.

1. We propose the formation of an Undergraduate Programs and Policies Board (UPPB) to be chaired by a newly created Vice Provost for Undergraduate Education (VPUE). The VPUE should be a distinguished member of the senior standing faculty, and the UPPB should be comprised of the undergraduate deans, distinguished faculty from the undergraduate and graduate-professional schools, and student representatives. The UPPB

should address issues pertaining to the creation, development, maintenance, and monitoring of undergraduate programs that transcend the schools, and to the availability to undergraduates of sufficient small class experiences, opportunities for faculty-supervised research, and an ample variety of curricular offerings, including those offered by high-quality departments that, although possibly small, contribute to the breadth and richness of the University's intellectual environment.

Comments. We are keenly aware that, in a time of administrative restructuring, our proposal to create the VPUE position seems untimely. Yet in our judgment, the coordination of undergraduate education across the schools and emerging collegiate communities demands more attention than the many duties of the Provost permit. For this reason, we urge that a Vice Provost for Undergraduate Education be appointed as the Provost's primary advocate for undergraduate education, thus putting undergraduate programs on an equal footing with research and graduate studies.

2. The VPUE should be responsible for all undergraduate programs across the University that are primarily academic in nature and transcend the schools.

Comments. We mean this to include not only interdisciplinary degree programs but also those activities currently assigned to the Vice Provost for University Life that are primarily academic in nature, including the Benjamin Franklin Scholars program, residentially-based advising, and the University's tutoring service. In our judgment, the VPUE should operate essentially as a Dean of Students, continuing to provide support for students that is not fundamentally academic in nature. The VPUE and VPUL will need to coordinate their activities in helping to guide the evolution of the forthcoming system of collegiate communities and residentially based programs.

3. The VPUE should control an ample budget for nurturing and sustaining interdisciplinary programs across the University.

Comments. We think there are three sources of funds that can support this program. First, savings from administrative restructuring could be reinvested in this program for undergraduates. Second, this distinctive approach to undergraduate education, so consonant with Penn's interdisciplinary style, should be attractive to prospective donors. We urge that the endowment of undergraduate education be given high priority in the next development drive. Third, some judicious redistributions of the current cross-subsidies among the schools could be applied to this purpose.

Conclusion: Realizing Penn's Potential in Undergraduate Education

The University of Pennsylvania enjoys a singular concentration of eminent and diverse academic talent. One of the University's greatest strengths and most important sources of appeal to prospective students is the juxtaposition of its distinguished School of Arts and Sciences and preeminent graduate and professional schools. Up to now, the best efforts of many students and faculty in various parts of the University often have been frustrated by the lack of mechanisms that encourage exploiting the special advantages and opportunities Penn affords. Our recommendations address directly some ways in which Penn can better capitalize on its strengths by facilitating and actively supporting cross-disciplinary and cross-school programs for undergraduates across the University. Penn's intellectual and academic diversity should be celebrated creatively and effectively. We are convinced that the structural modifications we recommend will encourage the full realization of Penn's unique potential for a distinctive undergraduate experience that involves the University as a whole.

Alice Kelley (English)

James D. Laing (operations & information management), *chair*

Marie (Betsy) McNeal (grad education)

Mark Steedman (computer & information science)

Lorraine Tulman (nursing)

Guy R. Welbon (religious studies)

Ex Officio: William L. Kissick (medicine), Faculty Senate Chair

Peter J. Kuriloff (grad educ), Faculty Senate Chair-elect

Staff: Carolyn P. Burdon, Exec. Asst. to Faculty Senate Chair

The Lippincott Library Gets Back to Business

By Jerry Janda

The Class of 1893 Memorial Gate, the iron portal that once stood between Williams Hall and Houston Hall, bore this motto: "Invenimus viam aut faciemus." "Either we will find a way, or we will make one."

The gate is now gone—safely stored away during Logan Hall's renovations—but Paul H. Mosher remembers its words well. And, as Penn's vice provost and director of libraries, he has found inspiration in their message, for he believes that it epitomizes the University's entrepreneurial spirit.

"I've really taken it to heart," he said.

Taken it to heart and put it into practice, a fact proven last month with the opening of the completely refurbished Lippincott Library of the Wharton School.

Mosher calls the latest addition of the Van Pelt-Dietrich Wing "the most-advanced business library in the United States."

An impressive claim, and not one Mosher could always make. He admits that the old business library lagged behind the times. Michael Halperin, Lippincott's director, agrees.

"The library was split," he said. "We had reserve books and circulation on the first floor, and reference on the second floor on the northwest side of the building. It was really dysfunctional."

The renovated Lippincott, on the other hand, houses a wealth of electronic and traditional resources in a single 20,000-square-foot facility. "The point was to integrate all of the information that the students and the faculty need in the most-advanced possible way so that they don't have to run all over the place physically or

have to surf through the mountain of irrelevant advertising on the Web to find something useful," Mosher explained.

Renovations took nine months. Preparations took seven years. Mosher laid the foundation for the current facility when he first came to Penn in 1989. He wanted to revamp Van Pelt-Dietrich, and the business library seemed like a good place to start.



Photograph by Tommy Leonard

Vice Provost and Director of Libraries Paul H. Mosher, Wharton Dean Thomas P. Gerrity, and Lippincott Director Michael Halperin tour the new business library.

"He saw that Van Pelt-Dietrich needed fundamental change in the way services were arranged, stacks were arranged, staff space was arranged," Halperin said. "Lippincott was key to this. Once we moved and made our initial change, then he could start to move the other pieces around."

With no funding readily available, however, Mosher had to find another way to finance a new facility. And he did.

"The entire library was built using outside contributions from individual donors, without using University money," he said.

"Invenimus viam aut faciemus," he added with a smile.

Typically, prominently placed plaques honor donors, but this traditional accolade would seem almost passé in a library as technologically sophisticated as Lippin-

cott. In the modern business library, screen savers acknowledge generosity.

Whenever a computer stands idle, the Safra family name and the Republic National Bank logo appear on its blackened screen. This protects the screen from phosphor damage, while thanking those who made the Safra Business Research Center—the heart of the Lippincott Library—possible.

Not that the screen savers get much use. The computer carrels aren't empty often. Even as visitors sipped coffee and nibbled bagels during the opening-day festivities, Wharton students were taking advantage of the new equipment—their hard work a stark contrast to the red and blue balloons that drifted lazily overhead.

The library boasts 32 Pen-

tium-class workstations connected to 100 databases, putting a vast amount of information at a user's fingertips. The computers also have access to the Lippincott Web page, which is linked to hundreds of Web sites relevant to Wharton faculty and staff. Lippincott librarians check for new Web sites daily, confirm the accuracy of each site, and make sure that the sites remain on-line.

Students who don't want to work on the library's computers can bring their own. Lippincott has 44 stations with electrical and network connections for laptop computers. Eight laser printers stand ready to output hard copy, and three dedicated CD-ROM stations offer additional computing power.

More equipment might be forthcoming. The library might install scanners next, so students could store book pages

and manuscripts on disk. However, no purchases will be made without careful consideration. Mosher plans to keep the library "on the trailing edge," and that requires wise investments.

"We follow the leaders—up to a point," he said. "And we watch for the systems that work well, then we integrate and improve them. The net effect is to make Penn the leader."

Although Mosher wanted to transform the Lippincott Library into a state-of-the-art facility, he realized that high-end equipment serves little purpose if no one uses it. That's why his ultimate goal was to give Wharton faculty and students "an extremely comfortable and dignified place to work"—something that the old business library definitely wasn't.

"It had really lived its life," Mosher said. "It had all the charm of a bus depot."

The new Lippincott offers the aesthetic appeal and comfort its predecessor lacked. Thomas Moser, a renowned furniture company from Maine, made the

I really want to turn Van Pelt into a paradise for students and faculty.

—Paul H. Mosher

library's carrels, tables, shelves and chairs from cherry wood. Soft lighting, designed especially to work well with computer screens, illuminates the facility. Seven soundproof conference rooms give students a place to confer without disturbing others in the library.

Renovations at Lippincott may have come to an end, but, for the rest of Van Pelt, it's just the beginning. The new business library is the future of the entire library. All of Van Pelt can soon expect similar overhauls.

"Lippincott is the flagship of the new library, in which electronic resources are integrated with necessary paper resources in an environment that is ideal for study," Mosher said. "I really want to turn Van Pelt into a paradise for students and faculty."

IBM Grant for NCAL



Photograph by Addison Geary

The National Center for Adult Literacy (NCAL) has received a \$175,000 grant from the IBM Corp. to give adult-literacy educators access to new technology. The grant will be used to provide hardware, software and network services for NCAL's Adult Literacy Technology Innovation Network, which trains and supports educators in the use of technology in adult-literacy programs. Dr. Daniel Wagner (left), professor of education and director of NCAL, praised IBM's commitment to educational technology at a recent press conference announcing the grant, saying that with the grant, "Adult literacy will be at the forefront of technology."



WEPIC Celebrates 10 Years

The West Philadelphia Improvement Corps (WEPIC) celebrated a decade of achievement on Saturday, March 30, with a gala dinner and awards ceremony at the Sheraton University City Hotel. Housed at the West Philadelphia Partnership, WEPIC offers community-school, educational-enrichment and service learning programs in nine West Philadelphia public schools, drawing on resources from Penn and the surrounding community.

As part of the celebration, WEPIC honored the people whose vision made it a reality and took another step into the future with the awarding of a new scholarship to assist WEPIC alumni with their college studies. Antwan Diggins (second from left), a prelaw student at Wayneburg University, participated in WEPIC's carpentry apprenticeship program while in school. As the first WEPIC scholarship recipient, he will receive \$500 for his next year's tuition.

Pictured with Diggins are the honorees who founded WEPIC and guided it through its first decade. From the left, they are: Dr. Ira Harkavy, head of the Center for Community Partnerships at Penn, whose idea for a youth service

program in Philadelphia schools formed the nucleus of WEPIC; George Brown, who, as director of the West Philadelphia Partnership at the program's founding, saw WEPIC through its first period of expansion; Marvin Schuman, former head



Photograph by Dwight Luckey

of the Philadelphia Federation of Teachers; Turner Middle School teacher Marie Bogle, who has been involved in WEPIC from its start at Bryant Elementary School; and George DiPilato, former Southwest Region district superintendent for the School District of Philadelphia, who, along with Schuman, provided support that allowed WEPIC to expand into additional schools in West and Southwest Philadelphia.

Questions? Comments? Something newsworthy to report? Contact The Compass at (215) 898-1427 or jandag@pobox.upenn.edu.

Man Against Machine: Richard A. Gibboney's Criticism of Public-school Reform



By Robert S. Strauss

Associate Professor of Education Richard A. Gibboney believes that the purported progress of public-school reform is actually a step in the wrong direction—particularly when new technology is involved.

"It's a frustrating thing, to be sure, but true school reform didn't happen in the last 30

years and is not now happening, either," said Gibboney, whose 1994 book, "The Stone Trumpet," carries what seems like a safe subtitle: "A Story of Practical School Reform, 1960-90."

The conclusion of "The Stone Trumpet," however, is not so safe. Gibboney points out that most big reforms undertaken

by American public schools since the baby boomers hit the classroom have been failures on arrival.

"The so-called reformers have always had better slogans," Gibboney mused. "But I still try to have one. My slogan is this: Good reform is both intellectual and democratic."

Gibboney's slogan is "a summary of a summary of a summary" of the educational philosophy of John Dewey, the godfather of 20th-century school reform. "I go back to Dewey's theories, which say that good schooling cultivates intelligence," Gibboney explained. "It is wide

open what intelligence is. It may be good conversation. It may be art. But it is not just being a slave to statistical analysis and new technology."

Not that there is anything inherently wrong with new technology. The real problem, according to Gibboney, is that educators looking to reform their school systems become enamored of the technology

itself, rather than having the students and teachers learn how to make the technology useful to their lives.

"Reforms that are unworthy are those reflecting the technological emphasis," Gibboney said. "They emphasize skills, like how to add a long column of figures, but don't get into thinking about

mathematics and its meaning in society. This comes out of the rat-maze psychology, and our love of the machine.

"For instance, schools are buying computers but don't know how to use them. They put them in a room and call it a laboratory. Would you call a book and a pencil a lab? Are we going to teach you how to use a book and program—i.e., write—a book? Well, that is about the book and not about learning. We worship the computer, the machine, not how it can help us intellectually."

In "The Stone Trumpet," Gibboney makes an exhaustive list of major educa-

tional reforms since 1960. Of the 34 reforms he cites, only six meet his "intellectual and democratic" standard—like open classrooms and nongraded schools. Many reforms receive heavy criticism. A few get only mild rebukes.

"New math and new science, which became big about 25 years ago, meet the intellectual, but not the democratic, part of the equation," Gibboney said. "They made students think about their subjects, but they were generally only practiced in elite schools."

Gibboney got his start as an educator in a decidedly *nonelite* school. He began his career in the 1950s as a teacher in a progressive grade school in Ferndale, Mich., a northern suburb of Detroit. "Most of the kids were children of auto-workers," he said. "It was such a great communal teaching experience that we still have reunions of the principal and the teachers."

Gibboney went on to graduate study at Vanderbilt University, where he got hooked on Dewey. Then he went into educational administration on the state level. He was deputy secretary of education in Pennsylvania before taking over the head job, commissioner of education, in Vermont. That went fine until the state tried to regionalize schools, an unpopular move in a state with strong community feeling like Vermont.

"We parted company," Gibboney said.

After leaving Vermont in 1967, Gibboney was recruited to Penn by then provost, Dave Goddard. "I guess I came off as a nonbureaucratic type when I had dealings with him [as Pennsylvania's deputy secretary of education]," Gibboney explained. "Because of my background, I'm out of step half the time in the University and half the time in the field. The field looks at me initially as an egghead professor. The University looks at me as not a typical scholar because of my administrative background. Actually, it's all not so bad. It keeps me looking at both sides."

Gibboney may have a somewhat jaundiced view of the current state of educa-



Photograph by Addison Geary

Dr. Gibboney believes that our love of technology has created a mechanical method of teaching.

tion, but educators don't necessarily have a jaundiced view of him. In 1969, Gibboney won Penn's Lindback Award for Distinguished Teaching, a prestigious honor bestowed by a University-wide committee. Still, Gibboney realizes that he's not going to win many kudos from those who think learning by rote is a good thing.

"Because we worship any new machine, like computers, this filters over to how we define knowledge," he said. "Is it any wonder we slip into the mechanical mode? Schools take subjects apart. History becomes all dates. This is a mechanistic approach to history, not an interesting story or an unfolding narrative, which is what it should be. It becomes a series of disconnected Northwest Ordinances of 1787 and all those memorized facts."

The best schools, Gibboney believes, rely not on textbooks, but on great school libraries. "Textbooks are merely for overview," he said. "Kids should be reading biographies—real books—not vocabulary-controlled, bland textbooks."

The best classes mix disciplines and allow students to apply subjects in a creative fashion. As an example, Gibboney described a multidimensional course that the suburban district of Cherry Hill, N.J., could offer in which students would learn just by talking

about their hometown.

"To think, sure, you have to know facts, but to really think, you have to think about how to use them," he said. "Take Cherry Hill. You'd ask [students] to think about why Cherry Hill emerged in the 1950s instead of the 1890s. You talk about President Eisenhower's pro-

Textbooks are merely for overview. Kids should be reading biographies—real books—not vocabulary-controlled, bland textbooks.

—Richard A. Gibboney

grams, the interstate highway system, why people left the cities. You can talk about desegregation. You could study math through the interpretation of population figures; science with land use. You would have them read old newspapers and teach them how to summarize information. You would show how to make appointments to interview some-

one. This is a mini-liberal-arts education on just that one subject."

But instead of implementing such classes, educators are constantly looking for the next reform, none of which has really worked on a mass scale. Gibboney knows that from personal experience. Between 1984 and 1994, he worked with a dozen school districts using his interpretation of Dewey's theories. "I have to admit, my way of reform didn't change schools miraculously, either," he said with a laugh.

"I define significant reform as 20 percent of the public schools moving in an intellectual and democratic way," he added. "I wasn't any better at that than any of the other reformers. I may have raised the intellectual level of some teachers, but I didn't change a school district 180 degrees."

Yet in spite of the frustration both he and reformers he denigrates have faced, Gibboney still sees public schooling as a place worth perfecting. "Public schools are essential for democracy," he said. "With all their faults, the public schools are our single best hope to cultivate and preserve democratic values in an increasingly anti-democratic culture.

"But unless we are truly democratic—making sure everyone is offered a good intellectual education—we're going to be left dull-witted with our dull machines."

Fond Farewell for Fancher At the Faculty Club

Rod Fancher, former director of Internal Audit, addressed the nearly 200 people who came to honor him at his retirement party at the Faculty Club on April 2. Fancher, who served as head of Internal Audit for 12 years, was "roasted" and wished well by several speakers, who included Comptroller Al Beers, Associate Executive Vice President Janet Gordon, Mark Lloyd from Archives, former Associate General Counsel Neil Hamburg, and Executive Vice President John Fry. Also in attendance were Fancher's wife, Susan, and his two sons. He was presented with a replica of the "Ben on the Bench" sculpture.

In his comments to the attendees,

Fancher credited his parents for instilling in him the values of honesty and integrity, and thanked his wife and family for their unwavering support. Calling Penn "the greatest University in the country,"

Fancher praised the University's strategic plan, "Agenda for Excellence," and thanked everyone present for helping him celebrate "one of the most-exciting days of my life."



Photograph by Tommy Leonardi

Questions? Comments? Something newsworthy to report? Contact The Compass at (215) 898-1427 or jandag@pobox.upenn.edu.

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 St. (Ground level) 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 the Human Resources Home Page (<http://www.upenn.edu/hr/>). 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.

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.

ANNENBERG SCHOOL

Specialist: Clyde Peterson

PART-TIME (CLERK II) (20 HRS) (04299CP) G5; \$6,868-8,407 4-5-96 Library

ARTS AND SCIENCES

Specialist: Nancy Salvatore

RESEARCH SPECIALIST I (04313NS) Assist in the execution of experiments to construct a physical map of the genome of the model plant *Arabidopsis*; large scale DNA sequencing using fluorescence-based automated DNA sequencer; screening of *Arabidopsis* yeast artificial chromosome (YAC), lambda and plasmid libraries using PCR and by DNA hybridization techniques; keep computer logs; write lab reports; attend weekly group meetings; maintain laboratory equipment and supplies. **Qualifications:** BA/BS in biology or related field; experience in molecular biology techniques; DNA sequencing is essential; one-three years research laboratory experience required. **Grade:** P2; **Range:** \$21,700-28,200 4-9-96
SYSTEMS PROGRAMMER I (02128NS) Provide UNIX systems support for the Chemistry Department, especially SGI machines; provide user support to faculty, graduate students & staff in areas of systems & applications programming; assist in installation, update & day-to-day operations of Chemistry computers. **Qualifications:** BA/BS in computer science or related field, plus two-three years relevant experience; required fluency in C & UNIX; ability to work independently & good interpersonal & organizational skills necessary. **Grade:** P6; **Range:** \$31,900-40,600 4-9-96 SAS Computing

SYSTEM PROGRAMMER I (04317NS) Provide UNIX systems support for network of six IBM RS/6000s & 50 DOS & Mac clients in McNeil Building; provide user support to faculty, graduate students, & staff in areas of systems & applications programming; assist in installation, update & day-to-day operations of McNeil computers. **Qualifications:** BA/BS in computer science or related field, plus two-three years relevant experience; required fluency in C & UNIX; ability to work independently & good interpersonal & organizational skills necessary. **Grade:** P6; **Range:** \$31,900-40,600 4-9-96 SAS Computing

ASSISTANT DEAN ACADEMIC ADVISING II (03205NS) (End date: 5/31/97) P6; \$31,900-40,600 3-22-96 College Office

ASSISTANT DIRECTOR III (03283NS) (End date: 9/30/98) P4; \$26,200-34,100 4-1-96 Political Science
INFORMATION MANAGEMENT SPECIALIST I (11589NS) P4; \$26,200-34,100 11-24-95 SAS Computing

INFORMATION SYSTEM SPECIALIST I (11548NS) P3; \$23,900-31,000 11-8-95 SAS Computing
PROGRAMMER ANALYST I (03264NS) P4; \$26,200-34,100 3-25-96 Linguistics
PROGRAMMER ANALYST II (09318NS) P6; \$31,900-40,600 9-12-95 IRIS
RESEARCH COORDINATOR, SR. (03203NS) P4; \$26,200-34,100 3-8-96 Linguistics/LDC
RESEARCH SPECIALIST, JR. (02171NS) P1; \$19,700-25,700 3-20-96 Biology
RESEARCH SPECIALIST JR./I (03282NS) (End date: 4/30/98) P1/P2; \$19,700-25,700/\$21,700-28,200 4-3-96 Physics & Astronomy
ADMINISTRATIVE ASSISTANT III (03265NS) G11; \$19,900-25,300 3-26-96 Music
ADMINISTRATIVE ASSISTANT III (03204NS) 11; \$19,900-25,300 3-8-96 Political Science

DENTAL SCHOOL

Specialist: Clyde Peterson

RESEARCH SPECIALIST II (04300CP) Design & execute experiments involving molecular approaches to study bacterial modulation of the immune response; supervise & teach technicians & students in laboratory skills involving molecular biology; assist in the preparation of manuscripts; maintain quality control of reagents & equipment. **Qualifications:** BA/BS; three-five years research experience; specific skills preferred: tissue culture, anaerobic microbiology & molecular biology (plasmid isolation & purification, PCR, DNA sequencing & cloning). **Grade:** P3; **Range:** \$23,900-31,000 4-8-96 Pathology
RESEARCH SPECIALIST, JR. (03212CP) P1; \$19,700-25,700 3-8-96 Pathology
DENTAL ASSISTANT I (40 HRS) (07098CP) G7; \$16,571-20,686 7-24-95 Dental Medicine
DENTAL ASSISTANT I (40 HRS) (10429CP) G7; \$16,571-20,686 10-5-95 Dental Care Ctr.
DENTAL ASSISTANT II (40 HRS) (04301CP) (Work schedule: 8 a.m.-5 p.m.) G8; \$17,943-22,400 4-5-96 Pediatric Dentistry
RESEARCH LAB TECHNICIAN III (03213CP) G10; \$18,700-23,300 3-8-96 Pathology

ENGINEERING/APPLIED SCIENCE

Specialist: Clyde Peterson

FISCAL COORDINATOR I (02122CP) P1; \$19,700-25,700 2-12-96 Moore Business Office
SYSTEM PROG. II (08055CP) (Ongoing contingent on funding) P7; \$35,000-43,700 5-17-95 CIS/IRCS
ADMINISTRATIVE ASSISTANT III (02186CP) G11; \$19,900-25,300 3-4-96 Undergraduate Education

EXECUTIVE VICE PRESIDENT

Specialist: Nancy Salvatore/Susan Curran

ASSISTANT MANAGER, DINING (02189NS) P3; \$23,900-31,000 3-5-96 Faculty Club
ASSOC. DIRECTOR, INFO. SYSTEM (11603NS) P11; \$54,500-68,200 11-29-95 Internal Audit
AUDITOR, SR. INFO. SYSTEMS (12632NS) P8; \$38,500-48,100 12-7-95 Internal Audit
AUDITOR, SR. INFORMATION SYSTEMS (12644NS) (12645NS) P8; \$38,500-48,100 12-11-95 Internal Audit
AUDIT SPECIALIST (10502NS) P9; \$42,300-52,900 10-27-95 Internal Audit
CONTRACTS ADMINISTRATOR II (03198NS) P5; \$28,800-37,600 3-6-96 ORA
COORDINATOR III (0134NS) P3; \$23,900 - 31,000 1-16-96 Public Safety
COORDINATOR IV (03231NS) P4; \$26,200-34,100 3-15-96 Publications
DIRECTOR, BENEFITS (03239SC) P12; \$63,700-77,700 3-20-96 Human Resources
DIRECTOR, CENTER TECHNOLOGY TRANSFER (0285NS) Blank 2-2-96 Ctr. for Technology Transfer
DIRECTOR, START-UP BUSINESS DEVELOPMENT (12674NS) P10; \$47,400-59,200 1-5-96 Center for Technology Transfer
DIR., VICTIM SUPPORT & SPECIAL SERVICES (03216NS) (Schedule: 24 Hour on-call) P8; \$38,500-48,100 3-11-96 Victim Support & Special Svcs.
MGR., EMPLOYEE COMMUNICATIONS (03240SC) P10; \$47,400-59,200 3-20-96 Human Resources
MANAGER, MARKETING & ADMINISTRATION (0287NS) P8; \$38,500-48,100 2-2-96 Center for Technology Transfer
OFFICE SYSTEMS ADMINISTRATOR II (03197NS) P3; \$23,900-31,000 3-6-96 ORA
PROGRAMMER ANALYST II (11561SC) P6; \$31,900-40,600 11-15-95 HRIM
STAFF ASSISTANT IV (03287NS) P4; \$26,200-34,100 4-1-96 Internal Audit
LIMITED SERVICE (SUPERVISOR BANQUET CLUB) (02188NS) P2; \$18,076-23,491 3-4-96 Faculty Club
ACCOUNTANT, JR. (03196NS) G11; \$19,900-25,300 3-6-96 Comptroller
ADMINISTRATIVE ASSISTANT III (03263NS) (End date: 6/30/97) G11; \$19,900-25,300 3-25-96 Treasurer's Office
CLERK ACCOUNTING III (0152NS) G9; \$17,100-21,400 1-23-96 Comptroller
PAINTER (40 HRS) (03256NS) Union 3-21-96 Physical Plant

GRAD SCHOOL OF EDUCATION

Specialist: Clyde Peterson

COORDINATOR IV (03199CP) (On-going contingent upon funding) P4; \$26,200-34,100 3-6-96 GSE/International Programs
INFORMATION SYSTEMS SPECIALIST II (08266CP) (Ongoing contingent on funding) P5; \$28,800-37,600 3-20-96 NCAL
ADMINISTRATIVE ASSISTANT III (40 HRS) (03294CP) G11; \$22,743-28,914 4-3-96 Education Leadership Division
SECRETARY IV (12682CP) G9; \$17,100 - 21,400 1-3-96 CFCDRE
SECRETARY IV (0174CP) (End date: Contingent on funding) G9; \$17,100-21,400 01-31-96 CPRE
PART-TIME (ADMIN. ASS'T I) (28 HRS) (07134CP) G9; \$9,396-11,758 3-11-96 Development Office

GRAD SCHOOL OF FINE ARTS

Specialist: Clyde Peterson

PART-TIME (OFFICE ADMINISTRATIVE ASSISTANT I) (24 HRS) (12631CP) (End date: 6-30-96) G9; \$9,396-11,758 12-7-95 Architecture

LAW SCHOOL

Specialist: Clyde Peterson

ASSISTANT DIRECTOR IV (04302CP) Implement the operations of a cross-disciplinary research center, assist with long range programmatic planning & fundraising; administratively plan & implement conferences & seminars, working paper series; plan & monitor budget of \$250,000; manage external relations & coordinate & design the Institute's Annual Report; oversee daily operations, in coordination with administration of constituent schools. **Qualifications:** BA/BS required; Master's preferred; three-five years experience in an increasingly responsible administrative position; experience with event planning, fundraising & editing essential; excellent communication, organizational & analytical skills; computer literacy & word processing skill required, knowledge of WordPerfect software. **Grade:** P5; **Range:** \$28,800-37,600 4-8-96 Law

ANNUAL GIVING OFFICER II (11582CP) P5; \$28,800-37,600 11-22-95 Law Development

FINANCIAL ADMINISTRATOR II (0124CP) P4; \$26,200-34,100 1-19-96 Dev./Alumni Relations

FISCAL COORDINATOR II (03295CP) P2; \$21,700-28,200 4-3-96 Biddle Law Library

MEDICAL SCHOOL

Specialist: Ronald Story/Janet Zinser

CLINICAL RESEARCH COORDINATOR (04318RS) Responsible for general coordination of clinical activities of studies; responsible for general management of study; ensure strict adherence to protocol; participate in general technician responsibility; recruit & screen patients; organize recruitment programs; coordinate patient activity; maintain study documentation; prepare & monitor budget during grant period; prepare progress reports; attend study related meetings & staff exhibits. **Qualifications:** BA/BS in scientific or related field; post college training in field or two years previous experience in field; related research experience desirable; certified ophthalmic technician desirable. **Grade:** P5; **Range:** \$28,800-37,600 4-11-96 Ophthalmology

COORDINATOR II (04309JZ) Coordinate, implement and oversee the medical staff credentialing process for faculty; verify hospital and faculty appointments of former staff; coordinate visa application process; coordinate process to ensure malpractice coverage for all faculty with medical staff privileges; assist in creation of faculty appointment, reappointment, promotion & termination letters; coordinate & maintain documentation of CME accreditation; coordinate the internal hiring process for staff positions; coordinate staff performance evaluation process for University & HUP employees; track A-1 leave time for staff; enter faculty & staff appointment and personal data on UMIS system & internal personnel database. **Qualifications:** BA/BS or equivalent; one-three years administrative experience, preferably in a academic/ clinical environment; knowledge of MAC, DOS systems; Novell & Windows preferred; experience with word processing, database management; knowledge of faculty appointment, UMIS payroll system and network systems pref. **Grade:** P2; **Range:** \$21,700-28,200 4-8-96 Psychiatry

RESEARCH SPECIALIST JR. (04308RS) Under direct supervision, isolate human B lymphocytes from a variety of tissues, grow culture-based assays to assess the effects of HIV on B-cells at the physiological & biochemical level; demonstrate techniques to lower grade technicians & students; keep logs & write lab reports; perform bibliographic searches; assist in writing procedural section of manuscripts; attend group meetings; monitor expenses & maintain lab equipment & supplies. **Qualifications:** BA/BS in scientific or related field; exposure to lab work; knowledge of lymphocyte activation & tissue culture preferred. (Ongoing contingent upon grant funding) **Grade:** P1; **Range:** \$19,700-25,700 4-5-96 Pathology & Lab Medicine

PART-TIME (COUNSELING PSYCHOLOGIST III) (20 HRS)(03290RS) Provide on-going psychosocial services for ART patients & PENNHealth for Women patients within the department of OB/GYN, including scheduled appointments, informal contact & via tele-

phone; assess & evaluate all prospective Assisted Reproductive Technologies (ART) participants; provide appropriate treatment during ART; follow-up with patients; provide psychosocial services for PENNHealth for Women patients, including developing & initiating support classes; follow-up with patients; provide individual counseling or referrals. **Qualifications:** PhD preferred; at least five yrs. experience in psycho therapy; Licensed Clinical Social Worker or Licensed Clinical Psychologist; in depth knowledge of Assisted Reproductive Technologies & women's health issues; strong communications skills required; must be able to work independently & maintain a professional attitude at all times. **Grade:** P6; **Range:** \$18,231-23,202 4-5-96 OB/GYN

BIOSTATISTICIAN (0293JZ) P8; \$38,500-48,100 2-8-96 Clinical Research Center

BUILDING ADMIN. (02120JZ) (02121JZ) P3; \$23,900-31,000 2-9-96 Architecture & Fac. Mgmt.

CLINICAL SPECIALIST (02175RS) (Ongoing contingent upon funding) P6; \$31,900-40,600 3-1-96 Center for Experimental Therapeutics

INFORMATION SYSTEMS SPECIALIST I (03233JZ) P3; \$23,900-31,000 3-18-96 Otorhino-laryngology

MGR., ADMIN. & FIN. (02191JZ) P7; \$35,000-43,700 3-5-96 Ctr. for Res. on Repro. & Women's Health

NURSE II (03219RS) (Ongoing pending funding) P4; \$26,200-34,100 3-12-96 Infectious Disease

PROGRAMMER ANALYST I (11581JZ) P4; \$26,200-34,100 11-22-95 Psychiatry

PROGRAMMER ANALYST II/III (0120JZ) P6/P7; \$31,900-40,600/35,000-43,700 3-12-96 Psychiatry

PROGRAMMER ANALYST III (10447JZ) P7; \$35,000-43,700 10-25-95 General Medicine

PROJ. MANAGER I (03267RS) (End date: 1/31/01) P5; \$28,800-37,600 3-25-96 Psychiatry

REIMBURSEMENT ANALYST I (05104JZ) P6; \$31,900-40,600 9-8-95 Medicine/Billing

RESEARCH COORDINATOR (10442RS) P3; \$23,900-31,000 10-10-95 Cancer Center

RES. COORDINATOR (02114RS) (End date: two yrs. from start) P3; \$23,900-31,000 2-19-96 OB/GYN

RESEARCH COORDINATOR (03271RS) P3; \$23,900-31,000 3-25-96 Psychiatry

RESEARCH COORDINATOR (10442RS) P3; \$23,900-31,000 4-3-96 Cancer Center

RESEARCH SPECIALIST, JR. (03201RS) (Ongoing contingent upon grant funding) P1; \$19,700-25,700 3-7-96 Orthopaedic Surgery

RESEARCH SPECIALIST, JR. (03209RS) P1; \$19,700-25,700 3-8-96 Medicine-Pulmonary

RESEARCH SPECIALIST, JR. (10428RS) (End date: 10/31/97) P1; \$19,700-25,700 3-15-96 IHGT

RESEARCH SPECIALIST JR. (04311RS) P1; \$19,700-25,700 4-5-96 Genetics

RESEARCH SPECIALIST JR./I (0118RS) (Ongoing contingent upon grant funding) P1/P2; \$19,700-25,700/21,700-28,200 1-12-96 Pathology & Laboratory Medicine

RESEARCH SPECIALIST I (0156RS) (Ongoing contingent upon grant funding) P2; \$21,700-28,200 1-23-96 Surgery/HDSR

RESEARCH SPECIALIST I (03208RS) P3; \$23,900-31,000 3-8-96 Medicine/Rheumatology

RESEARCH SPECIALIST I (03224RS) P2; \$21,700-28,200 3-13-96 Psychiatry

RESEARCH SPECIALIST I (04310RS) P2; \$21,700-28,200 4-5-96 Dermatology

RES. SPEC. III (03291RS) P2/P3; \$21,700-28,200/ \$23,900-31,000 4-3-96 Genetics

RESEARCH SPECIALIST II (0130RS) (Work schedule: Monday-Friday, 8 a.m.-5 p.m.) (End date: 1/31/98) P3; \$23,900-31,000 1-15-96 IHGT

RESEARCH SPECIALIST II (03234RS) (Ongoing contingent upon funding) P3; \$23,900-31,000 3-18-96 Pathology & Lab Medicine

RESEARCH SPECIALIST III/III (03237RS) (Ongoing contingent upon funding) P3/P4; \$23,900-31,000/ \$26,200-34,100 3-18-96 Pathology & Lab Medicine

STAFF ASSISTANT II (0294JZ) P2; \$21,700-28,200 2-8-96 Medicine/Pulmonary

STAFF ASSISTANT II (03242JZ) P2; \$21,700-28,200 3-21-96 Microbiology

ADMINISTRATIVE ASSISTANT II (02160JZ) (Ongoing contingent upon grant funding) G10; \$18,700-23,300 2-22-96 Path. & Lab Medicine

ADMINISTRATIVE ASSISTANT III (40 HRS) (03284JZ) G11; \$22,743-28,914 3-29-96 Medicine

BILLING ASSISTANT (40 HRS) (03293JZ) G8; \$17,943-22,400 4-3-96 Ophthalmology

CLERK II (40 HRS) (03218JZ) (End date: 3/31/98) G5; \$14,286-17,486 3-12-96 IHGT

CLERK IV (40 HRS) (02165JZ) (End date: 2/28/98) G7; \$16,571-20,686 2-26-96 IHGT

OFFICE ADMINISTRATIVE ASSISTANT I (0145JZ) G9; \$17,100-21,400 41-18-96 Biomed. Grad. Studies

OPERATOR, DATA ENTRY (0127JZ) (End date: 6/30/96) G7; \$14,500-18,100 1-15-96 Psych.

PSYCHIATRY TECHNICIAN I (03249RS) G10; \$18,700-23,300 3-20-96 Psychiatry

PSYCH TECH I (40 HRS) (03279RS) (03281RS) (May involve nights/weekends) (Ongoing contingent upon grant funding) G10; \$21,371-26,629 3-28-96 Psychiatry

PSYCH TECH I (03266RS) G10; \$18,700-23,300 3-25-96 Psychiatry

PSYCH TECH I (40 HRS) (03268RS) G10; \$21,371-26,629 3-25-96 Psychiatry

RESEARCH LAB TECH II (40 HRS) (02104RS) (Ongoing contingent upon funding) G8; \$17,943 - 22,400 2-8-96 Psychiatry

RESEARCH LAB TECH III (10475RS) (Ongoing contingent upon grant funding) G10; \$18,700-23,300 10-16-95 Pathology & Lab Medicine

RESEARCH LAB TECH III (40 HRS) (0169RS) (Ongoing pending funding) G10; \$21,371-26,629 2-1-96 Ctr. for Exp. Therapeutics & Clinical Research Center

RESEARCH LAB TECH III (40 HRS) (10443RS) G10; \$21,371-26,629 2-27-96 Clinical Research Ctr.

RESEARCH LAB TECH III (03221RS) G10; \$18,700-23,300 3-12-96 Cell & Developmental Biology

RES. LAB TECH. III (03235RS) (03236RS) (Ongoing contingent upon funding) G10; \$18,700-23,300 3-18-96 Path. & Lab. Medicine

RESEARCH LAB TECH III (03220RS) G10; \$18,700-23,300 3-21-96 Cell & Developmental Biology

RESEARCH LAB TECHNICIAN III (03275RS) (Ongoing contingent upon grant funding) G10; \$18,700-23,300 3-27-96 Pathology & Lab Medicine

RESEARCH LAB TECHNICIAN III (03280RS) \$18,700-23,300 3-28-96 CDB

RESEARCH LAB TECHNICIAN III (40 HRS) (02103RS) G10; \$21,371-26,629 4-3-96 Neurology

SECRETARY IV (02181JZ) G9; \$17,100-21,400 3-1-96 CCEB

TECH, OPHTHALMIC CERT MED (40 HRS) (11570RS) G12; 25,371-32,686 2-19-96 Ophthalm.

PART-TIME (CLERK II) (20 HRS) (03292JZ) G6; \$7,473-9,176 4-3-96 Biochemistry & Biophysics

NURSING

Specialist: Ronald Story

DATA ANALYST I (0163RS) (Ongoing contingent upon funding) P5; \$28,800-37,600 2-27-96 Nursing

ADMINISTRATIVE ASSISTANT I (37.2 HRS) (03243RS) G9; \$17,100-21,400 3-18-96 Nursing

PART-TIME (ADMINISTRATIVE ASSISTANT II) (17.5 HRS) (02142RS) (End date: 12/31/96) G10; \$10,275-12,802 2-15-96 Nursing

PART-TIME (SECRETARY IV) (21 HRS) (0140RS) G9; \$9,396-11,758 1-18-96 Nursing

PRESIDENT

Specialist: Susan Curran/Janet Zinser

ARCHIVIST II (04314SC) Under the terms of a National Historical Publications & Records Commission grant to the University, arrange, describe & prepare for microfilming the combined ENIAC Trial Record collection; prepare one master collection from the three components; prepare finding aid in standard archival format & automated exhibit index; prepare targets for microfilming in accordance with RLG standards; ensure collection is camera-ready for microfilm. **Qualifications:** Master's degree or equiv. required; ALA-accredited MLS pref.; subject master's in social or physical sciences acceptable; one-three yrs. professional archival experience & experience working with large archival collections & preservation microfilm projects; demonstrated processing skills; working knowledge of archival descriptive practices & standards; working knowledge of archival appraisal & preservation techniques; working knowledge of desk-top database management software. (End

OPPORTUNITIES at PENN

date: One year after appointment **Grade:** P4; **Range:** \$26,200-34,100 4-9-96 University Archives
ASSISTANT DEVELOPMENT OFFICER I (03289JZ) P3; \$23,900-31,000 4-1-96 Dev. & Alumni Relations
ASSOC. DIRECTOR INDIVIDUAL GIFTS (09366JZ) P7; \$35,000-43,700 9-21-95 Dev. & Alumni Rels.
DEVELOPMENT OFFICER II (07082JZ) P10; \$47,400-59,200 7-19-95 Dev. & Alumni Relations
DIRECTOR, ADMINISTRATION AREA (03258JZ) P10; \$47,400-59,200 3-21-96 Dev. & Alumni Rels.
DIR. DEVELOPMENT RESEARCH (11585JZ) P8; \$38,500-48,100 11-22-95 Dev. & Alumni Relations
DIRECTOR, NEW YORK CITY REGION (0164JZ) (Position located in New York) P11; \$54,500-68,200 1-29-96 Development & Alumni Relations
DIRECTOR, UNIVERSITY COMMUNICATIONS (10473SC) Blank 10-18-95 University Relations
DIR., WEST. REG. (0175JZ) (Position in Los Angeles) P10; \$47,400-59,200 2-14-96 Dev. & Alum. Rels.
EDITOR, ALUMNI MAGAZINE (11572JZ) P9; \$42,300-52,900 11-16-95 Dev. & Alumni Relations
LEGAL ASSISTANT (02143SC) P3; \$23,900-31,000 2-19-96 General Counsel
PROGRAMMER ANALYST I (08194JZ) P4; \$26,200-34,100 1-31-96 Development & Alumni Relations
PUBLICATIONS DESIGN SPECIALIST (10449JZ) P5; \$28,800-37,600 10-10-95 Dev. & Alumni Rels.
SENIOR WRITER (11584JZ) P7; \$35,000-43,700 11-22-95 Development & Alumni Relations
STAFF RESEARCHER I (04297JZ) (04298JZ) P1; \$19,700-25,700 4-4-96 Dev. & Alumni Relations
STAFF WRITER II (04062JZ) (Two Writing Samples Must Accompany Application) P3; \$23,900-31,000 4-24-95 Development & Alumni Relations
SYSTEMS PROGRAMMER II (02144JZ) P7; \$35,000-43,700 2-16-96 Dev. & Alumni Relations
ADMIN. ASS'T I (40 HRS) (03246JZ) G9; \$17,100-21,400 3-19-96 Development & Alumni Relations
ADMIN. ASS'T II (03245JZ) G10; \$18,700-23,300 3-19-96 Development & Alumni Relations
ADMIN. ASS'T III (37.5 HRS) (03277JZ) G10; \$20,036-24,964 3-27-96 Medical Center Development
HOUSEHOLD ASSISTANT (37.5 HRS) (02169SC) G7; \$15,536-19,393 2-23-96 Office of the President

PROVOST

Specialist: Clyde Peterson

HEALTH PHYSICS TECH TRAINEE/HEALTH PHYSICS TECH (04316CP) **TRAINEE:** Perform radiation safety & compliance test of energized equipment, air sample monitoring of exhaust from fume hoods used for radio iodine work; maintain sampling equipment; perform radiation measurements with portable & laboratory instruments; prepare reports of survey & monitoring results; involves some transporting of moderately heavy equipment. **TECH:** Responsible for measuring surface contamination & exposure levels, proposing methods for removing contamination, security of survey meters, dose calibrations & inventory of sealed sources; perform audit of radioactive materials inventory; disposal logs; training requirements; process radioactive waste; survey energized equipment; respond to spills/incidents (24 hour on call) & questions by radioactive workers. **Qualifi-**

cations: TRAINEE: H.S. grad or equiv., plus some college-level course work in science & lab. methods; degree in science desirable; knowledge of properties of radio nuclides and radiation measurements; must be able to tolerate heights. **TECH:** BS in science plus exp. handling radioactive-radiation sources or equiv.; exp. e with handling RAM operation & operating energized equipment desirable; HP Technology Certification or Board eligible; good math, computer & electronic skills. **Grade:** G12/G13; **Range:** \$22,200-28,600/24,400-31,400 4-9-96 Radiation Safety Office
CHAPLAIN (08247CP) Ungraded 8-23-95 Provost's Office

CLINICAL VET (03257CP) (Willing to work irregular hours, weekends & holidays & assume emergency "on-call" responsibilities) Blank 3-28-96 ULAR
DATA ANALYST, SR. (02184CP) P8; \$38,500-48,100 3-1-96 UMIS

INFO. SYS. SPEC. I (02123CP) (End date: funding for three yrs.) P3; \$23,900-31,000 2-12-96 Museum
INTERN, ATHLETICS (03227CP) (Some evenings & weekends required) (End date: 6/30/97) \$10,000/year 3-20-96 DRIA

INTERN ATHLETICS (04303CP) (04304CP) (End date: 5/31/97) \$10,000 4-5-96 DRIA

LIBRARIAN II/III (03217CP) (Application deadline date: 4/30/96) P5/P6; \$28,800-37,600/\$31,900-40,600 3-19-96 Original Cataloging/University Libraries
MUSEUM PUBLIC INFO. INTERN (03255CP) (Application deadline date: 5/15/96) (End date: 5/31/97) \$1200/month 3-21-96 Museum

PROG. ANALYST II/III (03274CP) P6/P7; \$31,900-40,600/\$35,000-43,700 3-26-96 University Libraries
PROGR. ANALYST III (0172CP) P7; \$35,000-43,700 01-31-96 Data Comm. & Computing Svcs.

PROGRAMMER ANALYST III (02183CP) P7; **Range:** \$35,000-43,700 3-1-96 UMIS
PROGRAMMER ANALYST III (03273CP) P7; \$35,000-43,700 3-26-96 DCCS

STAFF RESEARCHER I (04296CP) P1; \$19,700-25,700 4-3-96 IRHE
STAFF WRITER II (03206CP) P3; \$23,900-31,000 3-21-96 University Press

SYSTEMS ANALYST II (11558CP) P7; \$35,000-43,700 11-10-95 UMIS
SYS. PROG. II/III (03228CP) (03229CP) P7/P8; \$35,000-43,700/38,500-48,100 3-19-96 Systems/University Libraries

TECH. TRAINING SPECIALIST I (06085CP) P4; \$26,200-34,100 3-29-96 Tech. Learning Services
VICE PROVOST FOR RESEARCH (08248CP) Ungraded 8-25-95 Provost's Office

PART-TIME (FISCAL COORDINATOR I) (20 HRS) (02190CP) P1; \$11,253-14,685 3-4-96 Museum
HEALTH PHYSICS TECH TRAINEE/HEALTH PHYSICS TECH (02172CP) G12/G13; \$22,200-28,600/24,400-31,400 2-28-96 Radiation Safety

VETERINARY SCHOOL

Specialist: Nancy Salvatore

NURSE, VET HEAD (03276NS) P4; \$26,200-34,100 3-28-96 VHUP-ICU
RESEARCH SPECIALIST I (12680NS) P2; \$21,700-28,200 1-3-96 Pathobiology

RESEARCH SPECIALIST I (08190NS) P2; \$21,700-28,200 8-11-95 Pathobiology
RESEARCH SPECIALIST III (03288NS) (Position located Kennett Square, PA; no public transportation) P4; \$26,200-34,100 4-1-96 Clinical Studies, NBC

ADMINISTRATIVE ASSISTANT II (03225NS) G10; \$18,700-23,300 3-12-96 Development
CLINICAL RECEPTIONIST (04305NS) G8; \$15,700-19,600 4-5-96 VHUP-Business Office

RES. LAB TECH. III (02180NS) (On-going contingent on funding) G10; \$18,700-23,300 2-29-96 Animal Bio.
RES. LAB TECH. III (02162NS) (Ongoing contingent on funding) G10; \$18,700-23,300 2-22-96 Animal Bio.

SECRETARY V (11532NS) G10; \$18,700-23,300 11-7-95 Small Animal Hospital
TECH, VET I/II (SPORTS MED. & IMAGING) (40 HRS) (03230NS) (May be required to work occa-

sional overtime) (Position in Kennett Square, PA; no public transportation) G8/G10; \$17,943-22,400/\$21,371-26,629 3-22-96 Large Animal Hospital

TECH, VET ANESTHESIA II/III (40 HRS) (02111NS) (Position in Kennett Square, PA; no public transportation) G12/G13; \$25,371-32,686/\$27,886-35,886 2-9-96 Large Animal Hospital

TECH, VET IMAGING I/II (40 HRS) (02109NS) (Assigned to Emergency call evenings/weekends/holidays; may be assigned to weekends; involve work on weekends; five day work week) G8/G10; \$17,943-22,400/\$21,371-26,629 2-9-96 VHUP Radiology

VICE PROVOST/UNIVERSITY LIFE

Specialist: Clyde Peterson

ASSISTANT DIRECTOR, UPWARD BOUND PROGRAM (03211CP) (Work schedule: Tuesday-Saturday) P4; \$26,200-34,100 3-7-96 Academic Support Services

COORDINATOR, TUTORING SVCS. (09363CP) P3; \$23,900-31,000 4-5-96 Academic Support Programs
GENERAL MGR, WXPN (03286CP) (Some evenings & weekends as needed) P8; \$38,500-48,100 WXPN

UPWARD BOUND COUNSELOR (12650CP) (Work schedule: Tuesday-Saturday) (End date: Grant supported, ongoing continuation contingent on funding) P3; \$23,900-31,000 12-13-95 Academic Support

WHARTON SCHOOL

Specialist: Janet Zinser

SYSTEMS PROGRAMMER II (04315JZ) Provide technical support for UNIX, Netware & Windows operating systems, network products & application software in support of the Wharton Trading Room Project; the goal of this project is to create a real-time trading environment for students; provide technical support to the researchers in the Finance Department to enable them to meet the goal of the project; manage TCP/IP & other network/LAN software such as Novell including namespace administration, planning & physical address tracking; provide support for Ethernet Network; track current & future versions of software; investigate & evaluate software packages; provide on-call support to troubleshoot & resolve problems; design & implement system environment to support project life cycle stages: design, test, train & production. **Qualifications:** BA/BS in computer science, related field or equiv.; three yrs. of progressively responsible exp. in systems programming & management; expertise exp. maintaining UNIX, Netware & Windows operating systems; demonstrated ability & desire to work in a team; specifically the ability to understand team roles & responsibilities; demonstrated effectiveness as a self starter & ability to work independently with minimal supervision; expertise in MS Access & Visual Basic & additional language, including C/C++; excellent interpersonal & verbal communication skills. **Grade:** P7; **Range:** \$35,000-43,700 4-9-96 WCIT

ASSISTANT DIRECTOR III/IV (03226JZ) P4/P5; \$26,200-34,100/28,800-37,600 3-15-96 Academic Services

ASSOCIATE DIRECTOR IV (02187JZ) P6; \$31,900-40,600 3-5-96 Management/Leadership
COORDINATOR I (03214JZ) P1; \$19,700-25,700 3-11-96 Aresty Institute/Executive Education

DIR. VII (11535JZ) P10; \$47,400-59,200 11-8-95
INFORMATION SYSTEMS SPECIALIST I (12638JZ) P3; \$23,900-31,000 12-11-95 WCIT

INFORMATION SYSTEMS SPECIALIST II/III (02145JZ) P5/P7; \$28,800-37,600/\$35,000-43,700 2-19-96 WCIT

MAJOR GIFT OFFICER I/II (11549JZ) (11550JZ) P7/P8; \$35,000-43,700/\$38,500-48,100 11-10-95 External Affairs

ADMINISTRATIVE ASSISTANT III (02151JZ) G11; \$19,900-25,300 2-19-96 Health Care Systems
SECRETARY IV (0153JZ) G9; \$17,100-21,400 1-23-96 Statistics

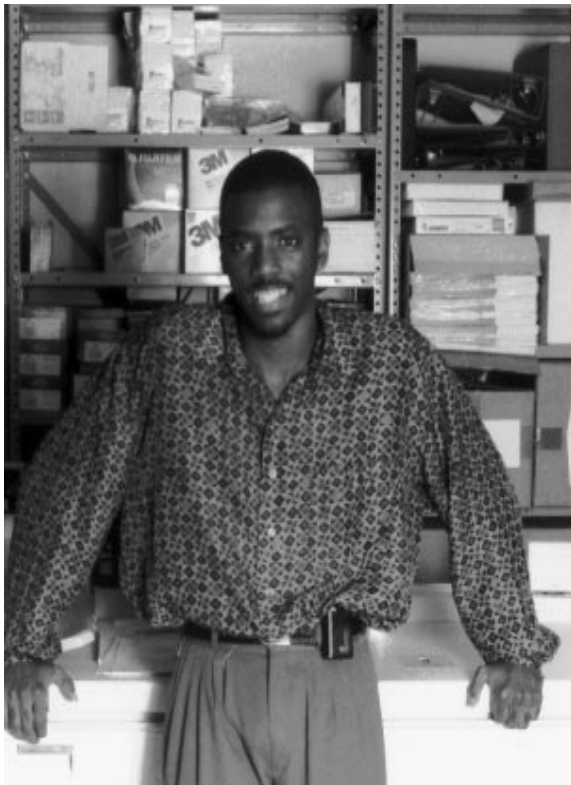
Classifieds

FOR RENT

Overbrook Park Rental—2nd floor duplex apt. available for long or short term. Ideal for visiting faculty or staff. 2 bedrooms. Call (215) 735-6286 for info.

SUBJECTS NEEDED

Healthy People ages 40 to 60 are needed for a three night sleep study. Study will not interfere with daytime job. Volunteers will be compensated. Call Dr. Richard Ross at (215) 823-4046 for information.



A-3 Employee of the Month: Nursing's Howard Tillman

Howard Tillman, March's A-3 Employee of the Month, is a duplicating machine operator in the School of Nursing who has, according to his supervisor, always "gone the extra mile" to get the job done. Over the six years Mr. Tillman has been at the Nursing School, he has developed an excellent working relationship with faculty and staff, and has always handled the many pressures and deadlines involved with his job.

To make a deadline, Mr. Tillman has been known to hand-deliver finished jobs directly to classrooms, in addition to taking the time to help assistant staff members learn the various aspects of running the Nursing School's copy center. His supervisor, Trudi Sippola, says the entire Nursing School has come to rely on Mr. Tillman at one time or another in his capacity at the copy center. Moreover, he can coax copies out of even the most stubborn of copy machines.

But Ms. Sippola was reluctant to heap too much praise on Mr. Tillman: "Please don't try to steal him from the School of Nursing! We have all come to rely upon him and couldn't get along without him!"

— From the A-3 Assembly
Employee Recognition Committee

Crime Alert: Thefts from Autos

Motorists should be aware that numerous reports of thefts from autos have recently been received by the Penn Police Department. The areas of highest reported activity involve vehicles that are parked along city streets adjacent to the campus proper. Specifically, the 3400 through 3800 blocks of Chestnut and Ludlow Streets appear to be areas most frequently targeted. Isolated thefts from auto have also been reported in the 100 and 200 blocks of south 36th and 38th Streets. Persons observing any suspicious behavior of individuals around parked cars should contact the Penn Police Department immediately.

Safety Tips for Vehicle Owners

- Avoid leaving any property that can be seen through windows inside of a parked vehicle.
- If you cannot take your property with you, be sure to secure it in the trunk of the vehicle prior to arriving at your destination. (Avoid storing any property inside the trunk if your vehicle allows access to the trunk through the passenger compartment of the auto.)
- Avoid leaving your vehicle for prolonged periods of time, especially at night or on unattended lots.
- When parking your vehicle at night, try to park in well-lighted and well-traveled areas.
- As always, when there is a problem, use the emergency blue light phones for immediate contact with the Penn Police Department. Open the box and lift the receiver or push the button for direct contact with a dispatcher.

Important Telephone Numbers:

Penn Police 898-7297	Penn Detectives 898-4485	Victim Support 898-4481/6600
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Prepared by Officer Ann Haines

At Cambridge: Openings for 1997-98 Visiting Fellows

Corpus Christi College of the University of Cambridge proposes to offer four to six *non-stipendiary* Visiting Fellowships annually and provides residential accommodation for one to three terms on its graduate campus to scholars of several years' standing who preferably have no previous experience of the University of Cambridge. The apartments cannot accommodate more than a spouse and two young children.

Applications for the academic year 1997-98 should reach the College Secretary by December 15, 1996, at the latest. Further details, including how much information the College requests from applicants, may be obtained from: Elva Power, Office of International Programs, 133 Bennett Hall/6275 (telephone 898-1640), or from the College Secretary at Corpus Christi College, Cambridge CB2 1RH, England.

— Office of International Programs

Wanted: ICA Volunteers and Interns

The Institute of Contemporary Art is seeking volunteers and interns for the following positions.

Admissions Desk Attendants—seeking reliable, dependable individuals to provide information, direct visitors, and handle phone inquiries at main floor reception area; half-day shifts Mondays and Tuesdays; weekly or every other week.

Speakers' Bureau—seeking creative volunteers adept at public speaking and/or marketing to join audience development team; flexible schedule.

Volunteer Interns—seeking responsible, computer-literate individuals to assist professional staff with research and administrative duties; one or two days weekly.

All volunteers and interns are provided with appropriate training and receive many attractive benefits. If interested, contact Director of Volunteers, Institute of Contemporary Art at 898-7108. Please leave your name and address; an application will be sent to you.

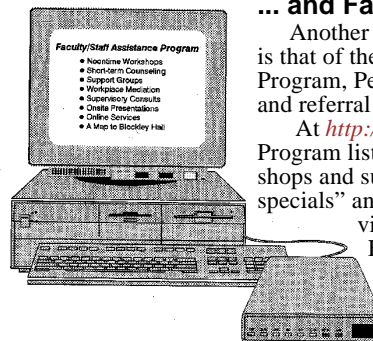
—Institute of Contemporary Art

On the Web: The A-3 Assembly . . .

The A-3 Assembly now lists its activities and program information on its web site (www.sas.upenn.edu/~haldeman/a3_asbly.html). New items:

- The 1996 A-3 Assembly Career Conference, Preparing for the 21st Century, on May 14 and 16, 2-5 p.m., in Bodek Lounge, Houston Hall.
- Nomination form for the following A-3 Assembly Executive Board positions: secretary, treasurer, chair of the career development committee, and chair of the communications committee. Nominations close May 1 for the elections later in May.
- A-3 Assembly Survey about web use and working at Penn.

The A-3 web page also has an on-line form for nominating A-3s of the month.



... and Faculty/Staff Assistance

Another new Web site of interest is that of the Faculty/Staff Assistance Program, Penn's workplace advising and referral unit.

At <http://www.upenn.edu/fsap/> the Program lists its schedule of free workshops and support groups, some "online specials" and other information and services. For those not on line, the F/SAP can be found the usual way at 1227 Blockley Hall (phone 898-7910)

CORRECTED

University of Pennsylvania Three-Year Academic Calendar, 1996-1997 through 1998-99

	1996 Fall Term	1997 Fall Term	1998 Fall Term
Move-in and registration for Transfer Students Thursday-Friday	August 29-30	August 28-29	September 3-4
Center for University of Pennsylvania Identification (CUPID) opens in Palestra Friday-Tuesday	August 30-September 3	August 29-September 2	September 4-September 8
Move-in for first-year students, New Student Orientation Saturday	August 31	August 30	September 5
Academic Day: Opening Exercises and Freshman Convocation; Undergraduate Deans' Meeting; Penn Reading Project Sunday	September 1	August 31	September 6
Labor Day; Community Building Day Monday	September 2	September 1	September 7
Advising begins, Placement Examinations Tuesday	September 3	September 2	September 8
First day of classes Wednesday	September 4	September 3	September 9
Community Service Day Saturday	September 7	September 6	September 12
Add period ends Friday	September 20	September 19	September 25
Drop period ends Friday	October 11	October 10	October 16
Fall term break Saturday-Tuesday	October 12-15	October 11-14	October 17-19 Sat.-Monday*
Family Weekend Friday-Sunday	November 15-17	October 24-26	November 13-15
Advance registration, Spring Term Monday-Sunday	November 4-17	November 3-16	November 2-15
Homecoming Saturday	November 2	November 8	October 31
Thanksgiving recess begins at close of classes Wednesday	November 27	November 26	November 25
Thanksgiving recess ends 8 a.m. Monday	December 2	December 1	November 30
Fall term classes end Monday	December 9	December 8	December 11 Friday
Reading days Tuesday-Thursday	December 10-12	December 9-11	December 12-14 Sat.-Monday
Final Examinations Friday-Friday	December 13-20	December 12-19	December 15-22 Tues.-Tuesday
Fall semester ends Friday	December 20	December 19	December 22 Tuesday
	1997 Spring Term	1998 Spring Term	1999 Spring Term
Registration for undergraduate Transfer Students Thursday-Friday	January 9-10	January 8-9	January 7-8
Spring semester classes begin Monday	January 13	January 12	January 11
Add period ends Friday	January 24	January 23	January 22
Drop period ends Friday	February 14	February 13	February 12
Spring recess begins at close of classes Friday	March 7	March 6	March 5
Classes resume at 8 a.m. Monday	March 17	March 16	March 15
Advance registration for fall and summer sessions Monday-Sunday	March 24-April 6	March 23-April 5	March 22-April 4
Spring term classes end Friday	April 25	April 24	April 23
Reading days Monday-Wednesday	April 28-30	April 27-29	April 26-28
Final Examinations Thursday-Friday	May 1-9	April 30-May 8	April 29-May 7
Alumni Day Saturday	May 17	May 16	May 15
Baccalaureate Sunday	May 18	May 17	May 16
Commencement Monday	May 19	May 18	May 17
	1997 Summer Session	1998 Summer Session	1999 Summer Session
12-week Evening Session classes begin** † Tuesday	May 20	May 19	May 18
First Session classes begin † Tuesday	May 20	May 19	May 18
First Session classes end Friday	June 27	June 26	June 25
Second Session classes begin Monday	June 30	June 29	June 28
Independence Day	July 4 Friday		
Second Session, 12-week Evening Session Classes end Friday	August 8	August 7	August 6

* One day cut from fall break. ** Options will be arranged for those who have scheduled commencement.

† Corrections are solely in the 1997 through 1999 Summer Session listing, where the 12-week evening and First Session classes start on Tuesdays, not Mondays as published earlier.

Update

APRIL AT PENN

CONFERENCES

19 Biological Basis of Behavior Student Research Symposium; features research accomplishments of BBB majors; poster session: 10 a.m.-2 p.m., Undergraduate Lounge, Stiteler Hall; lunch: noon-2 p.m.; oral presentations: 2-5:30 p.m., B26 Stiteler Hall; registration: 573-3163 (BBB).

Partnerships for the 21st Century; The 5th Annual Latin American Conference; Convention Center; info: 573-5598 (Wharton).

EXHIBIT

Now

Vision Tunnel; Artist Guild's exhibition of student work; Bowl Room, Houston Hall (The Artist Guild). *Continues through May 5.*

SPECIAL EVENTS

18 Spring Crafts Fair; 10 a.m.-6 p.m.; Locust Walk (SPEC Crafts Fair Committee). *Repeats April 19.*

19 Spring Fling Concert; The Violent Femmes, Pharcyde, The Skatalites, and moe; 7:30 p.m.; Hill Field; tickets: \$20, \$15/students, 898-6791 (Spring Fling Committee).

TALKS

17 Embryonic Induction and Patterning of Endoderm; Daniel Kessler, of PennMed; noon; M-100 Morgan (Center for Research on Reproduction and Women's Health).

18 Latest Developments in Low-bit Rate Video Coding; C.T. Chen, Bellcore; 11 a.m.-noon; 216 Moore (Electrical Engineering).

Science and Technology Policy; Mary Good, Dept. of Commerce; noon-1:15 p.m.; 2034 Steinberg Hall-Dietrich Hall (Public Policy).

Dendritic Cell-based Immunotherapy of Cancer; Walter Storkus, Pitt; Klaus Irmscher Lecture; 4 p.m.; Grossman Auditorium (Wistar).

Killing Memory: Bosnia's Cultural Heritage and Its Destruction; Andras Riedlmayer, Harvard; 5:15 p.m.; Stein Auditorium, Nesbitt Hall, Drexel U. (Drexel; Penn Honors Program; Hagerty Library; Hillel; Librarians' Assembly).

Constructions of Masculinities in the Canonical Texts of Western Political Theory; Harry Brod, University of Delaware; 7:30 p.m.; 109 Annenberg School (Women's Studies).

19 Hong Kong's Crisis, 1997 and Beyond: Competing Visions of Law and Political Institutions, and the Return to Chinese Rule; Jacques deLisle, law; Kevin Lane, Franklin & Marshall; noon; 540 Williams (Ctr. East Asian Studies).

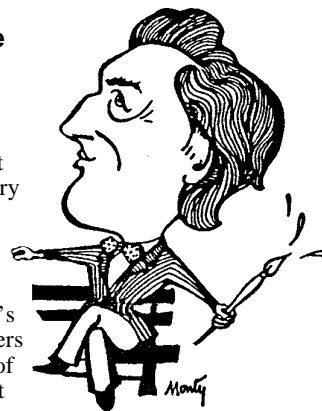
22 Something About Tropomodulin; Annemarie Weber, biochem/biophysics; 2 p.m.; Conference Rm., Richards (Pennsylvania Muscle Institute).

23 Women and HIV Infection; Lorna Lynn, medicine; noon-1 p.m.; Conference Rm., Rhoads Bldg. (FOCUS on Women's Health Research).

Portrait of the Musician at 40...plus

The Glee Club is 134 years old, but Bruce Montgomery has only been its director for 40 years! For his 40th anniversary as director, today's Glee Club members join with alumni of all ages to present *A Gala Tribute*

Saturday, April 27, at 8 p.m. in Zellerbach Theatre of the Annenberg Center. For friends on campus and honored guests from throughout the world, the show will be a musical retrospective of his work, with a grand alumni chorus assembling for the finale. The program will benefit The Montgomery Fund, which assists the Glee Club in maintaining the quality of its music and travel programs, and provides resources for members who need financial assistance to participate. Tickets are \$50 general admission, \$40 for the alumni classes of 1990-1995, and \$25 for current students.



Almanac

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The University of Pennsylvania Police Department Community Crime Report

About the Crime Report: Below are all Crimes Against Persons and Crimes Against Society listed in the campus report for **April 1 through April 7, 1996**. Also reported were **Crimes Against Property**, including 32 thefts (including 3 burglaries, 4 thefts of auto, 9 thefts from autos, 6 of bicycles and parts); 4 incidents of forgery and fraud; 7 incidents of criminal mischief and vandalism; and 1 incident of trespassing and loitering. Full crime reports are in this issue of *Almanac on the Web* (<http://www.upenn.edu/almanac/v42/n28/crimes.html>).—Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police department between the dates of **April 1 and April 7, 1996**. The University Police actively patrol from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

Crimes Against Persons

34th to 38th/Market to Civic Center: Robberies (& attempts)—1, Threats & harassment—1

04/01/96 9:21 AM Nursing Ed. Bldg. Messages received on voice mail
04/03/96 11:11 PM 3800 Blk. Baltimore Male sprayed with mace/wallet taken

38th to 41st/Market to Baltimore: Simple assaults—1

04/01/96 1:46 AM Harrison House Student vs. student

Outside 30th to 43rd/Market to Baltimore: Aggravated assaults—1,

Simple assaults—1, Threats & harassment—1
04/01/96 3:45 AM 27th Dickenson Complainant assaulted by two males
04/01/96 10:21 AM 531 Brookside Employee threatened by spouse
04/02/96 11:07 AM 3103 S. 61st St. Complainant reports being assaulted

Crimes Against Society

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

04/03/96 10:39 PM 3700 Blk. Spruce Panhandler refused to move/cited

38th to 41st/Market to Baltimore: Alcohol & drug offenses—2

04/05/96 9:16 AM 40th & Walnut Male stopped with narcotics/arrest
04/06/96 9:40 PM 3900 Blk. Irving Actor arrested/driving under influence

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. Its electronic editions on the Internet (accessible through the PennWeb) include HTML and Acrobat versions of the print edition, and interim information may be posted in electronic-only form. Guidelines for readers and contributors are available on request.

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The Compass stories are written and edited by the Office of University Relations, University of Pennsylvania.
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This Year's Honorary Degree Recipients Are...

Tom Brokaw, Speaker

Tom Brokaw, the Commencement speaker, is anchor and managing editor of "NBC Nightly News with Tom Brokaw." He is well known for his numerous broadcasting "firsts" with world leaders and world events; he conducted the first exclusive one-on-one interview with Mikhail Gorbachev, was the only anchor on location the night the Berlin Wall fell, and was the first American anchor to report on human rights abuses in Tibet and conduct an exclusive interview with the Dalai Lama. Mr. Brokaw has covered every presidential election since 1968 and served as NBC's White House correspondent during the Watergate era. He was anchor of NBC News' "Today" show from 1976 to 1981 before being named sole anchor of "Nightly News" in 1983. He has received numerous awards for his work, including the Alfred I. duPont Award for his interview with Mikhail Gorbachev, an Emmy for the NBC News special "China in Crisis" and NBC News' coverage of the mid-west floods in 1992, and a Peabody Award for his 1989 special "To Be An American." He is an adviser to the Asia Society and a trustee of the Norton Simon Museum and his alma mater, the University of South Dakota.

Rita Dove

Rita Dove is the Commonwealth Professor of English at the University of Virginia. From 1993 to 1995 she served as Poet Laureate of the United States, the youngest person and first African-American ever to hold that title. Her volumes of poetry include *Mother Love*, *Selected Poems*, *Grace Notes*, *Museum*, *The Yellow House on the Corner*, and the poetic narrative *Thomas and Beulah*, which won the 1987 Pulitzer Prize in Poetry. She has also authored a novel, *Through the Ivory Gate*, as well as several short stories, plays, and articles. Among the many honors she has received are the Renaissance Forum Award from the Folger Shakespeare Library, the NAACP Great American Artist Award, and the Gold Plate Award from the American Academy of Achievement. She has also been a Mellon Fellow at the National Humanities Center, a Guggenheim Fellow, and a Fulbright Scholar at the Universität Tübingen. Ms. Dove is currently sits on the editorial boards of several literary journals and reviews, is a member of the North Carolina Writers' Network, serves as a consultant to Lifetime television's "Woman to Woman on Lifetime," and was on the National Launch Committee of AmeriCorps. She received her B.A. from Miami University and an M.F.A. from the University of Iowa.

Helen Frankenthaler

Helen Frankenthaler is one of America's greatest living artists and a major figure in Abstract Expressionist painting. Applying acrylic colors with her innovative "soak and stain" technique to unprimed canvases, Ms. Frankenthaler has created an influential body of work that is considered a bridge between the "Action Painting" of Jackson Pollack and the "color field" painting that she pioneered with her 1952 *Mountains and Sea*. Ms. Frankenthaler's paintings have been exhibited throughout the world and are represented in the permanent collections of dozens of major museums. Ms. Frankenthaler has lectured at several universities and schools of art; she taught at Penn's Graduate School of Fine Arts for a brief period in 1965. She is a member of the American

Academy of Arts and Sciences and the National Institute of Arts and Letters, and has been honored with the Lifetime Achievement Award from the College Art Association, the New York City Mayor's Award, the Extraordinary Woman of Achievement Award from the National Conference of Christians and Jews, and several honorary degrees. She is a graduate of Bennington College.

Moshe Greenberg, C '49, Gr '54

Moshe Greenberg is the Isaac Becker Professor of Bible at Hebrew University in Jerusalem. One of the world's preeminent scholars of the Bible, Dr. Greenberg's studies on biblical law, religion, prophesy, and prayer are considered seminal works in the field. His commentaries on the Books of Exodus and Ezekiel are widely recognized for integrating traditional biblical analysis with modern historical-critical scholarship. Dr. Greenberg received his B.A. and Ph.D. degrees from the University of Pennsylvania in 1949 and 1954, respectively. He went on to serve as a faculty member at Penn, holding posts as chair of the Oriental Studies department (now Asian and Middle Eastern Studies) and as the first director of the University's Middle East Center. He assumed his current position at Hebrew University in 1970, and until 1981 also served as an adviser to the Israeli Ministry of Education on the Bible curriculum in Israeli public schools. Dr. Greenberg is the recipient of the Danforth Foundation's E. Harris Harbison Award and is a fellow of the American Academy of Arts and Sciences and the American Academy of Jewish Research. In 1994 he received the Israel Prize, Israel's highest academic honor. Dr. Greenberg returned to Penn for the Fall 1995 semester as a Moses Dropsie Fellow at the Center for Judaic Studies.

Jon M. Huntsman, W '59

Jon Huntsman is the chairman and chief executive officer of the Huntsman Group, including the Huntsman Chemical Corporation, the nation's largest privately-held chemical company. He served under President Nixon as White House Staff Secretary and Special Assistant to the President. He is a former member of the Republican National Committee and served on the National Advisory Board of Ronald Reagan for President. For his exceptional civic service, Mr. Huntsman has received awards from the National Conference of Christians and Jews and the Catholic Church, and was the first American to be awarded Armenia's Medal of Freedom for his efforts in rebuilding that country following a devastating earthquake in 1988. A 1959 graduate of Penn's Wharton School, Mr. Huntsman received an M.B.A. from the University of Southern California. He served as a trustee of the University of Pennsylvania from 1987 to 1994 and as co-chair of the record-breaking Campaign for Penn. He is now on the Board of Overseers of the Wharton School, where he established the Huntsman Center for Global Competition and Leadership in 1989.

Arnold J. Levine, Gr '66

Arnold Levine is the Harry C. Weiss Professor in Life Sciences and Chair of Molecular Biology at Princeton University. A renowned molecular biologist, he is recognized in particular for his contributions to the fields of DNA tumor virology and cancer biology. He is considered the leading authority on the p53 tumor suppressor gene, the gene most commonly involved in human cancer, and has made major

advances in understanding how this gene contributes to tumor development. These findings have profoundly influenced the understanding of the fundamental causes of cancer and have helped define future directions for the development of cancer therapies. Dr. Levine is a member of the National Academy of Sciences. His many honors include the Bristol-Myers Squibb Award for Distinguished Achievement in Cancer Research, the Lila Gruber Award from the American Academy of Dermatology, the first Charles Rodolphe Brupbacher Foundation Award, the first Strang Award for outstanding contributions to cancer research and the University of Chicago Cancer Center's Simon M. Shubitz Award. Dr. Levine received his Ph.D. from the University of Pennsylvania in 1966.

Nabeel Sha'ath, WG '61, Gr '65

Nabeel Sha'ath is the Minister of Planning and International Cooperation of Palestine, an elected member of the Palestinian Council, and a senior adviser to Yasir Arafat. Dr. Sha'ath has long been acknowledged in the West as a moderate voice in Palestinian affairs and a leading Palestinian proponent of the peace process with Israel; he was one of the PLO's lead negotiators in the talks that led to the recent Israel-PLO peace accords. He received his bachelor's degree in business administration from Alexandria University before coming to the University of Pennsylvania, where he earned an M.B.A. and Ph.D. from the Wharton School in 1961 and 1965, respectively, serving as instructor in finance at Wharton while completing his graduate studies. After graduation he joined the faculty of the American University in Beirut, moving in 1974 to Cairo, where for many years he headed a business consulting firm and was a publisher of children's books. During this period he became increasingly active in Palestinian affairs, often representing the PLO in Washington and at the U.N., and ultimately rising to the position of chairman of the political committee of the Palestinian National Council.

Maurice V. Wilkes

Maurice Wilkes, a pioneer in the development of the modern computer, is Professor Emeritus of Computer Technology at the University of Cambridge and Advisor on Research Strategy at Olivetti Research Limited in Cambridge, England. Inspired by the development of ENIAC as well as a legendary summer lecture series on electronic computing that he attended at Penn's Moore School in 1946, Dr. Wilkes led the construction in 1949 of EDSAC 1, the world's first stored program computer. Among his many groundbreaking publications in the computer field, Dr. Wilkes co-authored the first textbook on computer programming in 1951. His more recent works include *Memoirs of a Computer Pioneer* (1985) and *Computing Perspectives* (1995). Dr. Wilkes is a Distinguished Fellow of the British Computer Society, a Fellow of the Royal Society, a Foreign Associate of the U.S. National Academy of Sciences and U.S. National Academy of Engineering, and a Foreign Honorary Member of the American Academy of Arts and Sciences. He has received numerous awards in recognition of his achievements, including the Eckert-Mauchly Award from the Association for Computing Machinery and the Institute of Electrical and Electronics Engineers Computer Society, the Kyoto Prize for Advanced Technology, and the Howard Pender Award from Penn's Moore School.

Among the agenda items for the University Council meeting April 24, 1996 are recommendations contained in the year-end report, below, and those in the Communications Committee report on "Dormitory Privacy and the Proposed Policy on Privacy of Electronic Information," page S-4.

1995-96 Year-End Report of the Personnel Benefits Committee *April 1, 1996*

The Benefits Committee has reviewed the following areas in detail so far in this academic year.

A. Penn's Parenting Policies

The Personnel Benefits Committee considered the following in its discussions of Penn's Parenting Policy.

1. Adopt a University-wide policy to extend the tenure period for all faculty who are on the tenure clock. A potential tenure period of nine years might relieve the pressure on those who have family obligations during the tenure period. Since this is an academic tenure issue, it is beyond the purview of the Committee and it is offered only as an option for consideration by the appropriate University bodies.
2. Extend pro-rated benefits to all part-time employees as a part of the re-design of the benefits package. The extension of pro-rated benefits was discussed in detail and endorsed in a report issued by the Committee last year (*Almanac* December 20, 1994).
3. Extend pro-rated benefits to full-time employees in temporary part-time status. This would make temporary part-time status a viable option for employees, not all of whom need be tenure-probationary faculty, when family circumstances demand a reduction in work duties.

The details of the discussion are noted below.

Faculty who need time off from work during their tenure probationary periods for the care of family members, particularly children, brought the issue forward to the Senate. Faculty members who may need to take time off to care for family during their probationary periods may not have enough time, depending on the length of the leave, to complete their requirements for tenure. The possible extension of the probationary period for care of family members is under consideration. Other institutions such as Harvard and Yale allow for extensions of the probationary period under certain circumstances for caregiving. The Faculty Senate has asked the Personnel Benefits Committee to review the issue.

There are broad issues associated with leave for caregiving. Two major issues are determining the events which qualify for medical/family leave and financial issues. There are also practical issues such as finding someone to assume the teaching responsibilities of a faculty member on leave.

In addition to child care, employees may have need of elder care. Some institutions have combined parenting policies with elder care policies. The University could consider recommending broadening the scope of the issue to include elder care.

The issue was brought forward by faculty who need to take time off for the care of small children, in addition to the time off for the birth of a child. On the issues of pregnancy and delivery, it is possible for the University to continue its current practice. Female faculty are provided eight weeks under the University's short-term disability policy for the birth of a child without complications. Currently, full-time faculty have the option of reducing their time by 50% and reducing their pay by 50% for the period of one year to accommodate caregiving. Under these circumstances the probationary period is extended by one year for every two years worked at 50%.

The current policy does not provide flexibility such as 75% time and pay or 25% time and pay. The definition of 50% time for faculty is unclear. Although it is possible to reduce the teaching schedule by 50%, reducing scholarly, advising and administrative activity might be difficult.

It is possible that moving into part-time status would enable the individual to meet his/her caregiving needs, and remain in active status. The question of broadening the issue to staff as well as faculty was raised. A pro-rated benefits package for part-time faculty and staff could enhance an individual's ability to temporarily transfer into part-time status to accommodate family needs. Supporting part-time status with benefits raises several questions. Would faculty and staff be more likely to avail themselves of temporary part-time status if pro-rated benefits were provided? Who does the work while the faculty/staff member is on part-time status? Job-sharing may be one way to allow an individual to take temporary part-time status. The person sharing the job with the regular

employee would be given an end date for employment. Appointments with end dates are used throughout the University.

Job-sharing can be an effective way to accommodate an employee's need to work part-time and to maintain continuity in the workplace. It also presents challenges that may make it a less than optimal solution in every situation. There are significant challenges for managers managing a job-share team. Many managers do not want to have to cope with the problems that can arise in a job-sharing team such as lack of communication or one member of the team doing more work than his/her partner. Often job-sharing is most successful when the team members are responsible for working out any of their own problems around issues of communication and work flow and are evaluated as a unit. Success of the team means success for both individuals. Failure of the team means failure for both individuals. If the team is not performing as expected both individuals face the results of poor performance which could mean that both individuals are fired. This type of approach works best when the team members choose to work together rather than being paired together by a manager. This model clearly was more applicable to staff than faculty.

Flexible hours are another possibility. It may be a less desirable approach than job-sharing because the business needs of a unit may not readily accommodate flexible hours. Faculty already have some measure of flexible hours. Beyond their required classroom teaching hours, they have substantial opportunities for designing their schedules.

The Committee discussed the issue of choice and the difference between accident and choice; specifically, the difference between an individual who may need an extension of the probationary period due to an accident or an illness which one did not choose, versus the choice to have children. If extension of the probationary period is allowed for issues such as child care where a choice is made on the part of the individual to have children then what is the duration of the leave time and where is the line drawn on other events in an individual's life that are a matter of choice: i.e. a divorce? The choice to have children is so common that the University must accommodate families in order to attract the people it wants to work at Penn.

The Committee discussed an option noted in the Senate report printed in *Almanac* March 19, 1996. This would allow a faculty member to be released from duties for one semester at full pay with no need to make up time away from work. The ability to use this option would depend on the size and resources of the impacted department. Large departments may be better positioned than smaller departments to cover teaching responsibilities and pay replacement. The Personnel Benefits Committee can comment on the duration of leave and potentially the range and reduction of duties. If the Committee examines these issues, it may be prudent not to allow for a reduction below 50% time.

The issue has been raised with respect to non-tenured faculty in tenure tracks because of the length of the tenure probationary period. Penn's tenure clock is shorter than at some competing institutions. It can be difficult to develop an appropriate scholarly record if you take a year off for caregiving. One Committee member suggested the possibility of extending the clock to nine years. If there were a nine-year clock, individuals could accommodate their family needs and still have enough time to complete their academic requirements for tenure. Of course, lengthening the probationary period for everyone could have the effect of raising the level of accomplishment required for tenure. Therefore, it is possible that this would only delay the problems faced by non-tenured faculty. Since tenure policies are beyond the purview of the Benefits Committee, the Committee will forward this option to the Faculty Senate.

The current benefits package for part-time faculty and staff can make it difficult for faculty and staff temporarily to assume part-time status. While the individual can maintain his/her medical benefits, he/she must pay the full premium at University rates. It may be possible to treat full-time employees who have temporarily gone into part-time status differently than regular part-time employees and provide pro-rated benefits while the employees are in temporary part-time status. It would be

appropriate to require that the employee has to have worked at the University for some minimum period of time (perhaps 1-2 years) as a regular full-time employee before he/she could be eligible for temporary part-time status with pro-rated benefits. The issue of pro-rated part-time benefits will have to be examined as a part of the full benefits re-design effort as recommended by University Council last year.

B. Medicare Risk HMO Plans Effective 7/1/96

The Committee selected options for Medicare Risk HMO plans to be made available to retirees. This is a complicated subject, but it is included in the report because it is likely that the continuing rise in HMOs will make this an important issue for most retirees, and for many younger employees, as well.

Traditionally, retirees ages 65 and above receive medical coverage through Medicare. Medicare does not provide blanket coverage; therefore, retirees need to carry supplemental insurance in order to be insured adequately. The University has provided supplemental insurance to its retirees in the form of Blue Cross 65 Special.

Medicare now gives retirees ages 65 and above the option of choosing traditional Medicare coverage or enrolling in a Medicare Risk HMO plan. Under the Medicare Risk HMO plans, Medicare pays the HMO a flat rate per enrolled retiree. The HMO covers the retiree providing Medicare and supplemental benefits. One attractive feature of the Medicare Risk HMO plans is that participants do not have to carry or bear the cost of supplemental insurance.

Medicare has developed the HMO risk program because of the ability of HMOs to deliver care at lower costs. There is some question regarding whether HMOs will be able to continue offering coverage at lower costs once the number of enrolled retirees increases. However, these plans are now available to retirees.

Currently, the University does not sponsor any Medicare Risk HMO plans. As noted above, the only University-sponsored plan available to Medicare eligible retirees is the Blue Cross 65 Special Medicare supplemental insurance. Human Resources wished to expand University-sponsored retiree medical benefits to include Medicare HMO risk plans effective July 1, 1996. This would coincide with the effective date of cost-sharing on retiree medical benefits. The Medicare Risk HMO plans will give retirees who find cost-sharing on 65 Special financially difficult, a reasonable alternative.

Offering additional plans would require the University to hold an annual retiree open enrollment. This would give retirees the ability to change plans once a year in the same fashion as active employees. The government is allowing retirees who enroll in a Medicare Risk HMO the ability to leave the plan within 60 days of enrollment and return to the standard Medicare coverage. Penn retirees who exercise this option, would have Medicare coverage, but would not be eligible to enroll in the University sponsored Blue Cross 65 Special supplemental insurance until the next retiree open enrollment period.

It seems appropriate for the University to offer Medicare Risk HMO plans particularly in light of the July 1, 1996, change in retiree cost-sharing on medical benefits. Under current University policy, current retirees and individuals retiring on or before June 30, 1996 are not required to contribute to the cost of their health care premiums. As of July 1, 1996, retirees will be required to share in the cost of their medical premiums. The Medicare Risk programs will protect future retirees who cannot afford Blue Cross 65 Special premium costs. Medicare Risk options are also cost effective for the University. The University will save approximately \$900,000 a year through retiree enrollment in the program. The Committee discussed the Medicare Optional Prescription Riders available under Keystone Health Plan East's Medicare Risk plans. (The base product premiums are either \$10 a month or \$0 a month based on basic plan features. These plans have annual limits on prescription benefits which might become significant restrictions for older individuals with moderate to high use of medications.

Optional prescription riders are available to group plans only, have voluntary use of generic drugs and have no annual limit. These differ from the basic plans in co-pays and premiums. The lower the co-pay, the higher the premium. The Committee endorsed the desire to offer a plan with a prescription rider to provide participants with quality prescription coverage. The goal was to choose co-pay and premium options which are financially reasonable for retirees; particularly those with lower incomes. The Committee discussed the options and recommended a premium \$26.10 per month and co-pays of \$4.00 on generic drugs and \$8.00 on brand drugs.

C. Prescription Plan Changes

Last year, the University removed prescription coverage from the Blue Plans and provided this coverage, instead, via a separate vendor, PCS. This was done in order to reduce the administrative fees charged by the Blues for administering the program. For the most part, this change was transparent to employees, but it had the advantages of reduced paperwork for those enrolled in the plans and a substantial cost savings to the University. Once the changes were in place, it became clear coordination of prescription benefits with out of pocket maxima under the plans had increased the administrative costs within Human Resources and it appeared that increases in utilization would overwhelm the savings achieved by switching carriers for this component of the health plans. In order to address both issues, the Committee considered modifying the prescription plans with the primary purpose of controlling "in-house" administrative costs.

The final recommendations were:

PCS Benefits

A \$5 minimum co-pay for brand drugs will be added to the program; For generic drugs, co-payment remains 20% for non-mental prescriptions purchased at participating pharmacies;

A separate \$500 per individual (\$1,500 aggregate per family) out-of-pocket maximum will be added to Comp and PENN Care plans; For Plan 100, out-of-pocket maximum remains \$2,000 combined with Blue Cross Major Medical Expenses.

The details are outlined below.

In January of 1995 the Committee reviewed the appropriateness of carving out prescription drug coverage from the Blue Cross plans. Carving out the coverage specifically means that coverage is still provided; however, it no longer falls under the major medical portion of Blue Cross. Rather, the coverage is provided by a stand alone insurance product. The participants experience minor changes in the way they use their benefit; however, the overall effect is relatively seamless for them.

The University explored the issue of carving out prescription drug coverage as a cost controlling measure. Blue Cross had given the responsibility for administering prescription drugs to Medco, a third party administrator. Blue Cross was essentially a "middle man" between Penn and Medco. The University investigated the possibility of dealing directly with a third party administrator rather than Blue Cross and determined that Penn could save approximately \$200,000 in administrative cost by doing so. PCS was chosen as the third party administrator for a combination of reasons, including service to employees and cost. Changing prescription drug coverage from Blue Cross to PCS provided benefits to both the University and faculty and staff: most notably cost savings for the University and easier access to benefits and lower up-front costs for employees. Blue Cross was unable to provide the same service and cost benefits.

Consultation with the Personnel Benefits Committee, research and negotiations with PCS were not complete in time for Open Enrollment 1995-1996. However, the Committee supported the administration in implementing prescription drug coverage through PCS outside of Open Enrollment in late May of 1995.

Consultation with the Committee included discussions on the issue of major medical deductibles and out-of-pocket maximums on the participant's 20% co-pay. Transferring administration for prescription drugs from Blue Cross to PCS meant that Blue Cross could not track prescription drug costs and apply them against a participant's major medical deductible or out-of-pocket maximums. This was an issue for some employees whose prescription drug purchases enable them to meet their deductibles. Given the benefits of the PCS coverage, it was determined that during the first year, a separate deductible for prescription drugs would not be instituted and that the Benefits Office would make a good faith effort to combine the PCS and Blue Cross out-of-pocket maximums. (Under the 100 plan, the Blue Cross out-of-pocket maximum refers to the Major Medical out-of-pocket maximum. Under the Comprehensive and PENNCare Plans, it refers to the general, comprehensive out-of-pocket maximum). To accomplish this, the Benefits Office has relied, primarily, on employee notification. The employee notifies the Benefits Office when he/she has reached the out-of-pocket maximum under Blue Cross or PCS or if the combined out-of-pocket expenses (BC & PCS) have reached the maximum. When notified by an employee, the Benefits Office manually intervenes with Blue Cross and/or PCS to change their systems to reflect that the employee has met his/her out-of-pocket maximum.

The Benefits Office and the Committee recognized that the manual administrative intervention was a stop-gap solution and that the issue of

out-of-pocket maximums would need to be re-examined for Open Enrollment 1996-1997. The main goal is to eliminate the current inefficient manual intervention between Blue Cross and PCS which is a less than optimal use of University administrative resources. There is also a need to determine if changes to PCS should be cost neutral or provide cost control measures.

Utilization of prescription benefits has increased over the last year. The estimated increase is \$1,750,000. The projected increase over the next year is \$2,000,000. One reason for the increase is the steady rise in prescription drug prices. The increase could also be due, in part, to the loss of the "shoe box effect." The "shoe box effect" occurs under major medical benefits when participants pay for services 100% up-front and never file their claim for reimbursement. Under PCS, participants who use participating pharmacies only pay 20% of the PCS cost of the prescription up front and do not need to file a claim. Another possible reason that utilization has increased is that participants are buying more drugs. If this is the case, increased utilization is not necessarily an undesirable action. There are significant controls on prescription drugs. An individual cannot self-medicate. A physician must prescribe the medication and it should be taken as long as indicated by the doctor. If participants are buying more drugs, the implication is that they were not buying what they needed in the past due to the cost. This can have a longer term negative impact on the individual as well as the plan. The individual can experience a longer term illness or unnecessary worsening of an illness/condition and the plan can pay more in the long run for the illness/condition. To the extent that increases in utilization represent patients receiving needed medication, attempts to reduce utilization may have negative health effects, as well as increasing costs in the long run.

One immediate cost-control option is to encourage employees to use PCS's mail service program. The University experiences a 2% cost savings. The main advantage for the employee is the convenience of mail order. The employee is not charged for shipping unless express mail is requested. PCS is identifying participants who purchase maintenance prescriptions. Mail order works well for participants taking maintenance drugs and for participants with family members living out of the area like college students. Providing employees with a financial incentive to use mail order might increase usage.

The Committee examined the current out-of-pocket maximum structure and three possible alternatives that eliminate the administrative inefficiency and offer cost containment measures. Currently, participants in the Blue Cross 100 Plan have a combined out-of-pocket maximum of \$2,000. This means that once the participant spends a total of \$2,000 out-of-his/her pocket on prescriptions and/or other major medical expenses, he/she does not have to continue to pay for additional, prescription drugs or services covered under major medical. In order to reach this point, the individual's total PCS and major medical benefits would have to reach and exceed \$10,000.

Currently participants in the Comprehensive and PENNCare plans have a combined out-of-pocket maximum of \$1,200. This means that once the participant spends a total of \$1,200 out of his/her pocket for prescription drugs and/or comprehensive medical expenses, he/she does not have to continue to pay for additional prescription drugs or services covered under comprehensive medical expenses. In order to reach this point, the individual's total PCS and comprehensive benefits would have to meet and exceed \$5,000.

Some plans only pay for generic drugs in order to control costs. Physicians can override this by stating on the prescription that there can be no generic substitutes. The cost savings of a generic plan would have to be measured. It is possible that the cost savings would not be significant because the expensive drugs do not have generic equivalents.

If the goal is to encourage faculty and staff to use generic drugs when possible, it would be just as effective to have no minimum co-pay for generic drugs and a \$5.00 minimum on brand name drugs. This would encourage use of generic drugs and be cost-effective for employees who need to purchase brand name drugs.

It is important to reiterate that any changes to prescription coverage should not seek to decrease utilization. The increased utilization recently experienced can be perceived as appropriate. It does not demonstrate that employees decided that they would get more drugs. Individuals cannot arbitrarily increase their prescription drug usage. A physician has to prescribe the drug. The increased utilization is more than likely an indication that employees are now able to use their benefit and are doing so.

When reviewing a component of a benefit plan, it is important to review it within the context of the entire plan. At Vanderbilt when changes were made to the medical plan, there was an increase in the cost of prescription

drugs due to increased utilization of mental health drugs. However, the change was cost-effective for the plan because the cost of doctor's office visits decreased, more than offsetting the rise in prescription drug costs.

Several options were considered including:

1. No out-of-pocket PCS maximum;
2. Separate \$2,000 PCS out-of-pocket maximum;
3. No out of pocket PCS maximum with a cap for 20% co-payment.
4. Change the co-pay to 20% with a \$5.00 minimum on generic drugs and a \$10.00 minimum on brand drugs.

The final recommendation was an interim solution, to be used for the coming plan year, pending a more comprehensive approach as part of benefits redesign.

D. Occupational and Speech Therapy Coverage, Recommended on a Trial Basis

(to review utilization and costs after two years)

The Committee conducted a wide-ranging review of the possibility of offering occupational and speech therapy coverage under the Blue Plans as well as out-of-network coverage under PENNCare. After review of the options by Benefits staff, and consultation with the carriers, the Committee recommended extending coverage on a trial basis, with a review of utilization and costs after 2 years. The proposal calls for:

Occupational & Speech Therapy

1st visit - 10th visit	No coverage
11th visit - 100th visit	After \$5 co-pay, paid at 100% of UCR

100 Visits Maximum is a combined maximum for both occupational & speech therapy and per plan year per individual; Pre-certification will be required (administratively it will be done for the Comp & PENN Care plans);

Occupational & Speech Therapy will be covered for conditions which are expected to improve over a reasonable time (definition to be developed with Blue Cross.)

A summary of the issues considered is included below.

Occupational and speech therapy are not covered under the current Blue Cross/Blue Shield 100 plan. Employees have requested that the Committee examine the issue of adding coverage for these therapies under the 100 plan. The issue was not resolved last year and carried forward to the current Committee.

The Benefits Office has consulted with Blue Cross on the cost of adding the coverage and the appropriate level of coverage. Blue Cross has indicated that adding the coverage should not impact the University's costs. Although not a part of current plans offered at the University, Blue Cross offers coverage for occupational and speech therapy under other plans it administers elsewhere, such as its HMO and Personal Choice plans. Those plans allow a maximum combined total of 50 visits for speech and occupational therapy per covered individual per plan year. The individual may use all 50 visits for occupational therapy or speech therapy. He/she may also split the visits between occupational and speech therapies (i.e. 30 visits occupational therapy & 20 visits speech therapy). However, the plans will only cover a combined total of 50 visits.

The Benefits Office recommends adding the coverage with a total combined maximum of 100 visits per covered individual per plan year, and a pre-certification requirement. The higher maximum of total combined visits is recommended because it is in line with the level of coverage provided under the Blue Cross/Blue Shield 100 plan, and there is concern that 50 visits would not provide enough coverage for an individual with serious needs. The pre-certification is recommended as a utilization gate. It is standard practice for physicians to refer an individual for occupational or speech therapy. Typically, individuals cannot self-refer for these therapies. Physician referral along with pre-certification will ensure that only those individuals with a medical need will receive therapy.

There was some concern that Blue Cross had not adequately evaluated the cost impact of adding the coverage. The question was posed that if adding coverage does not add cost, then shouldn't Blue Cross reduce the premium if the additional coverage is not adopted? Since the University is self-insured under major medical, any additional cost will be absorbed by the University. Blue Cross's underwriting department reviewed the impact of the additional coverage. There is some anecdotal evidence that indicates Blue Cross's estimate is accurate. The University receives one to two requests a year for coverage of occupational and/or speech therapy. This would seem to indicate that utilization would be low. It is unlikely that Blue Cross would offer this coverage under Personal Choice if it were expensive. The Committee would still prefer to examine some utilization data to determine the accuracy of the projected cost impact.

(continued next page)

The Committee also suggested requiring a small co-pay such as \$5.00 as a part of the coverage. Co-pays, even low co-pays, tend to discourage indiscriminate use of benefits. At the same time, a \$5.00 out-of-pocket expense is not likely to discourage individuals who need the therapy from seeking treatment.

The Committee questioned the need to set the total combined maximum number of visits at 100 rather than 50. Medical necessity can require more than 50 visits for occupational therapy. Occupational therapy is often significant therapy. It teaches life skills such as working in a kitchen from a wheelchair, etc.

The Committee recommended that the University add coverage for occupational and speech therapy to the Blue Cross/Blue Shield 100 plan, as described above. The Committee further recommends that after a two year period, the University review utilization data to determine if the cost projections are accurate. If the coverage does add to the cost of the plan, the Committee recommends modifying the coverage to control cost.

Throughout its discussions, the Committee noted that many of these considerations and proposals reflected the need for a more coordinated approach to benefits. The extreme complexity of the health plans, as well as their expense, makes them targets for modification in the near future. It

should be possible to achieve substantial simplification of the options and administration of the system without disadvantaging employees.

Personnel Benefits Committee, 1995-96

David Hackney (radiology), *chair* Patricia Danzon (health care sys)
Robin Goldberg-Glen (social work) Paul Lloyd (romance languages)
Karl Otto (German) Carl Polsky (accounting)
Sheldon Rovin (dental), David Silverman (AMES)
Robert C. Hornik, communication (*liaison*,

Senate Committee on the Economic Status of the Faculty

Bonnie Gibson (ISC) Harriet Joseph (SAS)
Daniel Shapiro (planning analysis) Pat Noel-Reid (chemistry)
Mary Adams (law school)

Ex Officio: Alfred Beers (comptroller)

Clint Davidson (vice president, human resources)

Phyllis Lewis (director human resources)

Barbara Lowery (associate provost)

Al Johnson and Fina Maniaci

(assistant managers, benefits counseling)

Dormitory Privacy and the Proposed Policy on Privacy of Electronic Information

At the March 1996 University Council meeting, the draft "Policy on Privacy of Electronic Information" submitted by the Communications Committee was discussed. The draft was referred back to the Communications Committee because University Council was uncomfortable with the following section:

"Faculty members, staff and students are afforded the same protection against the intentional invasion of the privacy of their personal electronic information stored on their own equipment or residing on or transmitted over University equipment as over the contents of an on-campus office or dormitory room."

It was felt that the current dormitory occupancy agreement did not provide adequate privacy protection for students and therefore using dormitory privacy rights as an analogy was a mistake.

The Communications Committee has drafted the attached "Policy on Student Privacy in University Residences" and an associated modification to the dormitory occupancy agreement in response to the comments made by University Council. We believe they address the concerns raised by University Council.

— Ira Winston, Chair, Committee on Communications

Proposed new policy, to be included as section II.F.9 in Handbook for Faculty and Academic Administrators and in The Pennbook: Resources, Policies and Procedures Handbook (for students):

9. Policy on Student Privacy in University Residences

Preamble

The University fulfills multiple roles in its relationship with students who live in campus residences. Two of these roles bear upon the privacy of such students. As the landlord of a rented property the University properly reserves the right to take necessary steps to maintain the physical structure and utility systems of these buildings and to ensure their orderly operation. As a community the University has policies and regulations and disciplinary systems for enforcing them. In both of these roles University employees may have cause to enter a student's room(s). This policy defines the several circumstances under which this is permissible and the obligations of the University to respect student privacy.

Entry for Maintenance and Operational Purposes

The occupancy agreement signed by students who rent dormitory rooms from the University defines its rights as landlord. University employees may enter a student's room(s) when such entry is reasonable and necessary for purposes of maintenance and operation, and routine health and safety inspections, or in a known or suspected emergency. Except in cases of emergency or other extreme urgency such entry must be approved in advance by an administrator in the Department of Residential Living. It will be conducted with scrupulous respect for the privacy and property of the occupant, by person(s) appropriate for the performance or assessment of the required maintenance, accompanied when necessary by a Department of Residential Living employee.

Entry for Disciplinary Purposes

When reasonable cause to suspect student wrongdoing exists, University employees may enter a student's room(s) to seek evidence. Except in cases of (1) routine health and safety violations and (2) emergency or other extreme urgency, such entry must be approved in advance by the Vice Provost for University Life or designate, and carried out by at least two University employees, both of whom must be present throughout. Furthermore the Vice Provost for University Life:

a) Will inform the Chair of the Residential Advisory Board (or in the case of a graduate or professional student, the Chair of the Graduate and Professional Student Assembly) and the Faculty Master (or senior faculty resident) of the residence, if available, prior to the search being undertaken, and seek their opinion.

b) Will report the completion of the search and the justification for that search as soon as practicable after the event to the Chair and officers of the relevant group, and the Faculty Master (or senior faculty resident) of the residence, if there is one.

Such a search will be performed by persons whose duties include responsibility for the maintenance of student discipline. They may examine, copy and/or remove any relevant evidence that they find. However, when any materials are removed, a record, as complete as practicable, of them will be established and maintained. Copies of this record will be given to the Vice Provost for University Life and to the student. The search will be carried out with due regard for the privacy and property of the occupant. Every reasonable effort will be made to confine it to areas, papers and objects that seem likely to yield relevant evidence.

Excerpt from current occupancy agreement:

10 Room Entry/Residence Access/Guest Privileges

The University reserves the right of entry to the room(s) by authorized representatives for the purpose of inspection, establishment of order, repairs, maintenance, inventory correction, extermination, cleaning, or in case of an emergency or other reasonable purposes.

Students may not deny access to University personnel attempting to exercise the University's rights or perform the University's obligations.

Proposed new version of above:

(underlines indicate new material)

10 Room Entry/Residence Access/Guest Privileges

The University reserves the right of entry to the room(s) by authorized representatives for the purpose of inspection, establishment of order, repairs, maintenance, inventory correction, extermination, cleaning, or in case of an emergency or any other reasonable purposes strictly associated with the maintenance or operation of the residences. Any entry to the room(s) by University personnel will conform to the Policy on Student Privacy in University Residences (Handbook for Faculty and Academic Administrators, II.F.9.).

Students may not deny access to University personnel attempting to exercise the University's rights or perform the University's obligations.