

UNIVERSITY of PENNSYLVANIA *Almanac*

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After five years in the planning, Van Pelt-Dietrich has begun the refurbishment that will change the Libraries' interior from the barnlike atmosphere shown in the "fish-eye" photo above, to a warmer one as in the two watercolors of architects Bower Lewis Thrower, above and left. This summer, to make room for work starting in the Lippincott area, student aides Nancy Reiley and Brian Bodner (top) helped move Periodicals to its temporary quarters on the first floor West, in Dietrich Wing.

See The Compass story, pp. 9-10.

Photograph by Candace DiCarlo

IN BRIEF

Adopted: Discontinuation Policy

The proposed Human Resources policy spelling out transitional services for members of the University whose positions are discontinued has been adopted, and is published Of Record on pages 17 and 18 of this issue.

FY1996 Budget: \$1.9 Billion

At June's stated meeting the Trustees approved a balanced budget for FY1996 of \$1.9 billion in unrestricted and restricted expenditures, up 8.1% over the one adopted for FY1995. Among the highlights in the document presented by the Executive Office of Resource Planning and Budget:

- The Health Services component is the major force driving the growth of the budget with an increase of 12.4%. Excluding the Health Services, the remainder of the University budget is growing by 5.2%. The University unrestricted component totals \$739.1 million, an increase of only 4.5%.
- The budget for the School of Veterinary Medicine, although balanced, reflects the University's agreement to underwrite \$1.6 million of costs as the School works to achieve longer term stability that was disrupted by the loss of Commonwealth funds. This \$1.6 million is not recognized in the budget and will be managed against the University operating performance similar to the two previous years. In FY 1994 and FY 1995 the University underwrote \$2.0 million and \$1.6 million, respectively.
- Beginning in FY 1996, GAAP (Generally Accepted Accounting Principles) for colleges and universities change in several important ways. New standards issued by the Financial Accounting Standards Board will result in changes to FY 1996 financial statements.

Various changes in accounting standards are detailed in the printed budget to be summarized in a fall issue of *Almanac*.

Seminar: Counterfeit Money, Fraudulent Traveler's Checks

The University Treasurer's Office and the Division of Public Safety are sponsoring a two-hour seminar entitled *Counterfeit Money and Fraudulent Traveler's Checks*, presented by the U.S. Secret Service:

Date: Wednesday, July 19

Time: 10 a.m.-noon

Location: Stiteler Hall, Room B-6
(208 South 37th Street)

Attention: Managers, supervisor,
business administrators

We encourage all University and neighboring West Philadelphia businesspersons to attend this seminar. Please R.S.V.P. to Ms. DePorter at 898-7258 by day's end.

If you have any questions or comments, please contact Victim Support & Special Services (3927 Walnut Street) at 898-4481.

— George Clisby, Police Chief

— Lynn DePorter, Cashier's Office

SENATE From the Faculty Senate Office

Results of Mail Ballots

On May 3, 1995 two ballots and explanatory material were mailed to all 2,049 members of the standing faculty and standing faculty clinician-educators. The votes cast by the June 30, 1995 deadline were as follows:

1. The Proposed Policy on Consensual Sexual Relations (*Almanac* February 1, 1995) was approved 401 to 267.
2. The Proposed Policy Governing Sanctions Taken Against Faculty Members (*Almanac* March 1, 1995) was approved 419 to 79. Two ballots were received with no boxes checked. The results will be forwarded to the president and provost.

Formation of the Honor Council

To the University Community:

I am delighted to announce the formation of the student Honor Council. This body, consisting of thirteen undergraduate students, will advise me on matters pertaining to academic integrity and will strive to promote academic honesty throughout the University community.

As you may know, since I arrived at Penn I have been working with several students, faculty, and administrators in an attempt to revamp the judicial system. One focus of these efforts has been geared toward academic integrity. The Honor Council is the first concrete product of this work and the first step in creating a true honor system for the University.

Please join me in supporting this new body.

— Stanley Chodorow, Provost

Ed. Note: The membership of the Honor Council will be published in a fall issue.

Harrisburg: The Full Amount for FY1996

On July 6, Governor Ridge signed into law House Bill 1815 (Act Number 41A of 1995), legislation providing \$35,470,000 in funding to Penn for Fiscal Year 1995-96. HB 1815 had been given final approval on June 28 by a vote of 49-0 in the Pennsylvania Senate and a vote of 190-12 in the House.

The bill includes a total of \$20,707,000 for the Veterinary School (four line items), \$9,489,000 for General Instruction to Pennsylvania residents, \$4,280,000 for Medical Instruction and \$994,000 for Dental Clinics. Noteworthy is the shift of \$6 million in funding from General Instruction to the Veterinary School. This transfer was done by the General Assembly with the concurrence of the University in order to bring the Commonwealth funding for the Vet School up to adequate levels (approximately 40 percent of the School's operating budget).

The final funding allocation for the University is consistent with President Rodin's discussion of the primary role of Commonwealth appropriations in her testimony earlier this spring before the House Appropriations Committee. In that testimony Dr. Rodin stated that the Commonwealth appropriation is used primarily for two purposes: (1) support for the health professional schools—most importantly the Veterinary School, the Commonwealth's only such school; and (2) support to help maintain need-blind admissions for Commonwealth residents.

The General Assembly also approved additional funding bills for other Penn programs through separate bills or through the general appropriations bill—\$181,000 for the University Museum, \$132,000 for Cardiovascular Studies at HUP and \$500,000 for the Hospital's Cancer Center. Finally, the Legislature appropriated \$2,570,000 for higher education equipment, of which Penn is likely to receive at least \$200,000.

— Paul S. Cribbins, Director, City and Commonwealth Relations

University of Pennsylvania Commonwealth Appropriation History of Non-Preferred Appropriation

(in thousands of dollars)

	FY1991	FY1992	FY1993	F1994	FY1995	FY1996
Instruction	\$16,051	\$16,051	\$ 8,026	\$11,838	\$15,489	\$ 9,489
Medical Instruction	4,535	4,535	2,218	3,326	4,280	4,280
Dental Clinics	1,030	1,030	515	773	994	994
Veterinary Instruction*	7,725	7,725	7,456	7,456	7,456	10,420
New Bolton Center*	3,786	3,786	1,894	2,840	4,154	7,118
Food and Animal Clinics and Services*	1,030	2,030	1,020	1,529	1,968	1,968
Center for Animal Health and Productivity*	1,245	1,245	623	934	1,201	1,201
T. Veterinary Medicine	\$14,786	\$14,786	\$10,993	\$12,759	\$14,779	\$20,707
T. University	\$36,302	\$36,302	\$21,752	\$28,696	\$35,542	\$35,470

* Veterinary School Line Item

Associate Provost: Barbara Lowery

Dr. Barbara Lowery, the former Ombudsman and last year's Faculty Senate Chair, was named Associate Provost last week by Provost Stanley Chodorow.

Dr. Lowery, a member of the faculty since 1970 and holder of the Independence Foundation Professorship of Nursing since 1991, took up her new post on July 10. As she automatically stepped down as Past Chair of the Senate, the 1992-93 Senate Chair, Dr. David Hildebrand, agreed to serve in the past-chair role; thus the three-member Senate leadership known as the Consultative Committee now consists of Dr. William Kissick as chair, Dr. Peter Kuriloff as chair-elect, and Dr. Hildebrand.

As Associate Provost, Dr. Lowery takes responsibility for overseeing the academic personnel process at the Provost's level, dealing with such matters as faculty appointments and promotions and grievances, and managing the faculty affirmative action program.

She reports directly to the Provost but will work closely with the Deputy Provost, Dr. Michael Wachter—who also took office this summer—in developing information relating to recruitment, retention, promotion, compensation and affirmative action and will be expected to help develop and implement policies in these and other areas pertaining to the faculty.

A *magna cum laude* alumna of Villanova who took her M.S.N. at Penn and her Ph.D. in educational psychology at Temple, Dr. Lowery won the Lindback Award for Distinguished Teaching here in 1979.

Dr. Lowery was the University Ombudsman from 1984-1986. She has also served as chair of Psychiatric Mental Health Nursing (1978-1984), Director of the Center for Nursing Research (1986-1994), Director of the Robert Wood Johnson Clinical Nurse Scholars Program (1986-1991) and, most recently, as Associate Dean for Research in the School (from 1990-1993).

The position of Associate Provost is not a new one, although it has not been filled in recent years, Dr. Chodorow noted. Its re-establishment



Dr. Lowery

was recommended by the faculty search committee charged with finding a Deputy Provost.

"Because the Deputy Provost was to assume major responsibilities for academic planning for the University—previously carried out through the President's office," the Provost said, "the search committee indicated that it thought the job had become too big for one individual to assume and advised separating out the faculty personnel functions from the planning functions."

He cited Dr. Lowery's service as Senate Chair and Ombudsman, her "reputation for fairness and good judgment, and her wide knowledge of the campus, the faculty and the regulations of the University" as major factors in her selection as associate provost.

Transition at JIO

Steven Blum, Judicial Inquiry Officer at Penn since October 1993, last week announced his resignation effective July 17.

Provost Chodorow said he accepted Steve Blum's resignation with regret, saying that he had "made real strides in improving the efficiency of the student judicial system."

"Steve served with distinction during a time of great transition at the University. Particularly noteworthy were his introduction of mediation into disciplinary matters, his knowledge and skill as a lawyer and negotiator, and his compassion and respect for his students. He was an excellent colleague and it was a pleasure to work with him."

During the past year, a student-faculty committee has been working to restructure the current system, further expanding the mediation process begun by Mr. Blum and calling for greater student involvement in its procedures. A draft system is expected to be ready for discussion by the University community in September.

Acting JIO: Dr. Chodorow will name a search committee in the fall to advise on the selection of a successor. In the meantime he has appointed the Law School's Michele Goldfarb as Acting JIO, effective August 1.

Ms. Goldfarb, who has served as Senior Law Clerk for Judges Phyllis Beck in Philadelphia and Stanley Harris in the District of Columbia Court of Appeals, has been a clinical faculty member of the Law School since 1992.

A graduate of Oberlin College and the Washington College of Law of The American University, she served as Assistant United States Attorney in the District of Columbia from 1976-1979 and as Assistant District Attorney for the City of Philadelphia from 1979-1982.

Transition at Greek Affairs

With the resignation of Tricia Phaup as director of Fraternity and Sorority Affairs, the Vice Provost for University Life has named an acting director to serve during the search for a successor.

Ms. Phaup, who came from the University of South Carolina in 1989 to head the the Office of Fraternity and Sorority Affairs here, left the University June 30 to take up a post in a private hospital where she will work primarily with geriatric patients, she told *The Daily Pennsylvanian*.

"She will be hard to replace," Acting VPUL Valarie Swain-Cade McCoullum said. "I don't think there is anyone better at that job in the country."

Acting Director: Scott Reikofski, who has been Assistant Director of Student Life Activities and Facilities, has been named to the acting post, Associate VPUL Larry Moneta said.

"Scott has a strong background in the Greek world and has served as Greek Adviser and coordinator of fraternity and sorority affairs at several other institutions," Dr. Moneta added. "He brings as well as his strong background in student programming, student group advising and multicultural advocacy to OFSA."

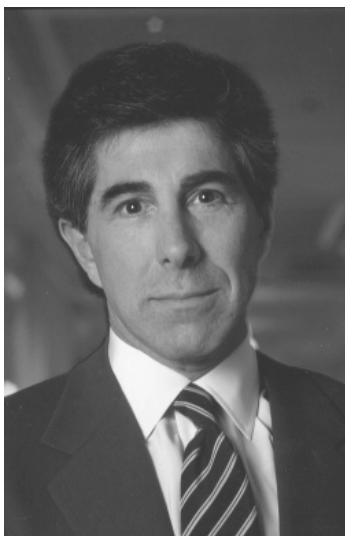
"We've been so fortunate to have had as strong a leader as Tricia, and as a result Scott will be working with a fine team of staff who have each demonstrated their own talents and skills in many ways. I'm confident that OFSA and our services to the Greek communities will thrive."

From Alumnus Steve Wynn, \$7.5 M Toward Perelman Quad

A commitment of \$7.5 million from Trustee and Alumnus Stephen Wynn has sent the Perelman Quad project over the half-way mark, President Judith Rodin has announced. So far the Quad's funding includes a \$20 million commitment from the Perelman family, Mr. Wynn's \$7.5 million, and \$2.5 million in class gifts made Alumni Weekend. The projected cost of \$69 million includes a deferred-maintenance figure of \$9 million already in hand for Logan Hall restoration.

Mr. Wynn, an alumnus of The College who is president and CEO of Mirage Resorts, Inc., has earmarked his gift for the common space that will link Irvine Auditorium, Houston Hall, and Williams and Logan Halls in the plan announced this spring (*Almanac* April 25).

Mr. Wynn serves on two Trustees committees—Budget and Finance, and External Affairs—and was active in the planning of the 1990 celebration of Penn's 250th.



Mr. Wynn

Photo by Alan Levenson

DEATHS

Dr. Elizabeth Flower, Philosophy



Dr. Flower, left, with her husband, Dr. Abraham Edel, in a 1988 photograph.

Dr. Elizabeth Flower, one of the pioneering women in philosophy in the U.S. and a member of the University for more than 50 years, died on June 26 at the age of 80.

A teacher of the Rev. Martin Luther King, Jr., of novelists Chaim Potok and John Edgar Wideman, and of numerous philosophers including Hilary Putnam, Dr. Flower was noted for her quiet activism and its integration with coursework in ethics that "preserved historical insights and perspectives at a time when American philosophy had largely abandoned historical perspectives," a colleague said. Dr. Flower had continued to write and participate in University activities since becoming emeritus professor in 1985; she was one of the "Schmoozers" who met at the School of Medicine and she was involved with colleagues in philosophical discussion even in the weeks before her death of cancer.

Dr. Flower completed her Ph.D. here and began teaching in 1937, at a time when female faculty were rare in the University. In 1956 she became the first tenured woman in the philosophy department. Dr. King audited her "Ethics and the History of Philosophy" course in 1949-50, while he was enrolled full-time at Crozer Theological Seminary; 15 years later, King and Flower would meet again as participants in a one-day seminar held at Penn.

Dr. Flower began in chemistry as an undergraduate at Wilson College, where she later served as a trustee for several decades, but soon developed an interest in ethics and its relations to psychology and social science, to law and education, and to the larger social and intellectual context.

Her best-known work is the two-volume *A History of Philosophy in America*, written with

Dr. Murray Murphey of American Civilization, now a standard in the field. Dr. Flower also taught or lectured at Columbia (Barnard), Hamilton College, and Latin American universities from San Marcos in Peru to the National Universities of Colombia, Chile, Guatemala and Mexico.

Early in her career, Dr. Flower worked with the American Friends Service Committee in Mexico, where she joined work camps and met with exiled Spanish Republican intellectuals and philosophers. In later years, she pioneered intellectual exchanges with Latin America, and worked with the Organization of American States in a series of monographs tracing the history of philosophy in each country.

Closer to home, in the '50s and '60s she headed a pioneering program that brought gifted Philadelphia public high school students to Penn for advanced work. She was also involved with undergraduate scholars' programs, with cooperative courses that joined the humanities and sciences from across the University, and in mentoring of women and minority students.

Among her many honors and awards were two fellowships from the American Association of University Women. In 1987, Dr. Flower was named Woman of the Year by the Society for Women in Philosophy. The following year, her colleagues published *Values and Value Theory in Twentieth Century America: Essays in Honor of Elizabeth Flower*.

This March, Dr. Flower and Dr. Edel received jointly the Herbert W. Schneider Award of the Society for the Advancement of American Philosophy.

Dr. Flower is survived by her husband, step-daughter Deborah Edel, and three step-grandsons. A memorial service is planned for fall.

Three Wharton School Members: Mr. Angeloff...Dr. Gupta...Dr. Sapienza

Thomas Angeloff, former executive assistant to the deputy dean of the Wharton School, died on June 27 at the age of 41.

A 1977 *magna cum laude* graduate of the University, Mr. Angeloff joined the Wharton School as an administrative coordinator of Finance and Administration in 1979 and received his master's degree as an NDFL Title IV Fellow the same year. In 1981 he became associate director of Finance and Administration, serving until 1987 when became director of administration and human resources. In 1991 he was named executive director to the deputy dean.

Mr. Angeloff was also a consultant to performing artists from Spain, Mexico, Great Britain, India and New York.

Memorial gifts may be made to the AIDS Information Network, 1211 Chestnut Street, Philadelphia, Pennsylvania 19107.

Dr. Shiv K. Gupta, professor of marketing, died June 8 at the age of 68, in New Delhi, India after a long illness. He had been there on medical leave since 1992. He previously had been chairman of the Operations Research Program at Wharton from 1971 to 1984. He was a visiting professor at the University of Sussex in England from 1969 to 1970, associate professor of finance at Wharton from 1966 to 1969, and professor at the Indian Institute of Management in Calcutta from 1963 to 1969. In 1960 he received

his Ph.D. in operations research at Case Institute of Technology in Cleveland. He took his M.A. and B.A. with honors in mathematics from Delhi University in 1949 and 1947, respectively.

Dr. Gupta consulted for a large number of companies, such as Anheuser-Busch Co., The World Bank, Atlantic Richfield, and AT&T. He belonged to many professional societies, including the American Marketing Association and the Operations Research Society of America. He published some 40 articles on production inventory control, marketing, estimation theory, education, investment decisions, implementation and systems science in various journals of international reputation, and co-authored three books, *Scientific Method* (1962), *Mathematics for Modern Management* (1963), and *Fundamentals of Operations Research for Management* (1974).

Dr. Gupta is survived by his son Rhana Gupta, two brothers, Ved Gupta and Ishwar Gupta, and three sisters, Vidya Gupta, Kamla Gupta and Meera Singla, who cared for him over the last three years.

Dr. Samuel R. Sapienza, the former vice dean and Peat, Marwick, Mitchell Professor of Professional Accounting at the Wharton School, died on June 25 at the age of 78.

A World War II veteran who served in the U.S. Army Air Force from 1941-45, Dr. Sapienza was a captain and an armament officer of a B-17

aircraft squadron in the 303rd Bomb Group in Molesworth, England and received a Bronze Star Medal. He returned to Niagara University to complete studies and earned his bachelor's degree in accounting *magna cum laude* in 1947. He received his MBA from Penn in 1948 and his Ph.D. in applied economics in 1955.

During his graduate studies he was an instructor of accounting at Wharton. The author of 18 books and articles on business combinations and foreign operations, Dr. Sapienza was a Wharton faculty member for over 30 years: as assistant professor, 1956-61; associate professor, 1961-64; and full professor, 1964-87. He was vice dean and director of Wharton's Graduate Division from 1969-77 and chair of the accounting department from 1982-85.

Dr. Sapienza consulted for DuPont, Deloitte Haskins and Sells, ITT, ITE Imperial, Hercules and New Holland Machine Corporation. He was an expert witness in anti-trust suits and was director of the Pine Street Fund and a board member of the Compass Income Fund and Glennell Corporation.

Dr. Sapienza is survived by his wife Carol Sapienza; daughters, Susan and Alice Sapienza and Clare Sapienza-Eck; son, Stephen; four brothers and two sisters. A memorial service is being planned for the fall; information will be available from the accounting department after Labor Day.

Speaking Out

Affirmative Action Revisited

Several years ago the Senate Executive Committee [SEC] charged the Senate Committee on the Faculty with developing a procedure for monitoring affirmative action. Roughly, the proposals provided for (1) the development of procedures which were to be followed by search committees; (2) all search committees to be informed by the school's affirmative action officer of those procedures; (3) a review of the procedures actually followed before the search committee made its recommendation; (4) and exit interviews whenever a woman or a minority faculty member was to leave the University.

While the proposals were accepted, they have never been implemented because the development of a few procedural rules was delayed until a new affirmative action officer could be appointed. The climate has since changed and affirmative action has lost a lot of support. The recent Supreme Court ruling on affirmative action can be viewed as undermining that support further.

This does not mean that the Faculty Senate proposals should now be forgotten. On the contrary, since an affirmative action officer has now been appointed, the Faculty Senate's proposals should be implemented as soon as possible. It is important that every vacancy be filled by the best person available. If the search for candidates for a position is not wholly impartial, a female or minority potential candidate that might have been the best to fill the vacancy could be overlooked. The Senate proposals emphasize monitoring the search process and the examination of resignations and terminations to make sure that neither bias nor harassment was involved. It does not target quotas. Examination of the proportions of females and/or minorities in the various faculties is nevertheless warranted. While the proportions are not important in themselves, they may indicate a need to investigate whether the faculty involved had been acting in a discriminatory fashion.

Finally, in those instances when the search process has been called into question because the proportion of female or minority candidates is low relative to the populations from which they were drawn, careful attention should be paid to those cases in which white males were chosen rather than female or minority candidates who were equally qualified on academic grounds. Such instances need very careful scrutiny since, all other things being equal, the female or minority candidates have the advantage of providing needed role models for the students in such departments.

— *Morris Mendelson*,
Professor Emeritus of Finance

"No" Times Nine

On May 11, 1995, I received the usual form letter from the Office of the Vice Provost for Research informing me that my request for support of my research from the Research Foundation was denied. The form letter, as usual, states nothing about why the specific proposal was turned down but cheerfully pretends that "in the future, as the Research

Foundation increases its resources, we hope to be able to fund a larger fraction of faculty research proposals." I use the term "cheerfully pretends" as, by now, I have in my possession nine such letters mailed to me over the past eight years.

In the first few years (after the first two or three rejections), I was advised by colleagues that I was only a visiting faculty members and thus low on the priority list. Later, when I became a member of the standing faculty and then became tenured, I was told by colleagues that I either asked for too much or too little money, that my budgetary justifications were insufficient, my request did not indicate that supporting me would be correlated with potential external funding sources, the content may not be of interest, and so forth. Yet, for example, in one proposal I applied for seed money to start a new research project (which was later externally funded) and in another I asked for support in expanding an ongoing study which was also funded externally; in both cases I was turned down. Note, however, that these presumptions were provided by colleagues, based on their experience with the Research Foundation, and not by the Office of the Vice Provost for Research which coordinates the activities of the Research Foundation. Thus I cannot attest to the merit of any of the above possible reasons for my many rejections. In two instances, I requested explanations (after the fourth and eighth rejections); in response, I got brief and vague explanations (one written and one oral) that said very little in terms of what to improve. Nevertheless, in both instances, I was enthusiastically encouraged to continue trying "as it is important for the institution to support the research of its members."

Needless to say, every rejection No one that I know is ever pleased to be turned down. Furthermore, I was under the possibly naive assumption that my chances of being supported by my home institution would be higher than in the outer world. However, in the same eight-year period that the University of Pennsylvania Research Foundation turned me down consecutively nine times, I submitted 31 external grant proposals for similar or higher sums of money. Out of these 31 proposals, eight were accepted and funded. Thus, in the last eight years my rate of success in obtaining external grants was about one of four, and zero of nine at the University of Pennsylvania Research Foundation. One need not be a statistician to realize that these ratios are at odds. When one is repeatedly turned down by one's base institution, while concurrently both successfully publishing and obtaining external funding, questions as to what is implied are unavoidable.

I must state here that some of my colleagues were supported by the Research Foundation. A few were even supported more than once. I do not have data, since data are not public, as to how widespread the phenomenon of repeated rejections by the Research Foundation is. However, as a trained social worker I believe that issues such as this should be made public, if only to prevent its occurrence to someone else in the future. This letter is in

fact an exercise in community change. This is what we define as "the person is political." I would like to suggest changes in the system to support others who may have encountered similar experiences.

In my view, the Research Foundation is handled in a manner similar to a private charitable foundation that is free from public accountability. The foundation has full control of the money; it appoints whomever it chooses, and it has no obligations towards those who apply. In my opinion, based on the above experience, change is needed. There should be, at the minimum:

- Proper and respectful feedback to researchers whose proposals are rejected so that they can improve their work and so that no one will live under the assumption that he or she was blacklisted. The practice of form letters, if preserved, should be accompanied by serious reviews and meaningful reasons for rejection. Researchers put enough effort into these proposals to merit a review and a response similar to a journal reviewer's comments.

- This also implies that the reviewers of proposals should be required to justify their assessments with at least a few paragraphs of text.

- The notices of the Research Foundation published in *Almanac* and elsewhere should include accurate data on recent rates of acceptances and rejections. Among those accepted, rates of those who were fully funded versus those who were partially funded should be listed, as well as the realistic prospect for allocations in the upcoming cycle.

- If a form letter is to be preserved, when a rejection letter is mailed, it should periodically be revised to accurately reflect the funds available, trends in submissions, and major reasons for recent rejections.

- People who went through repeated rejections should be contacted proactively by the Office of the Vice Provost for Research to account for the multiple rejections or even to discourage them from further submissions.

- From time to time, the Office of the Vice Provost for Research should publish meaningful and binding criteria by which proposals are evaluated.

- Finally, the basis of merit review should be maintained so that the quality of submissions and grants awarded will be as high as possible.

It is my hope that in the long run this letter will bring some changes to the system that will prevent the Research Foundation from becoming a detrimental experience for additional Penn faculty.

— *Ram A. Cnaan*,
Associate Professor of Social Work

Response to Dr. Cnaan

It is, of course, regrettable that Professor Cnaan's experience with the Research Foundation should have been so negative as to have moved him to write his letter. The purpose of the Research Foundation is to encourage exploration of new fields across a broad spectrum of disciplines with the dual aims of attracting external support where possible and

Speaking Out continued

of providing support in fields that are traditionally underfunded. I take quite seriously Professor Cnaan's criticisms, though not necessarily agreeing with his proposed solutions.

Perhaps it would be best to first describe the grant review process. I appoint annually four discipline-specific peer-review panels (Biomedical Sciences, Humanities, Natural Science and Engineering, and Social and Management Sciences), consisting of 5-7 members each. Two members of each panel are appointed by the Faculty Senate, with the remainder appointed by me following recommendations from Deans and Departmental Chairpersons. In general, no one serves consecutively for more than three-four years. This is the case for the Social and Management Sciences panel that has reviewed Professor Cnaan's proposals, which consisted this year of six professors from the fields of Demography, Economics, Education, Folklore and Folklife, Human Development and Behavior, and Management and International Studies. Only two of the six were on the panel two years ago and none served four years ago. On rare occasions I have convinced someone who has been off the panel for some time to serve a second tour of duty. I try to recruit the panel chairperson from among panel members who have served at least one year.

Once chosen, the panels review, and rank order the proposals. I then meet with the panel

chairpersons and together we decide how far down the list we can go in funding proposals, given the resources available to the Foundation (now approximately \$1.5 - 1.6 million per year). About 95% of the Foundation's money is awarded in this fashion. I generally keep back about 5% to be able to respond to special requests by Deans, Department Chairpersons, or Center Directors. Typically such responses are made on a matching basis—if the requestor puts up 50%, the Foundation will match it.

As part of the review process I ask panel chairs to make written comments on each proposal as it is reviewed, so as to provide feedback to applicants who have questions. In general, such applicants have been unsuccessful, and wish to know how to improve their proposals. Applicants also have the right to contact the Chairperson directly. I met with Professor Cnaan in January of this year to discuss the Social Science and Management panel's evaluation of his Fall 94 proposal. The Chairperson of the panel also offered to meet with Professor Cnaan, but the offer was declined.

Since the inception of the Foundation, I have put great stress on making awards as quickly as possible following application, so that money is available to researchers in a timely fashion. Our grant submission deadlines are November 1 and March 15, and

award letters are typically sent out 6-7 weeks later; before the Christmas break in the Fall semester, and prior to the end of final exams in the Spring semester. This priority militates against the kind of comprehensive written review that Professor Cnaan suggests, not to mention the difficulty one would have in recruiting faculty to serve on panels charged with such a heavy administrative burden. This year's panels reviewed 286 proposals, with the recent average per year falling between 250 - 300. I should also add that I know of no funding agency that attempts, as Professor Cnaan suggests, to single out individuals who are continually rejected to give them specific suggestions on how to improve their chances of success. Nor do I believe such a process to be appropriate for the Research Foundation, although it might be for Department Chairpersons and Deans.

Since the Fall of 1987, the Research Foundation has funded 1,106 of 2,279 submitted proposals (48.5%). It is my firm conviction that the Research Foundation has been successful in expanding the breadth of research at Penn and in attracting external funding. It provides a means for junior faculty to build their own research programs and for senior faculty to explore new areas, and it does so with processes that are fair and open.

— Barry Cooperman
Vice Provost for Research

The next regularly-scheduled Almanac is the first fall issue, to be dated September 5; its deadline is August 18. Short, timely letters on University issues are welcome for that issue or any subsequent one. Advance notice of intention to submit is appreciated.—Ed.

1995 Opening Exercises

Standing faculty members are cordially invited to participate in the two ceremonies marking the formal opening of the University in its 255th year.

Convocation and Opening Exercises

Sunday, September 3, 1995, Irvine Auditorium, 7 p.m.

Faculty will march in the academic procession and be seated on the stage during the ceremony. Academic costume is required; gowns can be ordered through the Office of the Secretary by completing the form at right. The procession will form at 6 p.m. in Bodek Lounge on the first floor of Houston Hall and line Locust Walk as the Class of 1999 passes through on their way to Irvine. All participants in the procession are also invited to attend a reception and buffet supper beginning at 5 p.m. in Bodek Lounge to honor volunteers in the Freshman Reading Project.

Welcome Assembly for New Graduate and Professional Students

Wednesday, September 6, 1995, Auditorium of the Annenberg School for Communication, 3620 Walnut Street, 5 p.m.

Special seating will be available for faculty at the Welcome Assembly. (There is no academic procession for this Assembly and academic costumes are not required.) A reception and information fair for new graduate students will follow in the lobby of the Annenberg Center.

If you wish to participate in one or both of these ceremonies, please return to us the form at right no later than Monday, July 31, 1995.

— Office of the Secretary

Please return this form to the Office of the Secretary by fax at 898-0103 or mail it to 133 S. 36th Street, 4th Floor/3246 no later than Monday, July 31.

Name _____

Title _____

Campus Address _____

Campus Phone _____

____ I will attend the Convocation and Opening Exercises on Sunday, September 3.

____ I will provide my own academic costume

____ I would like the Office of the Secretary to order an academic costume for me that will be delivered to Bodek Lounge in Houston Hall on September 3.

____ Height _____ Weight _____ Cap Size _____

Highest Degree _____

Granting Institution _____

____ I will attend the Welcome Assembly for New Graduate and Professional Students on Wednesday, September 6.

From the University Council Committee on Research

Report of the Ad Hoc Subcommittee on Policies for Postdoctoral Fellows and Research Associates

Introduction

The ad hoc subcommittee has had six meetings from March 3 to May 5, 1995, at which extensive discussions were conducted about the needs of Postdoctoral Fellows and Research Associates. The ad hoc subcommittee has collected concerns and issues from numerous postdoctoral fellows and faculty members, including seven postdoctoral fellows/research associates who served on the subcommittee. Clearly, many of the concerns and issues have arisen due to the prolongation of the period of postdoctoral status, often to more than five years of service (postdoctoral/research associate) without the entitlements of a 'real academic job'.

List of members of the Subcommittee is appended.

Based on our discussions, we concluded that there is an urgent need for a University-wide policy which sets down some basic guidelines regarding all postdoctoral fellows/research associates. We recognized that there are divergent views among the faculty and fellows regarding specific guidelines, and we therefore have divided our proposed recommendations into three categories: [a] mandated guidelines; [b] recommendations which are not mandated; and [c] options to consider.

Mandated Guidelines

Letter of appointment

When a faculty member makes a firm offer of appointment to a postdoctoral fellow, a letter should be written to the candidate prior to commencement of duties. This letter should set forth at least the basic terms of appointment and should include guaranteed period of employment (dates of appointment), the stipend level, and all included benefits. If the appointment is renewed or extended, it should be documented by letter, following the foregoing guidelines. The candidate should be required to return a countersigned copy of this letter indicating acceptance of the terms set forth. The letter (countersigned copy) should be placed in a permanent file kept in the office of the appropriate Department. (If the faculty member is not affiliated with a specific department, the file may be kept in the office of the Institute or Center with which the faculty member is associated.)

Proof of doctoral degree

All postdoctoral candidates are responsible for providing evidence that they have obtained a doctoral degree which qualifies them for appointment as a postdoctoral fellow. It is the responsibility of the faculty member making the appointment to obtain this documentation and file it in the fellow's permanent file in the Department, as an attachment to the letter of appointment. If the candidate has not yet obtained a degree, she/he should provide evidence that a thesis has been approved together with a documented indication of the expected date of formal graduation. It is the responsibility of the faculty mentor to be sure that evidence of the degree is obtained and entered into the file shortly after the expected date of graduation.

Stipend level

Minimum stipend levels for postdoctoral fellows are:

\$19,608—from 0 to less than 12 months of prior postdoctoral experience

\$20,700—from 12 to less than 24 months of prior postdoctoral experience

These are the NIH recommended postdoctoral stipend levels in effect July, 1995. The recommended levels may be increased from time to time by NIH.

Stipends for non-resident aliens are subject to legal requirements—the Office of International Programs can provide details about the legal

requirements for compensation of non-resident aliens.

If these minimal levels of compensation cannot be offered, a proportional (%) appointment should be made to clearly indicate that the appointee is entitled to seek and perform additional University services (teaching, diagnostic laboratory, technical) up to the recommended annual level of compensation.

Terms of appointment

Presently, according to current University policy, no doctoral postgraduate can serve at The University of Pennsylvania for more than five years at the status of postdoctoral fellow (no direct E.B.) and three years at the status of Research Associate (E.B. presently 32.7%). These terms are already mandated; eight years total at The University of Pennsylvania as a doctoral postgraduate. The ad hoc subcommittee recommends that postdoctoral students be considered for appointment as a research associate beginning at the fourth year of service, with the improvement in benefits commensurate with change in status.

The ad hoc subcommittee notes that both postdoctoral fellows and research associates are liable for Federal and City of Philadelphia incomes taxes. Postdoctoral fellows are excused from Commonwealth taxes and FICA/Medicare payments. A move to research associate status means that an E.B. of 32.7% will be charged against the funding source and the candidate will be obliged to pay Commonwealth taxes and FICA/Medicare payments (7.6%).

Benefits

Postdoctoral fellows must receive appropriate health insurance, as provided under a basic University health plan, such as PennCare, Blue Cross/Blue Shield, Greater Atlantic or such HMO coverage. This benefit should be paid by the institution and no premium should be deducted from the stipend of the postdoctoral fellow. If the fellow elects family coverage, the difference between the single and family premium may be deducted from the fellow's stipend.

At a minimum, an eight week maternity/disability leave should be implemented, with any other details to be worked out between the postdoctoral fellow and his/her advisor and the fellow's stipend should be continued for this period. Costs related to injuries suffered by postdoctoral fellows in the course of their research should be covered by the University. The most difficult problem/emergency facing postdoctoral fellows is the cost of research (job)-related injury or disease. Emergency medical treatment is not routinely provided by Occupational Health Services (OHS) at HUP or at Student Health. Medical insurance often will not cover work related injuries or diseases. The University should cover these expenses.

Orientation

A standard compendium of information should be given to each postdoctoral fellow upon arrival at the University. This compendium should include a registration form to be completed by the postdoctoral fellow, a copy of these guidelines, the Faculty Handbook, the telephone directory, parking policies, a clear statement about employee benefits, the City, Commonwealth, and Federal taxation policies, sources of information within the University, explanation of the mediation services available (see below), and such information. Preferably, periodic orientation sessions could be provided for all new postdoctoral fellows.

The departments should arrange e-mail accounts for their postdoctoral fellows and for orientation necessary to use the e-mail account.

Mediation services

It is recognized that from time to time disagreements may arise between postdoctoral fellow and mentor. Postdoctoral fellows should be

clearly informed about the options which they can exercise under such circumstances. In particular, they should be made aware of services available through the office of the Ombudsman in the University and the School of Medicine (separate office)

Application for grants

Each school should set a policy about the rights of postdoctoral fellows/research associates to apply for grants as Principal Investigator. If the school policy permits such applications, it is suggested that there be a requirement for approval by a knowledgeable tenured faculty member as well as the usual approval by department chair and dean on the transmittal form.

Recommended Guidelines

Terms of appointment

If a postdoctoral fellow is to be retained beyond three years, she/he should be considered for appointment as research associate at the beginning of the fourth year of service with the improvement in benefits commensurate with the change in status.

Placement service

Postdoctoral fellows need help in locating positions upon completion of their fellowships. In addition to the help which a mentor normally provides, there should be a placement service to provide lists of job opportunities, advice, and related services.

Options to Consider

Sick days, personal leave days, vacation leave

A policy dealing with sick days, personal leave days, and vacation leave for postdoctoral fellows should probably be stipulated, perhaps along the lines used for other professional employees.

Dental benefits

Dental benefits are separate from other health insurance and are not currently available to postdoctoral fellows. This gap should be corrected if possible. This question should be referred to the Office of Human Resources, Benefits Division, for consideration and recommendation.

Worker's compensation

The ad hoc subcommittee did not consider the question of worker's compensation or short or long term disability in detail. However, the ad hoc subcommittee recommends that postdoctoral fellows should be eligible for the same compensation as any other employees of the University in the case of work-related injury or disease. This matter should be reviewed by both the Office of Human Resources, Benefits Division, and the Office of the General Counsel.

Office for postdoctoral fellows

To implement some of our suggestions it would be very useful to have an office or offices which are responsible for the oversight and support of postdoctoral fellows. The committee recognized that, in the absence of such an office, postdoctoral fellows are truly an 'orphan' group in this as well as most other Universities. Such an office could be responsible for several services, such as orientation, mediation of disputes, and placement services.

One question which arises is whether the establishment of such an office for the oversight of postdoctoral fellows is the responsibility of the individual school or of the Office of the Vice Provost for Research and/or the Office of the Vice Provost for Graduate Education. The ad hoc subcommittee recommends that this question should be referred not only to the deans of the respective schools but also to the provost for consideration.

Retirement contributions

After due consideration, it was decided that it would not be appropriate to include retirement contributions as part of the package of benefits offered to postdoctoral fellows. Currently, the first point at which retirement benefits could be offered is at the level of research associate. However, this particular benefit is presently not available at that level, because a significant proportion of research associates have not opted to take advantage of it in the past. If any change is indicated, it is to 'correct' this problem for research associates in the light of present realities.

Parking

There should be a University-wide policy for provision of evening and weekend parking for postdoctoral fellows. Some divisions of the University already provide this safety measure.

Tuition benefits

The Personnel Benefits Committee and the Office of Sponsored Research should consider whether tuition benefits should be made available to postdoctoral fellows and if tuition benefits are made available what are the terms of those benefits and how should the benefits be funded.

Finally, the ad hoc subcommittee appreciates that a contribution of E.B. by the University incurs a tax liability (FICA/Medicare and State taxes, about 10% total) to the recipient. The ad hoc subcommittee has discussed this problem at length and had only two general suggestions: [a] that some intermediate level of E.B. (i.e., between 0 and 32.7%) be established for postdoctoral fellows beyond two years of service to provide for increased benefits; and [b] that research associates receive the same array and level of benefits that all others at the University (who pay 32.75 E.B.) receive.

The ad hoc subcommittee appreciates that implementation of many of these improvements may increase the overall cost of a postdoctoral fellow/research associate and thus diminish the number of non-tenured positions available at the University.

Ad Hoc Subcommittee on Postdoctoral Fellows

Dr. John J. Cebra, chair
Dr. Barry S. Cooperman
Dr. Harshan Fu
Dr. Joshua R. Klein
Dr. Roger E. Latham
Ms. Karen Lawrence
Dr. Carol Lutz
Dr. Janice F. Madden

Ms. Fina Maniaci
Mr. Anthony Merritt
Dr. Marlena Moors
Dr. Neal Nathanson
Dr. Nicholas Pugliano
Ms. Wilma Rubillo
Dr. Renee Samara
Mr. Duncan W. Van Dusen

Comments may be sent by e-mail to vandusen@pobox.upenn.edu; by campus mail to the Office of the Secretary, 133 S. 36th St./3246; or by fax to Mr. Van Dusen at 898-0103.

Cooling It at the Museum

Euste P. And Strategik Force, a Philadelphia phenomenon as makers of Caribbean calypso music, give the next-to-last program in this year's University Museum series—the thirteenth year of a summer program that fills its inner courtyards on Tuesday evenings with music, storytelling, puppetry and dance from throughout the world. There's ethnic food and drink for sale, but families can also picnic at these after-work affairs.

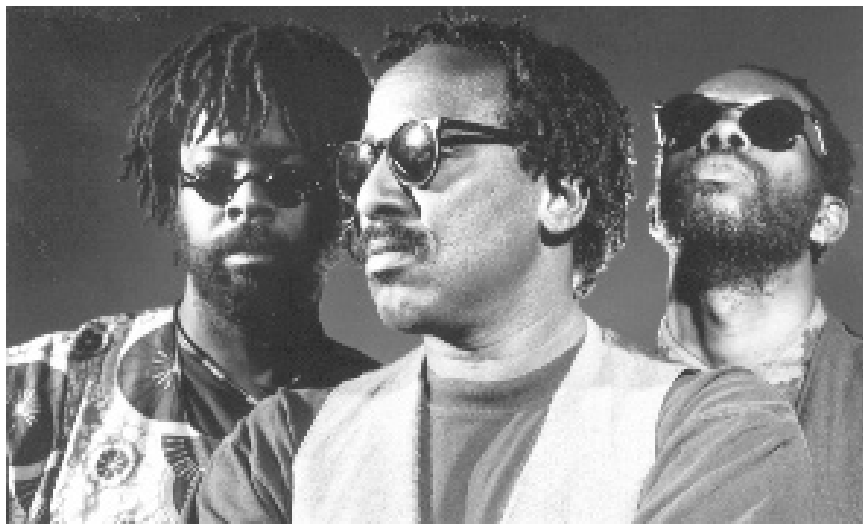
The date: August 15 from 6 to 8 p.m.

The players (left to right): Mike Young, bass; Lead Vocalist Euste P., guitar and percussion; and Obe Ká, percussion

Ticket information: 898-4890.

Next and last in the series:

Hanny Budnick gives international folkdancing lessons August 22 from 6 to 8 p.m.



The COMPASS

University's "academic living room" begins a face lift

By Martha Jablow

When the Van Pelt-Dietrich Library was built in the 1960s, "it was a great big barn with all the charm of a Greyhound bus depot," in the view of Dr. Paul H. Mosher, vice provost and director of libraries.

Over three decades, spaces filled up with more than two million books and journals. Technology revolutionized the ways students and faculty access information. But the building remained "shiny and hard, drab and cool—what architects aptly characterize as Brutalist."

As a place to read, write, research, think, study and socialize, the library is the "academic living room for the University," Mosher said during a recent interview in his second-floor office, "but it was a crummier place to work than Penn deserves."

So Mosher set out to change all that. "We want to make it welcoming and comfortable and very functional," he explained.

Plans call for renovation and reorganization. While much of the Van Pelt-Dietrich complex will be affected, the most noticeable changes will take place on the first-floor. In an enlarged, more coherently designed space, the library will draw together reference and circulation, current periodicals and microforms—services that now are scattered over separate floors. The renovation project will increase the number of computer search areas and add new reading rooms and upgraded study lounges "to improve both the ergonomics and functionality of the library," said Mosher.

Carpeting will be installed throughout the building to achieve a softer, quieter environment. Lighting will be dramatically changed. Natural light from first-floor windows on the building's north side will no longer be blocked. Instead, that area along the Walnut Street side, now used for staff offices, will be converted to an airy, brighter study lounge. Nearby, an Electronic Lookup Center and redesigned reference and microform areas will be installed.

The entrance space also will be redesigned, allowing a view from the front door straight through to the Walnut Street windows. To the immediate right of the entry, where daylight now glares off computer screens, a new staircase will be built to the mezzanine level. Beneath the stairs, about 250 lockers will be installed, giving students a long-desired, secure place to stash their belongings. The lounge to the left of the entrance also will be refurbished.

In the reading rooms, harsh fluorescent tubes will be replaced by dropped "clouds" of light, as the architectural firm of BowerLewis Thrower describes the new fixtures. New study carrels of cherry and slate, designed by cabinetmaker Thomas Moser, will be installed in various areas. Many carrels will be equipped with computers, while other study areas will be wired for network access and laptops.

The Information Processing Center that acquires, processes and catalogs more than 100,000 new books, journals, CD-ROM reference tools and other materials acquired

each year, will move to a redesigned first-floor space where it will serve as the main gateway for all materials.

But before the renovation moves into high gear, the library's organizational floor plan must undergo some reshuffling. The initial step was taken in June to consolidate and renew the Lippincott Library.

"Lippincott had to be done first to allow the other pieces to move," Mosher said. And all the pieces have to be moved without closing the building and with minimal inconvenience to users and staff. Much of the heavy duty work is planned for early morning hours.

Now that the second-floor space has been cleared, construction can begin on Lippincott's computer reference area that will house some 32 stations equipped with computers, as well as CD-ROM stations and microfiche readers. Glass enclosed,

(continued on page 16)



Photograph by Candace diCarlo

Dr. Paul H. Mosher wants to make the library "welcoming and comfortable and very functional."

A-3 employees recognized for May and June

Awards for A-3 Employee of the Month go to **Marilyn Liljestrand** of the Graduate School of Education's Literacy Research Center and **Helena Reid** of the Law School's career planning office. Liljestrand was



Helena Reid

recognized as the May winner, and Reid earned the June honor, announced Betty Thomas, chair of the A-3 Employee Recognition Committee.

Liljestrand joined GSE in 1983 as a part-time secretary while raising two children. In nominating her for the A-3 recognition award, her supervisor and

director of the Literacy Research Center, Professor Daniel A. Wagner, noted that she accomplished "in half time as much as many employees seem to accomplish in a full day. She did this under difficult conditions, balancing home and work, always with a ready smile and always with a spirit that any job could get done."

Several years ago, Liljestrand moved to full-time work and was promoted to senior secretary at the center, which has grown to become the National Center on Adult Literacy.

Wagner praised her "aplomb, spirit, communication abilities" and dedication to "a group of professionals trying to do important work on one of the nation's major problems, adult illiteracy."

Reid, the June honoree, was nominated by Jo-Ann Verrier, assistant dean of the Law School, for "displaying great commitment for more than 10 years. She continues to grow in her job, challenging herself and educating herself to improve her performance. She is a great team player and understands the concept of service deeply, much to the benefit of the Law students."

Described by others as a "people person," Reid not only deals with students daily, but also handles front-line office management and application processing of more than 5,000 individu-

ally addressed letters to federal court judges in a one-month period during the office's busiest time of year, summer



Marilyn Liljestrand

preparation for on-campus recruiting.

Outside work, Reid is involved with her church community and serves as directress of a choir that performs throughout the region. Reid and her church group also traveled to California to help rebuild churches damaged during recent earthquakes.

A-3 photos by Dwight Luckey

WINNER IN ORGANIC CHEMISTRY RESEARCH
John A. McCauley, a Penn graduate student, has won a Roche Award for Excellence in Organic Chemistry for his research on the synthesis of natural products. He was one of seven recipients whose work was acknowledged by a \$1,500 award from Hoffman-La Roche, a pharmaceutical and diagnostic technology firm. His research interests focus on finding a synthetic approach toward immunosuppressants. McCauley received a certificate from Dr. Michael Steinmetz, right, vice president of preclinical research and development, who noted, "The purpose of the award is to recognize and encourage the most promising Ph.D. candidates in the field at an early stage in their careers... It is important that academia and industry continue to nurture and provide



opportunities for the next generation of scientists." Dr. Amos B. Smith III, chairman of the chemistry department, nominated McCauley for the award and cited him as "an extraordinary scientist whose particular strength lies in his ability to devise creative solutions to complex chemical problems."

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Headwinds, road kill and small town America: The Lus' cross-continental adventure in family cycling

By Esaúl Sánchez

"When someone invites you to bike from California to Washington, D.C., it sounds like a great idea," says chemistry professor Ponzy Lu. "Then, the day before you leave, you think it is a dumb thing to do."

But second thoughts didn't keep Lu and his daughter Kristina (C'97) from joining two other father-daughter pairs on a cross-country cycling trek that began on Mother's Day and ended on Father's Day.

The idea of biking 3,200 miles was bounced about by David Eisenberg, a molecular biologist from UCLA, who had given a talk at Penn last year. He was strolling with Lu when he noticed Lu's customized bicycle. As they talked bicycle shop, Kristina came by with her customized bicycle. Eisenberg asked if the Lus were interested in joining him, his daughter Nell, scientist Michael Kuehl from the National Institute of Health and his daughter Sarah in a Pacific-to-Atlantic cycle trip.

"You don't meet crazy people like that every day, so you have to seize the moment," Ponzy says.

"I thought it was a great idea from the beginning," says Kristina. "It was a challenge and an opportunity to see the country at a slower pace than driving

We had come to feel like a small family, the six of us...

—Kristina Lu

from one state to the other."

Yet desire alone was not going to be enough to undertake a physical challenge such as this one. "We knew that the commitment was not just for the ride, but also to get ourselves into shape," Ponzy says. "This trip would require that we averaged 100 miles a day biking at 15 miles an hour. It was going to take us at least a month of

training to ride that much comfortably."

Patricia Schindler, a semi-professional cyclist and the assistant director of external relations for the College, gave the Lus some hints on what to eat, how to survive the trip and how to train.

The Lus started training in January. "We made sure we rode at least three long trips a week. We did a fast hard ride on Saturdays, using our heaviest steel mountain bikes," Ponzy says. By the end of the spring, "we biked three hours on Saturdays, five on Sundays and added 15 to 20 miles during the week."

On Mother's Day, the Lus, Eisenbergs and Kuehls began their trek from the pier in Santa Monica, Calif. A van with first-aid gear, spare bicycle parts and luggage followed closely behind the bikers the whole trip. Heidi Fahl, Ponzy's wife and Kristina's mother, was there for the first three days before heading home.

"The first three days were physically the hardest," Ponzy says. "We climbed 5,000 feet on the first and 5,000 more on the third day. Once we had done that, the rest seemed easy. It was just a matter of doing it."

Four days into the trip, a double-trailer earth-moving truck blew Kristina off the road in Glendale, Nev. She fell off the bicycle and cut her left eyebrow.

The accompanying van took her to the closest clinic, where medics closed the wound with stitches. A few hours later,



Photograph by Dwight Luckey

Ponzy and Kristina Lu rode 3,200 miles in five weeks

the Lus jumped in the van and caught up with the group. "We weren't going to be the ones who quit. This was a big project involving a lot of people and we didn't want to let them down," says Ponzy.

In the western part of Oklahoma's panhandle, the riders encountered headwinds of 25 miles an hour for three days. "We were going arrow-straight against the head wind, with no scenery and cloudy skies for three days. It was boring. We cheered and got excited when there was a bend on the road. I had to keep focused and tell myself that I really wanted to do this," says Kristina.

"We also encountered lots of road

(continued on page 16)

TEACHER AND COMPOSER: DR. GEORGE H. CRUMB

“An American original” to be honored with MacDowell Medal

By Jennifer Saunders

Dr. George H. Crumb, Annenberg professor of music, will be honored for his “extraordinary creativity” as a composer and his dedication as a teacher when the MacDowell Colony awards him the Edward MacDowell Medal on August 13.

Since 1960, MacDowell medals have been awarded to “painters, sculptors, writers, composers, photographers and filmmakers, chosen by their peers as persons whose work has made an exceptional contribution to our culture,” explained Mary Carswell, executive director of the MacDowell Colony.

Crumb, who has been a member of Penn’s faculty since 1965, was thrilled to be chosen for such an honor. “I don’t know what to say,” he admitted. “I’m so delighted to win this award.” As the 36th recipient of the medal, Crumb was selected, in part, because his “music, unique in its precision, atmosphere and rapt concentration, has been played and admired all over the world. At a time when contemporary music threatened to retreat into elitism, it attracted new enthusiastic listeners, without sacrificing its individuality and integrity. [He is] an American original,”

remarked John Harbison, chair of the 1995 Medal Selection Committee.

“George Crumb has numbered among the very top composers of our era for the last 25 years,” said Professor Jay Reise, chair of music and director of Penn Contemporary Music. “The music department is proud that George has also been a distinguished professor here at Penn during that entire time and joins with him in celebrating this latest and most deserved achievement.”

Crumb’s musical compositions have been called “magical” and “haunting.” He has been praised for his use of non-traditional instruments—like Tibetan prayer stones—and unusual techniques. For example, Crumb’s *Vox Balaenae* (Voice of the Whale) features a flutist who must both play and sing into the instrument.

Crumb, however, is not known solely for his direct contributions to the world of music.

Announcing his selection as this year’s medal winner, the colony recognized that “besides his talents as a composer, [Crumb] is reverently admired as a teacher of music.”

In a time when teachers are often criticized for the amount of time they

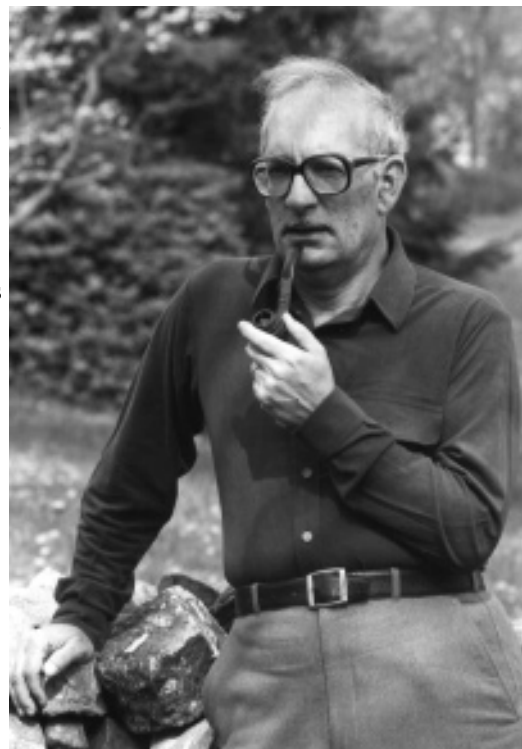


Photo courtesy of C.F. Peters Corp.

Dr. George H. Crumb

spend in research, writing or other pursuits outside of the classroom, Crumb has been able to strike a balance between the two.

Artists’ creativity is nourished in a New Hampshire haven

For almost 90 years the MacDowell Colony has been both temporary home and creative refuge to some of the most talented artists of this century. Located in the country town of Peterborough, N. H., the colony has numbered composers, writers, musicians and Pulitzer Prize winners among its guests.

When Edward and Marian MacDowell founded the MacDowell Colony in 1907, they hoped to “provide a place where creative artists could find freedom to concentrate on their work.” Edward MacDowell, a composer, bought the farm in 1896 as a place “to rest and work in tranquility.” His

plan was apparently a success, as he is said to have “tripled his creative activity” on that farm in Peterborough. Today, the colony has grown to encompass some 450 acres of field and forest, and to house artists-in-residence through every season. Thornton Wilder wrote *Our Town* during his time as a colonist; Leonard Bernstein composed his *Mass*. Other colonists have won Guggenheim, Prix de Rome, Fulbright and MacArthur Fellowships.

Although this year’s Edward MacDowell Medal honoree Dr. George H. Crumb never attended the MacDowell Colony, he recognizes the value of such a residency. “Many go there as an out-of-the-way place to get away from the hurley-burley,” he said. “But it would be too hard [for me] to be away from the family. My wife and I did visit a friend at the MacDowell Colony some 20-plus years ago. We were impressed with the beauty of the area.”

Summer alliance promotes minority participation in engineering research

By Jon Caroulis

"I've always been able to keep [composing and teaching] going." He explained that he takes his time with his composing, "so there's never been a conflict between teaching and the other. I've never felt I'm taking time away from something else when I'm teaching." Perhaps that is because of his genuine love for the profession. "One of the great things about teaching is staying with young people," he said. "I get to keep up with what interests them—with what they're doing."

Crumb enjoys his work at the University. "We've always had very good students in composition," he explained. Penn is "a very fine place for these studies. We've had students from many stages [of their academic careers] and every continent—except Antarctica. There are some really excellent students each year... [and] I still have a couple of years left to go."

As a recipient of the Edward MacDowell Medal, Crumb will be in good company. Past medalists include such composers as Aaron Copeland, Edgar Varese, William Schuman and Leonard Bernstein. Christopher Rouse, who received a Pulitzer Prize for music in 1993, will give this year's presentation address. As one of Crumb's former students, Rouse is very familiar with his work—as both a teacher and a composer.

"He was my teacher privately in the early '70s," Rouse explained "when he was perhaps at his most visible as a composer. He is an extraordinarily important figure in the history of music in this century. He realigned our sights away from *experimentation just for the sake of experimentation*, and brought us back to composing music as a communicative and expressive medium." Add to that, he said simply, Crumb's music itself "is so good."

During the academic year, Rodney Johnson is mostly responsible for one person, himself. Now that he is doing research this summer, when the professor says "I need this...." Johnson realizes, "It's up to me" to get it done.

Welcome to the big time.

An electrical engineering major who will be a junior next fall, Johnson is studying microfluidics—how fluids pass through microscopic openings in devices like computer chips—with Dr. Jay N. Zemel of the electrical engineering department.

"The professor will say, 'Here are the parts, build a (computer chip) board,'" says Johnson, "and he'll want it done in two days."

Johnson is one of eight undergraduate engineering students doing faculty-supervised research this summer under a program called AMP—Alliance for Minority Participation. This past year, Penn and seven other area colleges, received a shared grant of \$5 million for five years from the National Science Foundation. As a condition of the grant, the schools have made the commitment to double in five years the number of B.S.

degrees in science, math and engineering that they award to minority students.

"It's an ambitious goal, but we have no doubt that we can achieve it," says Cora Ingram, director of minority programs at the School of Engineering and Applied Science.

Twice a day, Johnson heads for the "clean room," a lab in the Moore Building used for building chips and other component parts for equipment. He says some of the work can be tedious, like double-checking measurements and making sure experiments are set up correctly.

"The whole process has been fun. I've been exposed to things I haven't experienced, like computer modeling, plasma etchings and chemical solvents. I've made etchings in the patterns in silicone, and I can see the results. That's fun, that's why I'm in engineering."

Participating with Penn in the grant are the University of Delaware, Community College of Philadelphia, Cheney, Delaware State, Drexel, Lincoln and Temple universities. As part of the grant, AMP will award 100 scholarships of up to \$1,000 to minority students attending one of the eight schools during the 1995-96 academic year.



Photograph by Candace diCarlo

Rodney Johnson's summer research involves microfluidics.

Summer in the city: camps, computers, milkshakes, research, health promotion and community involvement

By Sandy Smith

Just because the school year is over doesn't mean children aren't busy learning. Across West Philadelphia, a number of programs offer educational enrichment to kids from six to 60, including several programs in which Penn is actively involved.

One of the largest is the West Philadelphia Improvement Corps' (WEPIC) Summer Camp, which began June 26 at two sites. Students from three West Philadelphia public schools—Sulzberger and Turner Middle Schools and Anderson Elementary School—participate in educational programs organized around a specific theme, plus recreational and cultural activities. Turner students can choose one of three themes: conflict resolution and violence prevention, health and nutrition, or desktop publishing and community journalism. The Sulzberger camp theme is conflict resolution and violence prevention, and the Anderson campers focus on basic academic skills.

West Philadelphia Partnership Director Larry Bell explained that the camps “involve students in community-

oriented problem solving and provide educational, cultural and recreational opportunities.”

Among those helping to run the camps are 28 Penn undergraduates, 25 of whom participate in a research seminar linked to their camp work. Penn also has obtained a three-year commitment from the Burger King Corporation that will furnish over \$100,000 for the program. The funds come from a special summer milkshake promotion in Philadelphia-area Burger King outlets.

Center for Community Partnerships director Ira Harkavy praised the arrangement, saying, “Burger King's gift is particularly appropriate because the summer camps are a major component of Penn's work with WEPIC to help establish university-assisted community schools in West Philadelphia.”

An educational project of a different sort is underway at Shaw Middle School, with the help of faculty from the School of Nursing. The program, run by the West Philadelphia Collaborative for Child Health, has as its aim “Keeping Teens Healthy”—but after three years of work with over 140 Shaw

Middle School students now about to enter high school, the program has opted for a much broader definition of “health,” one that goes beyond making sure teens see a nurse, doctor and dentist regularly. As associate professor of psychiatry and pediatrics Dr. Anthony

“...the greatest risk to [teens'] health arises from their behavior.”

—Dr. Anthony Rostain

Rostain put it, “We are trying to work on improving the social environment in the cause of improving physical health.”

The reason, he said, is that “most adolescents' bodies are doing fine, but the greatest risk to their health arises from their behavior.” Starting last fall, the Keeping Teens Healthy project began to focus on issues of behavior, with surveys and workshops on student sexual behavior and a range of after-school programs that focused on students' academic, artistic and life skills.



Summer camp themes range from conflict resolution to health and nutrition. At left, Penn graduate student Kiyana Nicole Bernardo (GSS), center, and Philadelphia public school teacher Brenda Mitchell, far right, work with students Ebony Harris, Angelique Hurst and Brandi Rachel Brickley at Turner Middle School, one of two summer enrichment camps operated by the West Philadelphia Improvement Corps.

As the program prepares to follow its participants through their transition to high school, the emphasis this summer has shifted to academic achievement and preparedness. The students will spend mornings in an academic achievement program and afternoons in a variety of recreational activities, including sports such as soccer and tennis that are not usually offered, at the F.J. Myers Youth Access Center.

The reason for the emphasis on academics in a teen health program, according to Corintha Cohen, R.N., M.S.N, who coordinates the activities at Shaw, is that people in the community see staying in school as a key means to avoid harmful behaviors. She noted, "50 percent of ninth graders [in the city] drop out of school. We want to see if we can reduce that figure in our sample." So far, school attendance and academic performance of Keeping Teens Healthy students has been better than the average for their peers. The program, which has been funded by the Robert Wood Johnson Foundation for the past three years, will follow the Shaw students into high school and track their performance and overall health beginning in the fall with funding from a grant from the Independence Foundation.

Education, however, does not stop at the schoolhouse door. For over 25 years, the Center for Literacy (CFL) has been providing free adult literacy training throughout the Philadelphia. This summer, CFL is training a new group of tutors to teach adults to read at several different sites in West Philadelphia.

West Philadelphia residents who want to serve as tutors are undergoing a three-session training program that

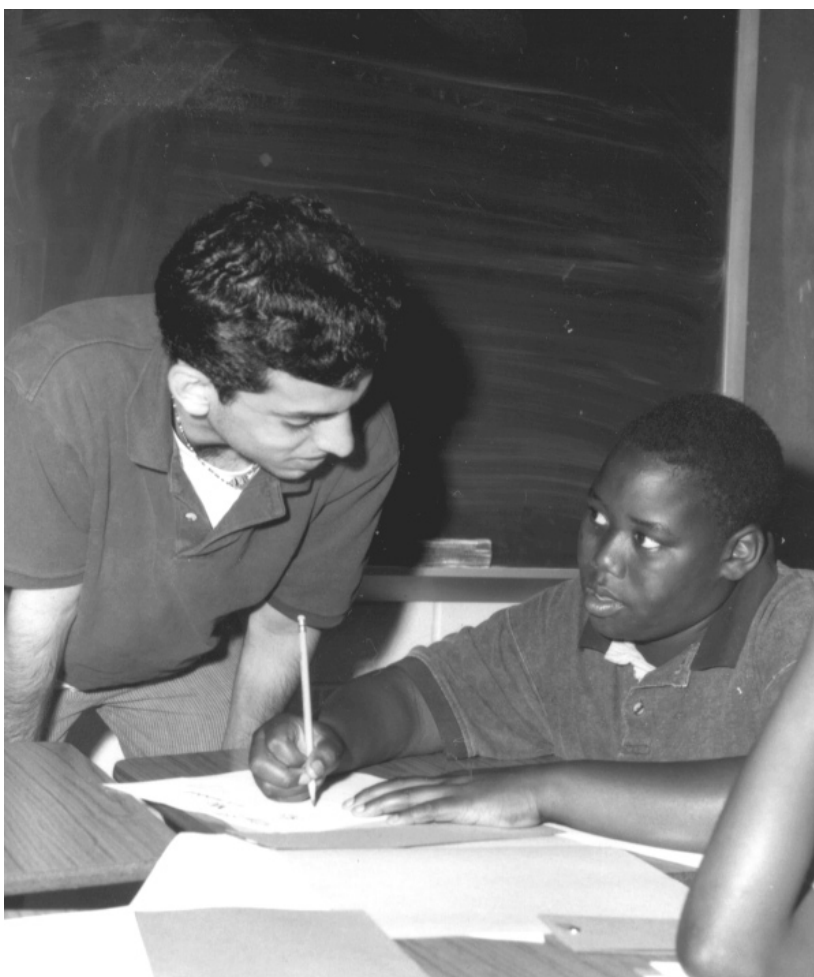
totals nine hours over three weeks. The sessions take place at CFL headquarters at 636 South 48th Street. After their training is completed, tutors will be paired with adults who want to learn to read. Tutors will be expected to meet with their students for a minimum of six months. CFL provides course materials and support for the tutor-reader pairs at no charge.

"The need for tutors has never been greater," CFL West Philadelphia coordinator Shana Nixon said. "People can make a tremendous difference in

someone's life with a minimal commitment."

Space is still available for those interested in volunteering. To sign up as a tutor or for more information, call Nixon at 726-6214.

Photos by Dwight Luckey



Whether by pencil or keyboard, Philadelphia school students pursue academics through the summer with the assistance of Penn students. At the top left: Tal Golomb (C'98) works with Arthur Watkins at Turner Middle School. Looking over the shoulders of other summer campers are Craig Simons (C'96) and Philadelphia public school teacher Toni Wimberly in the background in the lower photo.



Library renovation begins

(continued from page 9)

sound-proofed group study rooms are also planned, as well as "electronic lounges," seminar and small individual study rooms.

Several years ago, when Mosher first contemplated the future needs of Van Pelt-Dietrich, he faced a basic decision: build a new library or work with the 1960s concrete and glass structure. A new building would have cost about \$50 to \$60 million, whereas renovation of the existing facility would be dramatically less expensive and could be financed in phases.

"We decided to do it in pieces, raising the money as we went," said Mosher. A staggered renovation plan also allowed the library administration to "buy some time," as he explained, to see how the digital revolution would affect collections and services.

The library's fund-raising began with the establishment in 1990 of a Board of Overseers—something the library had never had—and a fund-raising strategy.

Any university library has a unique challenge because "the library isn't a school; the library has no alumni," Mosher pointed out, so Penn's library had to develop a constituency that reached across the entire University

community.

Reunion classes have been—and continue to be—a key part of that constituency. Several classes have decided to mark their reunion years by donating to specific renovation projects. The Electronic Lookup Lounge, for example, will be a gift of the Class of 1964, and the redesigned entrance a gift of the Class of 1960. The microforms and current periodicals collections will be reconfigured with funds from the Classes of 1963 and 1969. Other significant contributions are pledged from the Classes of 1937, 1943, 1944, 1953, 1955, 1968 and 1971. Individual donors and families have also

signed on to help underwrite specific parts of the library renovation.

A unique twist on fund-raising is the partnership with a specific school. For

the first phase, Wharton School Dean Thomas P. Gerrity joined the fund-raising efforts to consolidate Lippincott Library, which serves Wharton students but is available to the entire University community.

"That kind of alliance was a first at Penn," Mosher reported. A wall-breaking ceremony will take place in early September, with completion of the

Lippincott phase slated for late next spring. The entire renovation is expected to be completed by 1998.



Photo courtesy of Van Pelt

Bicycling across America

(continued from page 11)

kills in Oklahoma," Ponzy adds.

"Armillos, turtles, snakes, dogs. Road kills stink. They are gross. You start smelling them far away, then pass by the dead animal. When that one is almost over, you start again with another one."

For the largest part of the trip, the bikers used single-lane blacktop secondary and tertiary roads. "We saw the smaller towns of America. And overall, people in those towns were very friendly," Kristina says. "But in Arkansas, we got the finger, and drivers told us to get the hell off the road. They resented sharing the road with us."

"Once we got to Tennessee, I had no doubt we were going to do it," says Kristina.

The bikers had followed precisely the route described by Robert Winning in his book *Bicycling across America*, except in Tennessee, "where the author left out every second or third direction and we would end up somewhere else," Kristina says.

The bikers arrived at the Reflecting Pool on the Mall in D.C. on Father's Day.

"I had a lot of fun," says Kristina. "In the end it wasn't so much a physical challenge anymore, it was just enjoying the ride and being with the people. We

had come to feel like a small family, the six of us. It was a continuous discussion about politics, life and bicycle mechanics. Along the trip, about 22 bikers joined us at different points for a segment of the trip. I wish we could still be doing that right now."

Instead, Kristina is working at the Vet School for the summer. Ponzy, 12 pounds lighter than in January, has finished writing a paper with Mitchell Lewis, associate professor of biochemistry and biophysics, describing the exact shape and size of a protein called lactose operon repressor that he had been trying to describe for the last 10 years.

Policy No. 628, below, published For Comment in Almanac June 30, 1995, has been adopted by the Office of Human Resources. Effective August 15, 1995, it replaces the existing Policy No. 628 in the Human Resources Manual in print and on-line.

Policy on Position Discontinuation and Staff Transition

To maintain its integrity as a steward of public and private resources, the University of Pennsylvania must ensure that its administrative functions and academic programs are fiscally sound and maximally efficient. Increasingly in the competitive, resource-constrained environment of higher education, the University must make difficult choices. Thus, from time to time, in order to respond readily to changing demands, new opportunities for improvements, and increased need to enhance the quality and efficiency of its programs, some staff positions must be discontinued or transformed. This policy is designed to provide for the orderly redeployment, when practical, of staff whose positions are affected by such decisions to other available University positions for which they are qualified, and for fair and consistent treatment of those for whom replacement positions within the University cannot be found.

This policy allows for the discontinuation of staff positions resulting from a management decision that a reduction in the work force is necessary or that work functions should be eliminated or changed. Discontinuation under this policy does not include situations of voluntary separation, including resignation, quit without notice, medical necessity, and retirement. This policy should not be used solely to address issues of unacceptable performance or misconduct. These issues are covered under policies of the Division of Human Resources regarding performance, conduct, and attendance.

This policy does not apply to staff members who are still in their introductory period. It does not apply to staff members in collective bargaining units for whom terms of employment are governed by collective bargaining agreements, to staff designated Temporary Extra Person under Human Resources Policy No. 114, or to staff members on term appointments or appointments made subject to continuation of funding from external sources.

Nothing contained in this policy is intended to alter the at-will employment relationship between the University and its staff employees or to create legally enforceable *contractual* rights.

I. Responsibilities of Releasing Unit

The "releasing unit" is the organizational entity which makes a decision under this policy to reduce the size of the staff work force. The "releasing unit" includes not only the individual unit which is discontinuing one or more staff positions, but also includes other areas reporting to the same dean, vice president, or vice provost.

A. Transition Activities

Before a decision is made to eliminate a position, the releasing unit should carefully assess its work and staffing needs and, in consultation with the Division of Human Resources, should develop a schedule of activities aimed at providing a smooth transition both for staff members whose positions are discontinued and for those in the unit whose jobs are affected by that change.

B. Selection of Positions for Discontinuation

Determination of positions to be discontinued will be made by management of the releasing unit. When skills, abilities, performance, and competence of staff members necessary to meet the current and prospective operations requirements are deemed by the management to be substantially equal, then length of continuous employment of staff members with the University and the University's commitment to diversity among its work force will be considered among the factors in selecting positions for discontinuation.

C. Notice

Written notice will be provided to the staff member whose position is to be discontinued at least 30 calendar days prior to the expected separation date. In consultation with the Division of Human Resources, management of the releasing unit should prepare a notice letter, enclosing a copy of this policy and the agreement described in Section IV.B. The supervisor or another member of management of the releasing unit should meet with the staff member whose position is to be discontinued to advise him/her of the decision and to respond to questions and concerns.

The period of notice will be no less than 30 calendar days, such period beginning with the date of delivery of the written notice to the staff member and ending with the staff member's last day of work.

D. Initiatives for Redeployment

The releasing unit, the Division of Human Resources and the staff member whose position is being discontinued should try to identify current and/or expected openings within the releasing unit. Under the following circumstances, an open position *within the releasing unit* may be made available as a transfer job opportunity without a competing process: (1) the staff member whose position has been discontinued is substantially qualified for the new position as determined by the hiring officer and the Division of Human Resources; (2) in the judgment of the hiring officer and the Division of Human Resources the new position warrants a salary offer that is within 5% above or below the staff member's salary at the time of notice; (3) the new position and discontinued position are in the same exempt or non-exempt category as defined by the Fair Labor Standards Act; and (4) the Affirmative Action Office approves the offer.

The releasing unit should cooperate with the staff member in providing reasonable released time to compete for position openings in other units of the University.

If a transferred employee's performance does not meet departmental standards during the first 90 calendar days in the new position, the staff member may be placed on probation in accord with the final remedial step of Human Resources Policy No. 621 (Performance Improvement/Discipline Policy).

The releasing unit should provide to the staff member access to outplacement services consistent with guidelines established by the Division of Human Resources.

E. Financial Responsibilities of Releasing Unit

The releasing unit is responsible for payments to the staff member through the periods of notice and pay continuation. Payments shall include the following: (1) salary at the normal rate throughout the period of notice, (2) compensation for unused and accrued vacation credit, (3) pay continuation (where appropriate).

In those cases where the staff member receives and accepts a job offer from an area outside the releasing unit, the releasing unit will continue to be responsible for payments during the normal period of pay continuation; however, during any part of the normal period of pay continuation when the staff member is on the payroll of the receiving unit, the releasing unit will pay any unpaid pay continuation, in accordance with Section IV.B., to the receiving unit instead of to the staff member.

The releasing unit will pay the cost of outplacement services, if any are provided.

(continued next page)

II. Responsibilities of Receiving Unit

The "receiving unit" is an organizational entity reporting to a dean, vice president, or vice provost, different from that of the releasing unit, which accepts into a position a staff member whose previous position has been discontinued.

The receiving unit should work with the releasing unit and the Division of Human Resources to provide a smooth transition for the redeployed staff member. In some cases, the receiving unit will receive into its own budget from the releasing unit some or all of the pay continuation payments that would have been paid to the staff member (see Section I.E). These payments may be used to offset salary and/or training expense.

III. Responsibilities of Division of Human Resources

The Division of Human Resources is available for consultation with the releasing unit during planning for transition and preparation for notifying individuals of the discontinuation of their positions. Human Resources will respond to inquiries regarding these procedures. In addition, Human Resources will provide inplacement assistance, designed to facilitate the smooth transition of staff whose positions are being discontinued to other positions within the University for which they are qualified, and will coordinate the University's relationship with external providers of outplacement services for transition of displaced staff to positions outside the University.

IV. Benefits of Staff Members Whose Positions Are Discontinued

A staff member whose position is being discontinued may receive the following benefits under this policy:

A. Access to Inplacement Assistance

Inplacement assistance is intended to facilitate the transition of staff members to other positions within the University for which they may be qualified. It is available to a staff member prior to the separation date provided that he/she meets all the following requirements: (1) the staff member has completed the introductory period as described in Human Resources Policy No. 618; (2) the staff member has a performance rating of "meets established requirements" or above, as recorded in the last performance evaluation; if no performance evaluation has been submitted during the twelve-month period prior to notice, it will be presumed that the staff employee meets this requirement except in cases where performance problems have otherwise been documented; (3) the staff member has not refused the offer of a transfer job opportunity, as defined in Section I.D., since notification of discontinuation. A staff member who is eligible for inplacement assistance and who chooses to participate, may receive such services from the date he/she receives notice of the discontinuation of his/her position through the last date of work.

B. Pay Continuation

After a staff member whose position is to be discontinued executes an agreement in a form satisfactory to the University releasing the University, its officers, and employees for all claims arising from the separation from his/her employment, the University will provide pay continuation payments according to the following schedule:

<i>Length of Service</i>	<i>Pay Continuation</i>
During Introductory Period	None
End of Introductory Period	
Up to Two Years	4 weeks' pay
Over 2 years	Non-exempt (A-3) staff in grades G4-G13 and exempt (A-1) staff in grades P1-P8 are eligible for 4 weeks' pay plus 1 week's pay for each full year of full-time service or equivalent in excess of two years, except that total pay continuation will be no more than 52 weeks. Exempt (A-1) staff in grades P9, P10, P11, P12, blank, and ungraded are eligible for 4 weeks' pay plus 2 weeks pay for each full year of full-time service or equivalent in excess of two years, except that total pay continuation will be no more than 52 weeks.

Pay continuation will begin on the date of a valid release or the date of the last day of work, whichever is later.

C. Benefits Continuation

Consistent with rules of eligibility and laws governing the University's benefits programs, staff members are subject to the following rules regarding benefits continuation:

A staff member who is notified of a discontinuation will receive full benefits until the date of separation.

By executing the appropriate release, a former staff member who has been separated under this policy without a transfer job opportunity and is receiving pay continuation payments is eligible for benefits continuation during the period of pay continuation, as described in Section IV.B., for the following benefits: medical, dental, and tuition assistance* with continuation by the University of its normal share of the cost. All other benefits, including disability, life insurance, and retirement, will be discontinued on the date of separation.

Upon separation and within prescribed time periods afterwards, the former staff member may be allowed to continue benefits at his/her expense under federal regulations implementing the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA). Such coverage may be available for eligible dependents, as well.

D. Outplacement Assistance

An eligible staff member who has received notice of discontinuation should be offered outplacement services consistent with guidelines established by the Division of Human Resources during the period of notice and pay continuation. Outplacement is not available for a staff member who, though eligible for inplacement assistance, has chosen not to accept inplacement assistance or who has rejected a temporary job opportunity as described in Section I.D.

V. Rehire of Former Staff Member

A staff member who has not found employment at the University by the date of separation will be considered in the future for new employment opportunities at the University in the same manner as any other external applicant. A former staff member who is rehired must complete a new introductory period for the new position.

If a former staff member is rehired, the rehire date will be the first day of reemployment. (Bridging of service periods may occur in accord with Human Resources Policy No. 410.) Any pay continuation to the staff member will cease as of the first day worked in the new position.

VI. Grievability of Provisions of This Policy

Administration of this policy, including a decision by the releasing unit to reduce the size of the work force, selection of particular positions for discontinuation, and the designation of individuals for separation from the unit or redeployment, are not matters subject to a grievance.

* Tuition assistance is available only to a staff member who is participating in the tuition scholarship or direct grant program at the time of notice of discontinuation. Such assistance terminates as of the end of the semester following notice of separation.

Note:

The above policy on Position Discontinuation and Staff Transition immediately supersedes Policy No. 628 "Staff Reduction" and No. 118 "Assistance to Employees Affected by Staff Reduction." Portions of other policies will be revised as necessary for consistency with new No. 628. These include the following: No. 406 "Tuition Remission for Faculty and Staff"; No. 407 "Scholarship for Dependent Children Attending the University of Pennsylvania"; No. 408 "Scholarship for Dependent Children Attending Other Colleges and Universities (Direct Grants)"; No. 409 "Scholarship for Spouses Attending the University of Pennsylvania"; No. 620 "Staff Grievance Procedure"; No. 628a "Guidelines for Staff Retention Through Use of Reorganizations and Temporary Reassignments"; No. 629 "Termination."

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 9:00 a.m.-1:00 p.m.

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

Application Center—Funderburg Center, 3401 Walnut Street (Ground level) (9 a.m.-1 p.m.)

(A complete list of positions can be seen at this location.)

Blockley Hall—418 Guardian Drive (1st Floor)

Dental School—40th & Spruce Street (Basement—across from B-30)

Houston Hall—34th & Spruce Street (Basement—Food Court—near the elevators)

Wharton—Steinberg Hall-Dietrich Hall (Locust Walk—next to Room 303)

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

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

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

ARTS AND SCIENCES

Specialist: Nancy Salvatore

SECRETARY III (07018NS) Perform basic receptionist and secretarial duties; respond to inquiries; look up information on SRS; complete C-forms; assist in monthly reconciliation; maintain office equipment; file & photocopy; distribute mail. **Qualifications:** Graduate in high school business curriculum or equivalent; at least one year secretarial experience preferred, preferably in University setting; experience with transaction processing helpful; ability to type 50 wpm; word processing, data base helpful; ability to operate office equipment. **Grade:** G8; **Range:** \$15,700-19,600 7-10-95 History

DENTAL SCHOOL

Specialist: Clyde Peterson

RESEARCH SPECIALIST, JR. (07026CP) Help in the design and execution of experiments in the field of cellular immunology, molecular biology and biochemistry; techniques include: tissue culture, gene cloning, enzyme assay, protein purification and animal experimentation; maintain logs and write lab reports; use computers and help interpret data; supervise students and technicians. **Qualifications:** BA/BS in scientific or related field; one-two years prior experience in research lab desirable; experience in tissue culture or related area helpful. **Grade:** P1; **Range:** \$19,700-25,700 7-12-95 Pathology

STAFF DENTIST (07020CP) Examine and treat patients at the Dental Care Center/Penn Faculty Practice; perform endodontic, orthodontic & periodontics work based on the needs of the patient; complete and/or maintain records and reports on patients. **Qualifications:** D.M.D.; licensed in Pennsylvania; one year general practice residency completed or equivalent experience. **Grade/Range:** Blank 7-10-95 Dental Medicine

RECEPTIONIST, CLINICAL (40 HRS)(07029CP) Receive and register patients; make appointments; receive and record patient payments; maintain patient records; answer telephone; light typing and general office duties. **Qualifications:** High school graduate; two-four yrs. experience in clinical or practice setting; experience with billing systems. **Grade:** G8; **Range:** \$17,943-22,400 7-12-95 Dental Care Center

EXECUTIVE VICE PRESIDENT

Specialist: Nancy Salvatore/Susan Curran

DIRECTOR VI (07041NS) Formulate and develop SFS policies and standards for customer service to accom-

modate the changing service needs of students and families; develop and coordinate SFS outreach activities; supervise and provide training for managers, nine full-time staff and three temporary staff members; initiate and coordinate SFS communications to students and the University community; design and update publications with emphasis on customer service and user friendliness; participate in system's development project teams as required; coordinate the activities of the SFS Student Advisory Board; organize & coordinate client focus groups to gain sight into ways to improve SFS activities. **Qualifications:** BA/BS required, graduate degree preferred; knowledge of Student Financial Assistance Programs a plus; higher education background preferable but not essential; three-five yrs. experience in customer service/sales; excellent interpersonal skills, supervisory/managerial experience required; good oral and writing skills; PC literate; creative and visionary desirable. **Grade:** P9; **Range:** \$42,300-52,900 7-13-95 Student Financial Services

MANAGER AUDIT (07032NS) Manage internal auditors engaged in audits throughout the Health System including specialized and complex financial and information system; span diverse operations to assure that audit objectives are achieved; issue recommendations to effectuate improvements; obtain thorough understanding of Health System functions, procedures, accounting cycles/systems and problem control weakness. **Qualifications:** BS in accounting, business or related field; MBA desirable; CIA or CPA required; CISA and CFE desirable; minimum of five years internal audit and/or public accounting; demonstrated ability to direct several simultaneous audits; demonstrated oral and written communications skills; in-depth knowledge of information systems applications controls and integrity controls desirable. **Grade:** P9; **Range:** \$42,300-52,900 7-12-95 Internal Audit

CLERK IV (06045NS) File, copy and type confidential reports; answer phones. **Qualifications:** High school graduate; experience with computers; must type 35-40 wpm; customer service oriented; attention to detail. **Grade:** G7; **Range:** \$14,500-18,100 7-12-95 Division of Public Safety

TEACHER CHILDRENS CENTER (07033NS) Teach and supervise children, ages twelve weeks to five years; develop, plan and carry out daily activities and lesson plans; arrange and maintain educational materials and equipment. **Qualifications:** Bachelor's degree in early childhood education or equivalent; one-two yrs. experience in a child care or teaching facility. (End Date: One year appointment contingent upon enrollment - 8/95 to 7/96) **Grade:** G11; **Range:** \$19,900-25,300 7-12-95 Penn Children's Center

MEDICAL SCHOOL

Specialist: Ronald Story/Janet Zinser

ASSISTANT TO CHAIR II (06137JZ) Coordinate all work of Chair of department of neuroscience and neurology (correspondence, projects, calendar, filing and mailing); establish standard protocols for office systems; manage secretarial staff; edit/manage annual scientific newsletter; staff department meetings and search committees; work with assistant director to prioritize projects to maintain effective and efficient work flow; monitor work flow in department and institute. **Qualifications:** BA/BS or equivalent required; at least two yrs. professional/administrative experience required; supervisory experience preferred; knowledge of medical terminology; strong computer, typing and proofreading skills; excellent organizational and time management skills; knowledge about computer database software (Access), Word Perfect (6.0). **Grade:** P2; **Range:** \$21,700-28,200 7-10-95 Neuroscience

NURSE II (07024RS) Coordinate patient care for clinical research unit and assist in management of subjects in treatment protocols; assure correct completion of protocol research forms by clinical research physician and ratel team; coordinate patient study visits; complete case report forms; dispense research medications; recruit, screen, and enroll subjects; perform venipuncture to collect protocol required blood specimens; prepare blood samples for analysis; perform EKG's; obtain vital signs; collect urine samples; maintain patient records; communicate findings to research team; triage side effect reports from study subjects; keep current JCAHO required documentation for clinical activities; supervise and train clinic personnel. **Qualifications:** Active registered nurse licensure in PA required, BSN preferred; at least 2 years experience as Nurse I or equivalent; experience with clinical trails preferred; ability to perform venipuncture essential; excellent communication, organizational, and interpersonal skills required; must be detail oriented; must be willing to travel at least one day per week to run satellite clinic in greater Philadelphia area. (Required to work one evening clinic per week.) **Grade:** P4; **Range:** \$26,200-34,100 Psychiatry 7-11-95

RESEARCH COORDINATOR, JR. (07038 RS) Responsible for data collection and entry; function as part of a clinical research team; work with principal investigators (M.D.'s); extreme attention to detail and an ability to relate well to patients; must assist with blood-drawing and handling of other samples; review patient information and select for study inclusion; maintain & administer records. **Qualifications:** BA/BS required; at least one year experience with research projects; computer skills required, including Word, Excel and DOS; position requires time flexibility (hours vary between 6:00 AM-9:00 PM) depending upon study demands and patient availability; week-ends may be required. (End date: 9/96) **Grade:** P2; **Range:** \$21,700-28,200 7-12-95 Anesthesia

RESEARCH COORDINATOR (07023RS) Assist in photophoresis, patient care initiation and follow up; perform quality control testing; assist with procurement and analysis of patient care blood and serum samples; operate and maintain complex instruments, procedures and computer systems. **Qualifications:** BA/BS or equivalent; graduate of an approved medical assistant, LPN or tech program required; at least two years of clinical practice patient care experience; experience with photophoresis preferred; knowledge of medical terminology. (Ongoing pending additional grant support) **Grade:** P3; **Range:** \$23,900-31,000 Med/Gastroenterology 7-11-95

RESEARCH SPECIALIST, JR. (07037RS) Perform standard techniques of molecular biology, biochemistry and tissue culture; maintain lab; order lab supplies; keep logs; write reports; assist in plan for protocol; test new procedures. **Qualifications:** BA/BS in scientific or related field; exposure to lab work; must have basic computer knowledge. **Grade:** P1; **Range:** \$19,700-25,700 7-12-95 Medicine

RESEARCH SPECIALIST II (06060RS) Collect data, perform quality control of data; help in data analysis; design surveys & questionnaires; conduct interviews; draft papers; prepare and edit statistical tables; create and manage large projects data files & documentation;

OPPORTUNITIES at PENN

conduct information searches; participate in preparation & submission of contract & grant applications, renewal & progress reports; coordinate production of progress reports; handle routine correspondence, telephone calls; proof papers; primary source for experimental design. **Qualifications:** BA/BS or equivalent required, Masters degree in Economics preferred; three-five years experience in similar project; knowledge of statistical packages; management of very large databases; aptitude for quantitative work; possess strong written and oral communication skills; possess strong organizational ability; knowledge of word processing and spreadsheet software. (End date: 8/31/96) **Grade:** P3; **Range:** \$23,900-31,000 Gen. Internal Med. 7-11-95

STAFF ASSISTANT IV (07015JZ) Provide administrative support and manage the office of the Vice Dean for Education; supervise office staff; manage calendar of the Vice Dean; serving as primary liaison to external, University, Medical Center, School and department offices; review confidential correspondence and documents and prepare responses for signature and approval; monitor office expenses; supervise office equipment; collect and compile data; problem-solve and process and route documents; oversee a variety of on-going academic administrative projects; compile annual work plan and work plan updates. **Qualifications:** BA/BS or equivalent required; at least three yrs. professional/administrative experience; five-ten yrs. experience as executive secretary, coordinator or high level administrative assistant required; excellent organizational abilities and oral and written communication skills; previous experience editing documents for distribution preferred. **Grade:** P4; **Range:** \$26,200-34,100 7-10-95 Office of the Vice Dean for Education

RESEARCH LAB TECHNICIAN III (40 HRS)(07039RS) Perform routine to complex lab procedures involving all aspects of molecular biology and biochemistry; perform data input & analyses; order routine supplies and perform routine lab maintenance; may test and modify new procedures. **Qualifications:** BA/BS required in scientific or related field; some laboratory experience required or relevant course-work in scientific area. (On-going pending funding) **Grade:** G10; **Range:** \$21,371-26,629 7-12-95 Medicine

PRESIDENT

Specialist: Susan Curran

COORDINATOR III (09018SC) Plan and implement Athletics special events in support of coaches' fundraising objectives; coordinate pre-game picnics, post game receptions and other gatherings designed for parents, donors, athletes and University officials; organize telethons for all sports; coordinate annual giving for recreation, cheerleading and the band; work with director and the staff on research and proposals. **Qualifications:** BA/BS; two-three yrs. of experience in fundraising setting, athletics or alumni relations including planning of special events; demonstrated experience in dealing with caterers, printers and other vendors; strong attention to detail; experience in performing research functions and written communication preferred. (Application deadline: 7/16/95). **Grade:** P3; **Range:** \$23,900-31,000 7-10-95 Development and Alumni Relations

ADMINISTRATIVE ASSISTANT I (40 HRS)(04061SC) Coordinate work flow & provide secretarial support to two Major Gift Officers, Patient Programs; provide information; word process manuscripts, grant proposals and other documents; organize & maintain confidential files; use conventional spreadsheet & database programs; prepare reports & perform data entry & basic research functions; compose & sign routine correspondence; maintain calendars; arrange meetings & travel accommodations; track expenditures; assist with mailings, special events & work of others; open & screen mail; transcribe from dictaphone. **Qualifications:** HS grad and training in

secretarial science; two years secretarial experience required, with one year in development setting preferred; knowledge of word processing; knowledge of spreadsheet and computer data base programs preferred; ability to prioritize work flow, exercise judgment and communicate effectively with others. **Grade:** G9; **Range:** \$19,543-24,457 Med Center Dev. 7-11-95

PROVOST

Specialist: Clyde Peterson

ADMISSIONS OFFICER I (07027CP) Develop, implement, coordinate and supervise aspects of on-campus recruitment activities; act as liaison between admissions, undergraduate schools/departments and the admissions office and visitors; develop on-campus recruitment publications; oversee the training/supervision of work study student assistants, on-campus program volunteers and temporary employees. **Qualifications:** BA/BS required; one-three yrs. experience in admissions; course work in education or counseling helpful; strong organizational, interpersonal, verbal and written communication skills; familiarity with Penn preferred; analytical problem solving skills needed; desktop computer experience essential, experience on Macintosh; WordPerfect and Excel spreadsheet applications desired. **Grade:** P3; **Range:** \$23,900-31,000 7-12-95 Undergraduate Admissions

ASSOCIATE DIRECTOR ATHLETIC OPERATIONS (07035CP) Manage the day-to-day operational & logistical support activities of DRIA; oversee Equipment Managers; responsible for all scheduling of facilities & oversee the set-up of schedule events; identifies, investigate and implement technological improvements to department operations (Voicemail, E-mail and software systems); serve as a back-up to Associate Director Facilities; may supervise building service assistants. **Qualifications:** BA/BS or equivalent; five-seven yrs. related experience; excellent communication, interpersonal and organizational skills; strong interest in & ability to automate operations & procedures for large, multi-site athletic & recreational facilities & operations. **Grade:** P7; **Range:** \$35,000-43,700 7-12-95 DRIA

HELP DESK ANALYST (07030CP) Provide assistance to customers who use ISC supported computing products and services; assist in trouble-shooting problems, answering questions or make referrals using telephone, e-mail and other communications media; work on project designed to increase effectiveness and efficiency; develop projects for on-line documentation, team performance metric collection and reporting, common problem identification and resolution and customer follow-up; provide technical support, training and supervision for student workers. **Qualifications:** BA/BS or Associates degree or equivalent experience; two yrs. experience supporting a variety of computing systems and a wide range of applications packages; one-two yrs. performing end-user support, preferably in an academic environment; strong verbal and written communication skill; strong customer service orientation; support level experience with either Macintosh or DOS/Windows desktop systems; familiarity with network applications, TCP/IP, FTP, TELNET, SLIP, PPP and Fetch; familiarity with Elm electronic mail, POP mail (Eudora), World-Wide-Web, PennInfo (Techinfo), Gopher or Kermit; knowledge of WordPerfect, Microsoft Word, Excel desirable. **Grade:** P4; **Range:** \$26,200-34,100 7-12-95 Info. Systems and Computing

ADMINISTRATIVE ASSISTANT III (07028CP) Maintain high volume of public contact with prospect, applicants, parents, high school counselors and alumni; schedule meetings; arrange school visits and extensive recruitment travel itineraries; meet, greet and talk with prospective students and their parents; implement details of travel itineraries for admissions staff; handle daily administrative activities for recruitment regions; compile and maintain reports and

records; train and supervise work-study student assistants. **Qualifications:** High school graduate, college preferred; three-four yrs. administrative assistant experience required; strong organizational, interpersonal, verbal and written communications skills; ability to coordinate diverse activities and the work of others; sensitivity, understanding of genuine interest in working with students from a variety of cultural backgrounds; familiarity with Penn & college admissions work preferred; desktop computer experience essential, experience on Macintosh; WordPerfect and Excel spreadsheet applications desired. **Grade:** G11; **Range:** \$19,900-25,300 7-12-95 Undergraduate Admissions

ASSISTANT EXHIBIT DESIGNER I (07034CP) Coordinate with other Museum departments to maintain exhibition; inspect galleries, cases and objects for infestation; design graphics for traveling exhibitions and marketing packets; design exhibits for traveling exhibitions and two-dimensional object exhibits; coordinate with departments for gallery relabeling projects; install small exhibitions for Sharpe, Nevil and Gold Galleries. **Qualifications:** High school graduate or equivalent, some college preferred with substantial art training; three yrs. experience in exhibit/display installation; skill in drawing, drafting and lettering; knowledge of Macintosh computer and graphics-related software; ability to work with initiative and with limited supervision. (End Date: 6/96) **Grade:** G9; **Range:** \$17,100-21,400 7-12-95 Museum

OFFICE ADMINISTRATIVE ASSISTANT II/III (07045CP) Generate & process financial forms (purchase requisitions, C-3's, C-6's and travel reimbursements); record, monitor and verify budget transactions; prepare & record daily cash deposits; compile & summarize financial data for reports; maintain & organize vendor invoices, purchase requisitions and physical plant requests; handle petty cash reimbursements, D-slips & supply requests; oversee equipment maintenance; order, distribute and maintain supplies; act as liaison with departmental libraries, University departments and outside vendors. **Qualifications:** High school graduate; knowledge of University business procedures preferred; ability to work independently and prioritize tasks required; previous customer service experience preferred. **OAAII** - Requires two yrs. experience at the OAAI level or equivalent. **OAAIII** - Requires two yrs. experience at the OAAII level or equivalent. **Grade:** G10/11; **Range:** \$18,700-23,300/\$19,900-25,300 7-14-95 Van Pelt Library

PART-TIME (DESIGNER EXHIBIT ASSISTANT I) (20 HRS)(07044CP) Work with exhibit curators to shape, define and select exhibit materials from the collections; design, produce and install exhibits in the Rosenwald and Kamin Galleries; design and produce keepsakes, catalogues and other exhibit-related items; purchase supplies and equipment as necessary for the exhibits program; maintain and monitor exhibits budget; consult on and assist with exhibits elsewhere in the library system as needed. **Qualifications:** High school graduate; BA/BS or equivalent preferred; two-three yrs. experience in designing and producing exhibits required; knowledge of and experience with Apple-based word processing and desk-top publishing applications; ability to communicate well both orally and in writing; demonstrated ability to work according to schedules and meet deadlines; initiative, creativity and judgment; experience in research libraries; experience with rare books and manuscripts is desirable. **Grade:** G9; **Range:** \$9,396-11,758 7-14-95 Special Collections

VETERINARY SCHOOL

Specialist: Nancy Salvatore

CLINICAL LAB TECHNICIAN (07051NS) Perform a variety of clinical tests, utilizing precision instruments such as microscopes and automatic analyzers; test results are used in the treatment and diagnosis of disease. **Qualifications:** High school graduate, plus two yrs. of post-secondary school training in clinical lab procedures and techniques or equivalent work experience; familiarity with automated equipment preferred; computer background helpful. (Will work every other weekend and have two days off during week) **Grade:** G10; **Range:** \$18,700-23,300 7-14-95 Clinical Lab

OPPORTUNITIES at PENN

OR VET TECH I/II (40HRS)(07049NS) TECH I - Set up for surgical procedures; circulate for surgery cases; prepare sterile supplies & instruments; transport animals as needed; clean up areas between cases & end of day. **TECH II** - same as above to include provide assistance & guidance to OR staff; orient new personnel; assist with in service programs and teaching four year students. **Qualifications:** **TECH I** - High school graduate; graduate of two yr. Animal tech college or previous related OR experience. **TECH II** - graduate of two year animal tech college with a minimum of two yrs. in-house surgical experience. (Will be assigned to Emergency on call evenings, weekends and holidays) **Grade:** G8/G10; **Range:** \$17,943-22,400/\$21,371-26,629 7-14-95 VHUP-Surgery

RESEARCH LAB TECHNICIAN III (40HRS)(07025NS) Assist PI in organizing data files; collection & collation of data from Lactation trials; using Ration Formulation software, evaluate data from feeding & production experiments; create output data files; conduct literature reviews; process & collect samples (milk, feces, urine, feed & blood) for analysis; program in spreadsheet environment for data manipulation. **Qualifications:** BA/BS in Animal Science or related field; some knowledge of animal nutrition desirable; computer literate (DOS, Windows, Lotus 123, SAS); comfortable programming in spreadsheet environment; knowledge of statistics; good organizational skills; ability to work independently but also as a team member. (End date: one year, continuation contingent on funding) (Position Located in Kennett Sq., PA; No Public Transit) **Grade:** G10; **Range:** \$21,371-26,629 Clinical Studies/NBC 7-11-95

VET TECH I/II (40 HRS)(07046NS)(07047NS) TECH I - Administer treatments, injections and medications as prescribed; assist with diagnostic and therapeutic procedures; monitor vital parameters; observe and record symptoms/reactions of patients; **TECH II** - Same as above, as well as: perform diagnostic and therapeutic procedures; assist in the instructions of nursing & veterinary students (may have direct teaching responsibility). **Qualifications:** **TECH I** - Requires completion of accredited Animal Health Technician program or degree in animal science or three yrs. Vet Tech experience; state certification/ licensure necessary. **TECH II** - Same as above, as well as at least two yrs. experience as Vet Tech I or equivalent required. (Rotating Nights/Weekends) **Grade:** G8/G10; **Range:** \$17,943-22,400/\$21,371-26,629 7-14-95 VHUP

VET TECH I/II (40 HRS)(07048NS) TECH I - Administer treatments, injections and medications as prescribed; assist with diagnostic and therapeutic procedures; monitor vital parameters; observe and record symptoms/reactions of patients; **TECH II** - Same as above, as well as: perform diagnostic and therapeutic procedures; assist in the instructions of nursing & veterinary students (may have direct teaching responsibility; may perform highly specialized duties in designated area). **Qualifications:** **TECH I** - Requires completion of accredited Animal Health Technician program or degree in animal science or three yrs. Vet Tech experience; state certification/ licensure necessary. **TECH II** - Same as above, as well as at least two yrs. experience as Vet Tech I or equivalent required. (Work Schedule: M-F 10:0 PM-8:00 AM) **Grade:** G8/G10; **Range:** \$17,943-22,400/\$21,371-26,629 7-14-95 Emergency Service

PART-TIME (PHARMACIST ASSISTANT I)(07050NS) Perform pharmaceutical assistance and clerical duties; dispense medications to clinicians and students; maintain inventory and files; type instructions on prescriptions and letters; enter charges for clients and grants on computers; order and stock drug inventory; handle and dispose of chemotherapy agents. **Qualifications:** High school graduate; some clerical experience involving typing; ability to read prescriptions; able to deal with clients, students and staff. (Work Schedule: M-F 4:00-8:00 PM) **Grade:** G8; **Range:** \$8,626-10,769 7-14-95 VHUP-Pharmacy

VICE PROVOST /UNIVERSITY LIFE

Specialist: Clyde Peterson

ASSISTANT DIRECTOR RESIDENTIAL MAINTENANCE (07043CP) Manage housekeeping/furnishings unit for University residence halls; develop and control operating budget; set goals and standards for unit; manage unit staff of three managers, one support staff and two-ten temporary employees; establish specifications, standards, evaluation processes for custodial, furnishings maintenance and extermination services; provide estimate and develop plans for special programs. **Qualifications:** BA/BS required; five-seven yrs. managerial experience in institutional housekeeping and/or furnishings maintenance; responsible for budget, purchasing and personnel management; excellent organizational skills; ability to assign workload & measure performance; service oriented. (End date: 6/30/97) **Grade:** P6; **Range:** \$31,900-40,600 7-13-95 Residential Maintenance

FOREMAN REPAIR & UTILITY SHOP (07042CP) Supervise eleven mechanics, carpenters, painters and masonry specialist through two charge persons in the trade shop; responsible for maintenance and repair services within the University's 15 residence halls; maintain work schedules and logs; order equipment and material; organize special projects and provide estimates for labor/material; oversee work of outside contractors. **Qualifications:** High school graduate required; trade school preferred; completion of acceptable apprenticeship program essential; five-seven yrs. journeyman or master craftsman experience and two yrs. managerial experience required; in depth experience with one or more trades; good communication & supervisory skills. (End date: 6/30/97) **Grade:** P6; **Range:** \$31,900-40,600 7-13-95 Residential Maintenance

WHARTON SCHOOL

Specialist: Janet Zinser

ASSOCIATE DIRECTOR IV (07040JZ) Assist in maintaining current and develop new corporate/foundation relationships; participate in strategic planning and identify potential corporate/foundation source of gifts; focus on assigned donor and prospect firms to help achieve a capital & partnership program goal; execute partnership renewal request; oversee gift acknowledgments for assigned firms; assist in stewardship; establish and maintain professional relationship with corporate representatives on campus and at corporate sites. **Qualifications:** Bachelor's degree; three-five yrs. experience in fundraising; excellent communications and interpersonal skills; must be very organized with follow-through approach; ability to work inde-

pendently as well as contribute to a team; ability to interact with faculty, students, administrative & CEO level contacts; computer literate; knowledge of corporations a plus; willingness to travel. **Grade:** P6; **Range:** 31,900-40,600 7-13-95 External Affairs

INFORMATION SYSTEM SPECIALIST I (07019JZ) Provide computing support for faculty, doctoral students and staff; advise and assist in the use of all computing systems, software and hardware; formulate and implement computing solutions and strategies; provide instruction on the use of available and new computing technologies; install and configure network software; manage user accounts, network server software and applications. **Qualifications:** BA/BS with courses in business, information systems or operations research; MacOs, Unix, TCP/IP, IPX and Ethernet networks, visual BASIC, C/C++, Pascal, WordPerfect, Microsoft Office Suite, E-mail packages, general statistics applications; strong oral communication skills. **Grade:** P3; **Range:** \$23,900-31,000 7-10-95 WCIT

SYSTEMS PROGRAMMER I (07021JZ) Support Unix workstation, network products, electronic communications and applications; assist in designing and documenting procedures related to data center activities such as system backups, disk management, hardware up grades and installations; provide technical consultation to distributed staff, operations and data center staff; assist in the consulting office supporting users and answering a wide range of computing questions; investigate and evaluate software packages; mentor and develop co-workers via job training, workshops and presentations. **Qualifications:** BA/BS, preferably in computer science or information management or commensurate experience; extensive experience with TCP/IP, NFS, X and familiarity with DOS and Windows preferred; ability to work in a team with minimal supervision; two-three yrs. progressively responsible experience in systems programming and management; experience maintaining Unix workstations (preferable HP-UX); excellent written and verbal communication skills. **Grade:** P6; **Range:** \$31,900-40,600 7-10-95 WCIT

ADMINISTRATIVE ASSISTANT II (40 HR) (06078JZ) Provide administrative clerical support to professor and/or office; extensive transcribing of tapes; heavy telephone interaction; maintain files/papers; able to handle large mailings; schedule meetings, seminar series, workshops; act as liaison between professors, students and clients; carry through on projects, meetings and coordination. **Qualifications:** High school graduate and related post high school training or equivalent; two years related experience; knowledge of office procedures; thorough knowledge of word processing and office automation equipment; Word and/or WordPerfect, Windows preferred; ability to use transcription machine; ability to work with frequent telephone and face-to-face interruptions; able to function independently and coordinate multiple activities; excellent oral/written communication skills. (End date: Contingent on funding) **Grade:** G10; **Range:** \$21,371-26,629 Risk Management & Decision Processes Center

Classifieds

FOR SALE

Sharon Hill - Exceptional mint condition twin! 3 bedroom, 1 1/2 bath, C/A, finished basement, convenient location. Easy to see. Please call (610)449-6488.

Highland Park - Lovely, affordable maintenance-free brick townhome. Hardwood floors, skylite, garage. Excellent starter, conveniently located near Penn and easy to see. Won't last. Please call (610)449-6488.

FOR RENT

Beautiful house for visiting faculty. Near Penn; hardwood floors, high ceilings, sunny, roomy; furnished; 9 rooms (4 bedrooms); 2 full baths; wall cabinets, quilted curtains; winterized sun porch; enclosed front porch; fully-equipped kitchen; 2 washers and a dryer; ping pong table; endless storage space; spectacular garden; off-street parking; \$1350/

month+utilities; available August 15; call days: (215) 898-2380, evenings: (215) 387-5669.

INSTRUCTIONS

Conscious/subliminal tape alleviate negative effects of stress/crime. 1-800-468-0858

WANTED

For visiting English academic and family, from 9/1/95: furnished 3 bedroom apartment/house, accessible to University and good elementary school. Call David Buckingham +44 171 607 1904, FAX: +44 171 612 6330.

House Sitting Wanted: Professional staff member at Wharton. Call (215)747-7051.

Note: Classified listings are a traditional feature of *The Compass* and they continue to be accepted and compiled there. Please call 898-8721 for rates and procedures.

Permit Parking Rates—Fiscal Year 1996

For the 1996 academic year permit parking fees will increase an average of 4.85% which equates to a 69¢ per week increase in most University parking lots. The average permit parking rate will be \$2.96 per working day and compares favorably with the minimum daily rate of \$6.50 that non-permit holders currently pay in Penn's transient parking lots.

The general permit parking fee structure is responsive to the University policy requiring the Parking Program to be self-supporting. Parking income is used to cover the cost of surface lot improvements (e.g., pavement, fencing, striping, control gates), reduce the construction debt on garages, finance new construction of parking facilities, pay parking taxes and real estate rental fees, pay the salaries of attendants, and cover the cost of operating expenses (e.g., electricity, permit decals, snow removal).

—Robert Furniss, Director, Transportation and Mail Service

1995-1996 Permit Parking Rates (15% City of Philadelphia Parking tax included)

Permit Class	Description	Annual Rate (Sept-Aug)	Two-Semester Rate (Sept-May)
CLASS 1	(F/S Garages #36,#44)	\$1,038.00	N/A
CLASS 2	(F/S Core Commuter)	\$711.00	\$555.75
CLASS 3	(F/S Peripheral Commuter)	\$594.00	\$468.50
CLASS 4	(F/S Remote Commuter)	\$435.00	\$344.25
CLASS 5	(Student Commuter)	\$495.00	\$389.25
CLASS 6	(24-Hour Parking)	\$951.00	\$740.25
CLASS 7	(Evening: 4 PM-11 PM)	\$297.00	\$240.75
CLASS 8	(Motorcycle Commuter)	\$117.00	\$92.25
CLASS 9	(Motorcycle 24-Hour)	\$234.00	\$180.00

Summer Transportation Schedules

PennBUS

PennBUS is an evening bus which operates on a fixed route, serving residential areas southwest and west of campus. Now through Labor Day, the PennBUS will operate Monday through Friday leaving 37th & Spruce, except for the first run, according to the summer schedule listed below:

37th & Spruce	Houston Hall	DRL	3401 Walnut	39th & Spruce
—	4:40	—	—	4:45
5:10	5:12	5:15	5:18	5:23
5:50	5:52	5:55	5:58	6:03
6:30	6:32	6:35	6:38	6:43
7:00	7:02	7:05	7:08	7:13
7:30	7:32	7:35	7:38	7:43
8:00	8:02	8:05	8:08	8:13
8:30	8:32	8:35	8:38	8:43
9:00	9:02	9:05	9:08	9:13
9:30	9:32	9:35	9:38	9:43
10:00	10:02	10:05	10:08	10:13
10:30	10:32	10:35	10:38	10:43
11:00	11:02	11:05	11:08	11:13
11:30	11:32	11:35	11:38	11:43
12:00	12:02	12:05	12:08	12:13

The PennBUS will not deviate from its established route. Persons requiring transportation to their place of residence are encouraged to use Escort Service.

Escort Service

Escort Service is designed to provide transportation for members of the Penn community who cannot be adequately served by the PennBUS. Now through Labor Day, *summer operating hours are from 6:00 PM to 3:00 AM, Monday through Sunday*, to and from locations within the Escort Service boundaries.

Campus Loop

The Campus Loop provides transportation for anyone wishing to travel within the defined campus boundary served by Walking Escort Service. It will not deviate from its prescribed route, however, it will pick-up and drop-off at all corners along the way. Beginning Friday, July 1, 1994 and continuing through Labor Day, *summer operating hours are from 6:00 PM to 12:30 AM, Monday through Sunday*. The Campus Loop runs every 30 minutes, on the summer schedule below:

D R L	hourly	30 past hr
3401 Walnut St	2 past hr	32 past hr
Gimbel Gym	4 past hr	34 past hr
Chestnut Hall	6 past hr	36 past hr
Grad A	9 past hr	39 past hr
3440 Market St	10 past hr	40 past hr
Houston Hall	12 past hr	42 past hr
The Quad	13 past hr	43 past hr
Hi-Rise South	14 past hr	44 past hr
Johnson Pavilion	17 past hr	47 past hr
Penn Tower	18 past hr	48 past hr

—The Department of Transportation and Parking
Suite 447A, 3401 Walnut Street, Philadelphia, PA 19104-6228
(215) 898-8667, 898-RIDE

Infants for Taste Study

The Monell Center, located in the Science Center at 3500 Market Street, seeks newborn infants who are not older than two months for a three-year research study on the development of salt taste. Infants will taste small amounts of water with safe amounts of salt added. Participants can earn up to \$485 for seven 1-hour visits to Monell. For information, call Timothy Williams at 898-7584.

—Leslie J. Stein, Senior Research Associate

Adolescent Weight Loss Study

For a one-year weight-reduction study, an interdisciplinary team from the School of Medicine, the Child Guidance Center and CHOP is now recruiting overweight teenage participants.

Drs. Robert Berkowitz, Stanley Hemsley, Gail Slap and Stephanie Hammerman comprise the team leading the effort to improve weight loss in severely obese adolescents, investigating whether the addition of medication adds to the effectiveness of the treatment currently provided. All participants will receive behavioral and nutritional counseling for weight loss.

Teenagers must be 12-16 years old, at least 30 pounds overweight, and interested in losing weight. For information, call Dr. Hemsley at 590-3771.

Requesting/Recycling Old Issues

Almanac is preparing to recycle excess copies of issues from the past year. Offices that want to complete their set of *Almanac* or those who need a substantial quantity of a certain insert or report are urged to contact *Almanac* by the end of July. A limited number of copies will be kept on file but now is the time to make any requests for items that might be needed in the future. There is no charge for back copies and requests will be filled on a first-come, first serve basis as quantities permit. —M.F.M./M.L.S.

Deadlines: For the September 5 issue, which goes to press early for individual campus mailing, the deadline is *August 18*. For the *September* at Penn Calendar, the deadline is August 15.

Almanac

3601 Locust Walk Philadelphia, PA 19104-6224
(215) 898-5274 or 5275 FAX 898-9137
E-Mail: almanac@pobox.upenn.edu

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

EDITOR Karen C. Gaines
ASSOCIATE EDITOR Marguerite F. Miller
EDITORIAL ASSISTANT Mary Scholl

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The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania does not discriminate on the basis of race, sex, sexual orientation, religion, color, national or ethnic origin, age, disability, or status as a Vietnam Era Veteran or disabled veteran in the administration of educational policies, programs or activities; admissions policies; scholarship and loan awards; athletic, or other University administered programs or employment. Questions or complaints regarding this policy should be directed to Anita J. Jenious, Executive Director, Office of Affirmative Action, 1133 Blockley Hall, Philadelphia, PA 19104-6021 or (215) 898-6993 (Voice) or 215-898-7803 (TDD).

OEHS Safety Seminars

These training programs are required by the Occupational Safety & Health Administration (OSHA) for all who work with hazardous substances, including chemicals, human blood, blood products, fluids, and human tissue specimens. They are presented by the Office of Environmental Health & Safety (OEHS). *Attendance is required at one or more sessions depending on the employee's potential exposure.*

Chemical Hygiene: Comprehensive introduction to laboratory safety practices and procedures at Penn and the Chemical Hygiene Plan. For employees who have not previously attended Chemical Hygiene training at Penn. *Required for all Penn employees who work in labs.* July 18, 1:30-2:30 p.m.; August 15, 10-11 a.m., BRB1, Room 202.

Occupational Exposure to Bloodborne Pathogens: Significant information for employees who have a potential exposure to human bloodborne pathogens. Topics include a discussion of the Exposure Control Plan, free Hepatitis B vaccination, recommended work practices, engineering controls and emergency response. This course is designed for employees who have not previously attended Bloodborne Pathogens training at Penn. *Required for all Penn employees potentially exposed to human blood or blood products, human body fluids, and/or human tissue.* August 10, 10-11 a.m., BRB 1, Room 202.

Attendees are requested to bring their PennCards to facilitate course sign-in. Additional programs will be offered during the fall; check PennInfo for dates and times. For questions: Bob Leonzio at 898-4453.

The University of Pennsylvania Police Department Community Crime Report

About the Crime Report: Below are all Crimes Against Persons and Society listed in the campus report for the period between **June 5 and July 2, 1995**. Also reported were Crimes Against Property, including 123 thefts (including 10 burglaries, 5 of autos, 15 from autos, 20 of bikes and parts); 9 incidents of criminal mischief and vandalism; 1 of forgery and fraud. Full reports are in *Almanac* on PennInfo.—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 June 5, 1995 and July 2, 1995. The University Police actively patrol from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

Crimes Against Persons

34th to 38th/Market to Civic Center: Sexual assaults—1, Simple assaults—2, Threats & harassment—3

06/06/95 12:40 PM	3409 Walnut St.	Disturbance in food court
06/07/95 3:52 PM	Levy Park	Unwanted calls received
06/09/95 11:01 AM	Science Center	Harassing calls/threats received
06/18/95 8:07 PM	Botanical Garden	4 males hit juvenile/arrest
06/25/95 11:13 AM	Williams Hall	Obscene gestures made in front of complainant

38th to 41st/Market to Baltimore: Robberies (& attempts)—4, Purse snatches—1, Simple assaults—2

06/09/95 10:52 PM	300 Blk. 41st St.	Robbery by 5 males/arrests by PPD
06/18/95 9:19 PM	4000 Blk. Walnut	Domestic dispute
06/18/95 10:53 PM	208 S. 40th St.	Robbery by unknown suspect/fled
06/21/95 12:26 AM	4000 Blk. Irving	Robbery by males/fled in auto
06/21/95 8:33 PM	40th & Walnut	Robbery by unknown suspects
06/23/95 3:19 AM	100 Blk. 39th	Substance thrown from window/complainant hit in face
06/26/95 9:57 AM	4000 Blk. Baltimore	Purse snatch

41st to 43rd/Market to Baltimore: Homicide & manslaughter—1, Robberies (& attempts)—4, Threats & harassment—1

06/14/95 8:29 PM	4116 Spruce St	Unwanted phone calls received
06/16/95 7:53 AM	4045 Baltimore	Female shot by unknown suspect
06/25/95 5:23 PM	200 Blk. 43rd	Robbery of cash/male fled in auto
06/25/95 11:29 PM	200 Blk. 43rd	Attempted robbery by 6 males on bikes
06/30/95 11:53 PM	4100 Blk. Spruce	Robbery at gunpoint by unknown suspect
07/02/95 11:09 PM	42nd & Locust	Unknown male took cash/fled in auto

30th to 34th/Market to University: Simple assaults—1, Threats & harassment—2

06/19/95 1:26 PM	Franklin Field	Assaulted by juvenile
06/27/95 8:38 PM	100 Blk. 34th	Threats received
95/06/29 5:49 PM	3000 Blk. Walnut	Harassment by unknown suspect

Outside 30th to 43rd/Market to Baltimore: Robberies (& attempts)—3, Aggravated assaults—2, Threats & harassment—1

06/18/95 12:05 AM	44 & Larchwood	Robbery of cash by unknown suspect with gun
06/20/95 8:48 PM	503 S. 41st	Robbed by unknown male with gun
06/20/95 10:05 PM	503 S. 41st	Male stopped for assault/no charges pressed
06/23/95 1:14 AM	4400 Blk. Spruce	Robbery at gunpoint by 3 males
06/25/95 8:59 PM	South St. Bridge	Harassment/male arrested
07/01/95 12:04 AM	42nd & Baltimore	Robbed by unknown suspect with gun

Crimes Against Society

38th to 41st/Market to Baltimore: Alcohol & drug offenses—1, Weapons offenses—1

06/06/95 6:10 PM	200 Blk. 41st	Male disorderly/cited
06/06/95 9:52 PM	4000 Blk. Spruce	Male disorderly/cited
06/09/95 6:45 PM	4000 Blk. Locust	Male disorderly/cited
06/13/95 4:20 PM	41st & Locust	Male broke into auto/apprehended
06/14/95 8:01 PM	3900 Blk. Ludlow	Possible possession of marijuana/3 males arrested
06/18/95 1:46 AM	40th & Spruce	Shots fire/PPD on location/suspects fled
06/25/95 6:01 PM	3900 Blk. Walnut	Male disorderly/arrested

41st to 43rd/Market to Baltimore: Weapons offenses—1

06/08/95 10:17 PM	42nd & Walnut	Weapons offense/arrest
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1-800-7-BIOMED

The Wistar Institute is introducing 1-800-7-BIOMED as an information service for scientists and the public, who can call that number for the latest on:

- basic biomedical research
- experimental therapies for particular diseases
- research efforts of a specific Wistar scientist
- general information about Wistar
- charitable giving information
- information about technology transfer

Wistar also provides information online via Mosaic or Netscape (<http://www.wistar.upenn.edu>).

Update

SUMMER AT PENN

EXHIBIT

Now

COPP ART II; an exhibition of mixed media works by Philadelphia police officers and civilian employees of the PPD; Esther M. Klein Gallery, 3600 Market Street, Monday-Friday 9 a.m.-5 p.m. *Through July 21.*

FILM

July 31 *Pandora's Box* (Germany, 1929); silent with an original score performed by San Francisco's Club Foot Orchestra; 8 p.m.; International House; \$10; to order tickets call: 895-6542 (Neighborhood Film/Video Project).

MEETINGS

July 20 *Lesbian, Gay, and Bisexual Staff and Faculty Association;* noon; bring lunch; for location or more information: Bob Schoenberg, 898-5044 or e-mail bobs@pobox. *Also August 17.*

July 25 *Coffee, Croissants and Christianity;* Tuesday morning faculty, staff and student discussion group; 7:45 a.m.; Newman Center. *Continues throughout the summer.*

SPECIAL EVENTS

July 20 *Summerfest;* lunchtime party for students, staff and faculty; noon-2 p.m.; Houston Hall Plaza; rain location: Bodek Lounge, Houston Hall. Food sold by Burger King, Skolnik's, Wawa and others; free Jack and Jill ice cream and music. (Summer Sessions/College of General Studies and Division of University Life). Last Summerfest on *August 3.*

TALKS

July 18 *American Heart Association Medical Research Fellows;* brief presentations describing their research activities; 1-3 p.m.; 104 Stemmler Hall (School of Medicine).

A Willingness to Stop and Think

From the President's Baccalaureate message to graduating seniors, delivered on May 21 when Chaplain Stanley Johnson made his eighth appearance at this ceremony:

Tradition dictates that we pause this afternoon to reflect upon your achievements over the past four years and the prospects that lie ahead of you. Those are themes you will hear much of in the next 24 hours, of course. But *actually* taking time out to reflect, to think seriously and quietly about the meaning of what we have done and experienced, and what we are about to do, is a rare event in these hectic times.

This Baccalaureate Service is such a moment, a brief, spiritual interlude amidst the rush of final Commencement preparations, graduation ceremonies and parties; the press of packing and leaving.

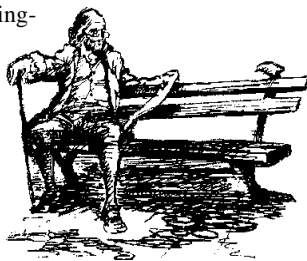
We live in a culture that seems almost consciously designed to keep us from experiencing moments like this. Where shouting and demanding seem more the norm than asking and thinking. Where spirituality itself is at risk of becoming a political issue, and politics seems about to drown-out everything else.

In such a time, it is important that your Penn experience helps you to find balance and perspective, as well as opportunity and accomplishment. That Penn experience continues even as we speak, for what we do here this afternoon can be as important as any other moment in your four years at Penn.

The last time you were assembled here, all together as a Class in Irvine Auditorium, was four years ago, for your freshman convocation. You were introduced then to the ceremonial side of academic life, the medieval robes, the pomp and celebration. Hopefully, too, you took away some sense of the values and traditions of academic life.

Central to that life—and to the life-long habits it seeks to impart—is the willingness to stop every once in a while and think about what we are doing. It is that willingness, that sets in motion the processes of *scientific investigation, artistic creation, humanistic understanding, and personal growth.*

The philosopher and political theorist Hannah Arendt once identified this willingness to “stop and think,” this “habit of examining and reflecting upon whatever happens to come to pass, regardless of specific content and quite independent of results,” as a distinguishing feature of the life of ideas and theory. Yet she recognized, too, as did Benjamin Franklin in his own way, that the life of the mind and the values of theoretical reflection should not stand apart from those of practice and worldly



affairs. We do not engage in such reflection solely for its own sake, but to inform our actions — *out* there, in the world.

Indeed, Arendt argued that it is only the willingness to stop and think about what we are doing that protects us against what she called, in a controversial phrase, “the banality of evil,” the fact that perfectly normal human beings can sometimes do perfectly horrible things without stopping to recognize their horror. This is an observation that echoes loudly for us in the wake of last month’s bombing in Oklahoma City, in the era of “ethnic cleansing” in Bosnia, and genocide in Rwanda. On the fiftieth anniversary of the discovery of the Nazi holocaust perhaps now in particular the simple imperative to occasionally stop and think about what we are doing is a practical as well as a moral necessity.

So for the next few moments—

Think not about tomorrow, but about the days after tomorrow—and about what you will do with them.

Think about your *friendships* and how you will maintain them.

Think about your *service in the community* and how you will continue it.

Think about the *profession* you will enter and how you will practice it.

Think about *democracy* and how you will participate in it.

Think about your *parents* and what you owe them.

Think about *yourselves* and what you expect from your lives.

Think, too, about the fact that we have often come together in public places to do our thinking—not just today in this Baccalaureate Service, but throughout the past four years.

Coming together to think, honestly and creatively is what a university is all about. That is what Penn really is: a place where people must come together to think and to share their thoughts, freely and without sanction.

Sharing is an essential part of thinking—because thought that remains isolated and unexpressed, and unchallenged and untested by others, is unproductive and sometimes dangerous.

For each of us, of course, what claims our thought is different at different times in our lives.

But what we have in common, and what unites us this afternoon in this Baccalaureate Service, is our mutual recognition of the continuing claim of thought upon some portion of our time, our energy, and our participation.

And so as we share our thoughts and our reflections today, I want you to know that you shall be in my thoughts often, as I hope Penn will be in yours.

Congratulations and God bless you all.

—Judith Rodin, President

At the year-end Trustees meeting on June 16, the University's retiring chaplain, the Rev. Stanley E. Johnson, was given the most prolonged standing ovation in observers' memory as he accepted the E. Craig Sweeten Award, created by the longtime development vice president for whom the alumni center is named. The Sweeten award has been given only once before—to William G. Owen, a onetime Dean of Admissions, Secretary of the University, and Vice President for Development, on his retirement in 1986.

Citation to the Chaplain

In the 34 years he has served as the University's Chaplain, Rev. Stanley E. Johnson has become one of the best known and best loved members of the Penn family. Thousands and thousands of students and their families, along with faculty, staff, alumni and friends of Penn, have enjoyed the grace and words of wisdom he brings to convocations and other Penn events—and his frequent sideline presence at athletic events. Many have personal reason to be grateful to him for his compassion and guidance at difficult moments in their lives.

Chaplain Johnson's services to the University have included being Dean of Admissions and a valuable member of many University committees, such as Community Relations, Student Affairs, and Recreation and Intercollegiate Athletics, and being a counselor to Presidents and other officers. Not only through formal responsibilities, but through informal ones as well, he has given encouragement to numerous University students by his enthusiastic and encouraging presence. His compassion and humanity are traits he shares with his wife, Sally, who has earned the respect and affection of all who have come to know her through her professional and volunteer work for the University and West Philadelphia.

Therefore, the Trustees of the University of Pennsylvania record, on behalf of themselves, the overseers, administration, faculty, students, and alumni, their gratitude and affection for Stanley and Sally Johnson, and their delight that the University will continue to enjoy the Johnsons' presence in the University community as they take up residency in their new West Philadelphia home as well as a new parsonage on Nantucket; and it is

Resolved, that the Trustees confer upon Rev. Stanley E. Johnson the E. Craig Sweeten Award for Distinguished Service to the University of Pennsylvania.



Provost Stanley Chodorow, President Judith Rodin and Trustees Chairman Roy Vagelos with the Sweeten Award winner, right.