

*In October when the Association of Graduate Schools came to the University for its 47th Annual Meeting, the setting for the formal dinner conference was the historic University Museum. President Rodin's address to the group on the challenges facing graduate education (excerpted in Vice Provost Janice Madden's report on the proceedings, *Almanac* October 31) was prefaced with the remarks below, on a major work in progress at the Museum itself.*

The Sumerians and Us by Judith Rodin

Let me say a few words about this marvelous edifice—the University of Pennsylvania Museum of Archaeology and Anthropology—which is one of the foremost museums in the world for teaching, research, and learning about ancient cultures.

What you have seen as you wended your way through the Museum's Chinese Rotunda and in this, the Upper Egyptian Gallery, is an extraordinary collection of art and artifacts from those two cultures. What you won't see, but probably appreciate intuitively, is the century-long work of hundreds of Penn faculty and graduate students, whose efforts to discover, analyze, interpret, catalogue, preserve, and present these and other cultures have made them easily available and comprehensible to us and to generations of scholars, students, and visitors. In many respects, Penn's Department of Anthropology, housed here in the University Museum, has led the way in establishing these markers of our civilization, and of our place in it.

One floor below this room lies the Department of Asian and Middle Eastern Studies' Babylonian Section, where Penn faculty and students are engaged in a project—translating the Sumerian tablets—that has captivated me. It epitomizes the unity and synergy among teaching, research, and graduate training at this and at other great research universities.

Creating the Sumerian Dictionary—the only, and therefore the definitive dictionary of the first written language—is, like most faculty enterprises, a labor of love. The painstaking process of deciphering and codifying wedge-shaped symbols produced by scribes on clay tablets 5000 years ago in the lower Tigris and Euphrates Valley, and of interpreting and translating a language with *no* modern antecedents, began at Penn in 1976, with support from the NEH. In 1984 the first volume, representing the letter 'B'—chosen because of the relative paucity of Sumerian words beginning with that letter—was published by the University Museum. Suffice it to say that it has not outlived Webster's. Two volumes of the more ubiquitous letter 'A' have been published since, with a third to follow next year. That leaves 15 more letters and about 20 years to go.

The work of creating the Sumerian Dictionary is of manifold significance, both for fundamental research and scholarship about ancient cultures, and for expanding our horizons about the means and patterns of symbolic communication. As a result, our academic colleagues, and the world, now know far more than ever before—but still not enough—about the workings of a complex and highly sophisticated civilization:

- We understand the basis of Sumerian economic transactions in the form of the first written contracts, and receipts for grain, cattle, and religious objects;
- We understand better the nature and continuity of ancient and modern parent-child relationships, through a cuneiform letter from a father to his son scolding him for shirking his homework;
- We know that, unlike many subsequent civilizations, the Sumerians favored coeducation;
- It appears, from these earliest records, that among the more enduring aspects of Sumerian civilization has been the invention of beer and of the “modern” process of micro brewing; *and*
- We know among the first written medical prescriptions was one for a mixture of plants, mud, snakeskin, and beer that appears to have been a hangover cure of sorts.

The insights gained from this research have formed the foundation of our understanding of Sumer's social and political structures and the activities of daily life. And, equally important, they have enhanced our knowledge of sophisticated patterns of symbolic communication and iconography, both of which are so important in the development of modern systems of artificial intelligence and computing.

The Sumerian Dictionary project not only demonstrates the connections of our past to our technologically advanced present, it also exemplifies the connections and synergy among teaching, research, and graduate education. It is at least a two-generation project—at least 40 years between initiation and completion.

While it has been driven by the extraordinary intellectual power and dedication of two senior faculty members in Anthropology who have brought the Dictionary from conception to birth, it could not, and cannot, be completed without the work of the twenty-five graduate students who have worked on the Dictionary and who represent the next generation of scholars and teachers. It is these students who will transmit knowledge about Sumerian culture.

In many ways to me the Sumerian Dictionary project also exemplifies the University of Pennsylvania. You need only look at the icons of Penn's home page, and virtually anywhere at Penn, to grasp the fundamental role that Benjamin Franklin, our founding father, still plays. Franklin's dicta still resonate loudly in his university that we must “teach what is useful...as well as what is ornamental,” that the “noblest question” is “what good may I do?”, that practice and theory are inextricably linked.

What this means for the doctoral students who have been an integral part of the Sumerian Dictionary project is that they not only go on to traditional careers in teaching and scholarship at colleges, universities, and museums, where they are engaged in both theory and practice. They have also taken other useful, but less-traveled, paths, to fields like publishing and computing, to which their well-honed linguistic and iconographic skills are particularly suited. They are making enormously significant contributions both inside and outside the academy.



ON THE COVER

A sample page from the Sumerian Dictionary is juxtaposed with photographs of two of the University of Pennsylvania Museum's collection of more than 300,000 clay cuneiform tablets. This rich scholarly resource contains some of oldest literature and economic writings in the world.

The two tablets shown here were found by at Nippur in the late 1880s in a Museum expedition led by John Henry Haynes and Dr. Hermann V. Hilprecht. The richness of Penn's collection inspired generations of scholars including the leaders of the Sumerian Dictionary Project, Dr. Ake Sjöberg and Dr. Erle Leichty.

On the front cover, a fragment known as the Deluge Tablet (c. 2000 B.C.) gives an account of the Creation and the founding of the principal cities of Babylon, then tells of the Deluge in which the hero Gilgamesh emerged.

Below, the 15 medical prescriptions inscribed on a single tablet (c. 1200 B.C.) are the earliest known examples of written prescriptions.

Photographs courtesy of the University Museum, used by permission.



Almanac

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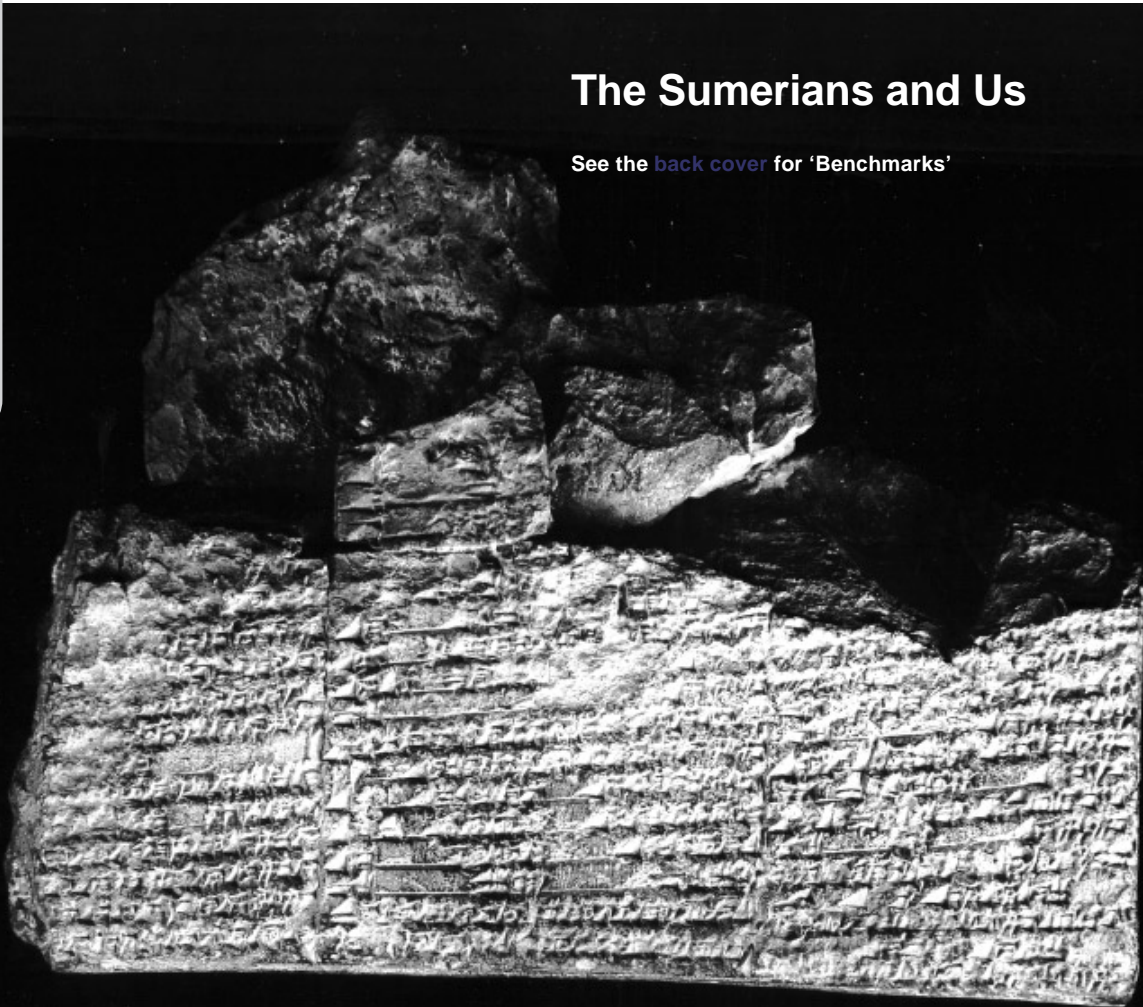
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Dr. Bernstein

Rose Term Chair: Dr. Bernstein of Music

Dr. Lawrence F. Bernstein, graduate chair who has been the Leonard A. Shapiro Term Professor of Music, will become the Karen and Gary Rose Term Professor in January, SAS Dean Rosemary Stevens has announced. He succeeds Dr. Michael Useem, who has left SAS to assume a full appointment at Wharton.

Dr. Bernstein an award-winning teacher, of both Ira Abrams Award (1993) and the Lindback Award (1994). He took his Ph.D. in 1969 from NYU and came to Penn in 1970. A specialist in music of the Renaissance, he publishes frequently on the 16th-century chanson—its origin, sources, dissemination, regional characteristics, and style history. Among his recent works is a two-volume edition with commentary of a Venetian chansonnier. Current projects include a history of the 16th-century chanson for Oxford University Press and a study of the music of Johannes Ockeghem.

Dr. Bernstein has won numerous prizes including the Alfred Einstein prize of the American Musicological Society in 1974, the National Endowment for the Hu-

manities fellowship in 1978, the Delmas Foundation grant in 1979, the American Philosophical Society grant in 1983 and the Guggenheim fellowship in 1987.

The Rose chair was established in December 1991 by the two Penn alumni for whom it is named. Mr. Rose, a 1967 graduate of the College, is a partner at Goldman, Sachs & Company in New York. Mrs. Rose is a 1967 graduate of the College for Women who also has a masters degree from GSE. They have also supported the Writing Across the University program and several athletic programs at Penn.

Death of Margaret Allan: At presstime *Almanac* was advised that Margaret H. Allan, a long-time rare books cataloguer at Van Pelt, died on Friday at the age of 59, of complications in breast cancer. Colleagues will provide more information [next week](#).

Council's "December" meeting, held November 29, was devoted to a Public Forum which will be reported in detail in the December 12 issue. The following was presented by President Judith Rodin before the opening of the Forum.

President to Council: Comment by December 8 on Agenda for Excellence

Last week, the administration and the Academic Planning and Budget Committee published for comment in *Almanac* a draft strategic planning document entitled *Agenda for Excellence*. I would like to devote my report today to this plan. I also want to encourage every member of the University community to read it, consider it, and share their comments with the Academic Planning and Budget Committee over the next few weeks. Extra copies are available near the door.

Agenda for Excellence is the joint product of the President, the Provost, and the Academic Planning and Budget Committee. In addition, the deans and the senior officers of the University contributed heavily to the initial draft of the plan. It also attempts to incorporate many of the insights we have gained from our conversations with faculty and students over the past year, as we have worked through major initiatives, such as the 21st Century Project and administrative restructuring. Throughout this process, the Academic Planning and Budget Committee, which includes faculty, undergraduate, and graduate student representatives, has played a central role in shaping and refining the plan. I want to take this opportunity to strongly endorse and commend their efforts.

While time does not permit me to review in detail all of the specific goals and strategic initiatives that form the substance of this plan, allow me to highlight a few features that are of paramount importance.

First, *Agenda for Excellence* places strategic planning within the context of the University's mission. That is an *a priori* truth about which the Provost and I feel very strongly: Strategic planning is not an exercise in tabulating wish lists or identifying incremental improvements. It is an effort to identify the critical tasks that this University must undertake in the next five years to fulfill its most fundamental commitments. Those commitments are to comprehensive excellence in teaching, research, and service to society. Simply put, in the words of the first goal in *Agenda for Excellence*, Penn is committed to being "one of the premier research and teaching universities in the nation and in the world." Every other goal and initiative in the plan may be viewed as a means of helping Penn achieve this first, preeminent goal.

Each is intended to contribute towards clearly establishing Penn as one of the small number of genuinely outstanding universities in the 21st century.

A quick summary of the nine major goals clarifies what is meant:

- First, it means planning now for future excellence in every academic program and department, in undergraduate, graduate, professional, and lifelong education—either by maintaining currently excellent programs or by strengthening or changing less competitive programs.
- Second, it means aggressively seeking greater research opportunities and attracting an increasing share of available research support—from both old and new sources.
- Third, it means more effectively managing our financial, hu-

man, and physical resources to achieve our other strategic goals.

- Fourth, it means making strategic investments in master's level education, in continuing education, and in other academic programs—in both the arts and sciences and the professions—but only those consistent with our defined mission.

- Fifth, it means strengthening our linkages with government and the community to support our educational, research and service missions.

- Sixth, it means vigorously enhancing Penn's role as an international institution.

- Seventh, it means creatively deploying new technologies to grasp the opportunities presented by the rapid transformation of investigation, creativity, and communications.

- Eighth, it means strengthening the ways in which we communicate Penn's contributions to society to all of our constituencies and audiences.

- Finally, it means—of course—identifying and securing the funds needed to achieve our strategic goals.

Each of these goals will help us achieve our preeminent, first goal. Each also is amplified by a series of specific strategic initiatives. These initiatives—plus others that may be suggested by the University community—will help Penn achieve the strategic vision I have just summarized.

Before closing, let me also say one further word about the draft mission statement at the beginning of *Agenda for Excellence*. The mission statement is an effort to highlight the particular attributes and aspirations of Penn that seem most important. It mentions Penn's missions as an urban institution and as a provider of both professional and lifelong education.

It renews Penn's commitments to the close linkage of theory and practice in teaching and research; to diversity among its students, faculty and staff; to the free and reasoned interplay of ideas; to the strengthening of its linkages with alumni and friends; to the betterment of its West Philadelphia community; to the human potential of every member of its faculty, staff, and student body; and to humane values.

Like the goals and initiatives in *Agenda for Excellence*, the mission statement is a draft, and I hope any of you who are inspired to do so will send in comments on it. Following the comment period called for in *Almanac* [comment is due by December 8], *Agenda for Excellence* will return to the Academic Planning and Budget Committee for any revision that is necessary.

Then, it will become the framework in which we will ask each of the schools to review or develop their own strategic plans during the spring term. By the end of this academic year, we hope to have created a coordinated series of strategic plans at the school and University levels that will guide Penn to eminence in the 21st century.

I ask each of you to read *Agenda for Excellence* carefully and to share your comments with the Academic Planning and Budget Committee at the mail or e-mail addresses given at the beginning and end of the report.

Provost's Interdisciplinary Seminar Fund

The Provost announces the creation of a new seminar fund to stimulate the creation of interdisciplinary discussions and connections that could grow into lasting cooperative intellectual efforts and perhaps programs.

This fund will provide financial support for up to three years for seminars based on new intellectual groupings. To be eligible for funding, seminars must draw on faculty scholars from at least two schools. Seminars that include Penn graduate or undergraduate students will be particularly welcome as will seminars with participation from the non-academic community outside the University. The fund will provide each seminar with from \$10,000 to \$25,000 (depending on documented need) a year for up to three years. Funding in the second and third years is subject to success in the previous years. Success is defined as growing attendance, publications, general visibility and other evidence of intellectual progress. Each proposal must contain criteria by which its success can be judged.

Applications to the Provost's Interdisciplinary Seminar Fund should contain:

- A seminar title.
- A brief (no more than five pages) description of the intellectual area of the seminar and of how the suggested new connections will advance the subject.
- The names and affiliations of the principal faculty proposing the seminar with a brief CV on each.
- The names, affiliations and CV of others who will be major participants in the seminar.
- A suggested set of criteria or goals by which progress of the seminar can be established.
- A proposed budget for the first year of the seminar.

The completed application should be at the office of the Vice Provost for Research, 212 College Hall/6381, by 5 p.m. on Friday, February 2, 1996. A committee will review the applications and funded proposals will be announced by mid-March.

— Ralph Amado, Acting Vice Provost for Research

Ed. Note: Other grant opportunities for scholars are on page 17 of this issue: grants for faculty to conduct cancer-related research projects, and scholarships to help cover the cost of conducting research in France.

Death of Dr. Leberman

Dr. Paul Rodin Leberman, surgeon and professor emeritus of urology, died on November 4 at the age of 91, his death attributed to a stroke he suffered last August.

The Brooklyn-born Dr. Leberman received his bachelor's degree from NYU in 1925, and came to Penn for both his master's degree in physiology in 1927, and his M.D in 1931. After several years as a lecturer Dr. Leberman joined the tenure track and was made associate professor in 1956, professor in 1967, and professor emeritus in 1972. During his distinguished career he chaired the department of urology from 1958 to 1972, and served as chief of outpatient urology (1947-1972), and chief of the urology ward at HUP (1947-1956).

The Paul Rodin Leberman Award for Teaching Excellence was established, and in 1989 he and his wife donated to Penn the Paul and Estelle Leberman Library of Urology.

Elected to the Royal Society of Medicine and the *Société Internationale d'Urologie* abroad, he was also a member of the Philadelphia College of Physicians, the American College of Surgeons, the American Board of Urology, and Sigma Xi. In addition, he was an Affiliate Fellow of the American Academy of Pediatrics, and was one of the original members of the Society for Pediatric Urology. Among his many distinctions was presenting the first paper at the first meeting of the mid-Atlantic section of the American Urological Association, in 1941.

Dr. Leberman also served as a consultant for the Philadelphia Naval Hospital and for the Veterans Administration Medical Center, after attaining the rank of captain in the Navy during World War II.

He is survived by his wife, Estelle Rosenthal Leberman; two sisters, Freda Sirkin and Selma Moss; and several nieces and nephews.



Parents of young children in my community who are unable to afford the full cost of day care, greatly benefit from programs like the Penn's Way Campaign. By being able to specifically target the recipient, I'm assured more of my contribution dollars go directly towards a cause I feel needs my support. Through the Penn's Way Campaign, I'm able to give directly to my neighborhood day care center. As toddlers, each of my three children developed a solid educational foundation at the Jane D. Kent Day Care Center.

— Anthony Whittington,
Associate Director, Treasurer's Office

In a streamlined campaign—designed to take less time on the calendar by starting later and finishing sooner, and to take less time away from staff by dispensing with the coordinator structure—the 1996 Penn's Way reported contributions of \$17,460 from 215 participants in its first week (see Almanac November 21/28) and now shows 641 participants whose gifts exceed \$156,000. Anyone who has not received the '96 guidebook explaining options in giving can call 898-1733.

Penn's Way '96: Countdown to December 15

School/Unit	Employees	Number of Participants	% Participated	Total Contributed
Annenberg Center	27	4	15%	200
Annenberg School	31	8	26%	1,100
Business Services	330	79	24%	4,562
Dental Medicine	406	40	10%	4,504
Development/Alumni Relations	182	48	26%	3,597
Engineering	217	35	16%	7,275
Executive Vice President	161	21	13%	2,343
Facilities	736	64	9%	1,956
Finance	268	71	26%	5,544
Graduate Education	173	28	16%	2,275
Graduate Fine Arts	73	12	16%	830
Human Resources	65	21	32%	2,800
Info Systems & Computing	149	56	38%	3,624
Intercollegiate Athletics	86	9	10%	345
Law School	118	42	36%	5,034
Libraries	232	40	17%	3,651
Medicine	2264	237	10%	54,357
Morris Arboretum	28	13	46%	725
Museum	90	12	13%	1,137
Nursing School	154	7	5%	335
President	84	20	24%	3,358
Provost	219	88	40%	7,183
School of Arts & Sciences	917	127	14%	15,019
Social Work	56	14	25%	1,666
University Life	274	51	19%	4,285
Veterinary Medicine	538	53	10%	6,532
WHARTON	570	129	23%	12,094
Total	8448	1329	16%	\$156,331

Speaking Out

Independent and Critical?

A friend in another department of the University recently confessed to me that his consulting income was ten times as large as his University salary—even though he worked within the University limit of one day per week—and he expressed certainty that others in his department made his own outside income seem quite modest. (Obviously such windfalls benefit only that fraction of the faculty whose services have a strong external market demand.)

My friend's remarks suggest a number of important moral and practical questions about the growth of faculty outside interests.

The big moral questions concern, first, the locus of the faculty (and administration) commitment and loyalties, and, second, the role of the university in society.

Is the tenure system not based on a model according to which the faculty owes loyalty and a primary commitment to the university, with the security of tenure offered in exchange? In contrast, the operative model seems to be that the faculty "owe" the university their time, and the university allows us a part (at Penn, "one day a week") to be used for our own private affairs. If faculty members draw far more income from outside consulting than from university salary, is their primary loyalty and responsibility not now to their external paymasters? Is this not likely to display itself in a shrinking commitment to university work, including teaching?

Furthermore, as a large fraction of the faculty, in the humanities and elsewhere, does not have major alternative income sources, is the resultant polarization of income and division of interest and outlook not unhealthy for an academic community?

In theory, the university is an independent institution which carries out a socially important critical function. Can this societal purpose be realized if large numbers of faculty are on the payroll of dominant institutions possibly needing to be criticized? Can they bite the hands that feed them? Is the tenure system not in place to protect those serving a critical function rather than servants of power (who do not need such protection)? If the university as a whole is increasingly geared to being funded by parties with a vested commercial and ideological interest in shaping university intellectual activities, is the university itself not losing its autonomy and ability to function as a base of social criticism? (These points are discussed in detail in the recent book by Larry Soley, *Leasing the Ivory Tower: The Corporate Take-over of Academia*, Boston, South End Press, 1995.)

As a practical matter, the conflict of interest rules of the university seem seriously deficient as a means of preventing a gross

displacement of faculty loyalty and effort. The rule that the faculty can work only one day a week on outside activities is unenforceable, depending on the interpretation and word of the individual in question, and fails to address the possible financial imbalance that may compromise loyalty and stifle critical capability. A more effective rule would limit faculty outside income to perhaps 50% of annual salary, any excess being obligatorily turned over to the primary employer and locus of the primary commitment, the university. Such a rule would no doubt cause some exit from the university by those with huge earning power that is not a function of honorific university title, but those remaining would be likely to put greater time and effort into teaching, and they would be part of a more truly independent academic community.

— Edward S. Herman
Emeritus Professor of Finance

Art Closer to Home

What a surprise to read in *Almanac* [October 10] that the cover illustration of the University of Pennsylvania's campus directory is by someone with no connection to Penn! Perhaps I should say, no educational connection to Penn.

I would like to point out that Penn has a large and prestigious Department of Fine Arts. The roster of faculty, visiting critics, and alumni is cross-listed with every major art museum in the world. Many of these artists and students would be happy to work with the Publications Services of Penn. It is a disappointment that you chose to go elsewhere for your cover art when outstanding artwork is available right here at home!

— Julie Schneider, Associate Professor of
Fine Arts and Undergraduate Chair

Response from Publications

[*Almanac* sent Professor Schneider's letter to the Publications Office, where the Penn Phone Book is designed each year.]

Thank you for bringing this oversight to my attention. I apologize for not being familiar with the resources available to us through the Department of Fine Arts. Perhaps one of the realities of working in a large, decentralized campus environment is that we sometimes are not aware of all of the capabilities and services available within our own institution.

I welcome the opportunity to meet with you to discuss how we may work together in partnership on future projects.

—Carol Meisinger
Director, Publications Services

Equity in Sports Information

On November 7, the day *Almanac* included the story "Celebrating the Title IX Settlement," I received my second copy of the sales brochure for the Penn men's basketball team. Today I received my third. Yet not once have I ever been sent even the schedule, let alone ticket sales information, about the women's basketball team, or any other women's team, without calling the department and asking for it.

If this University and the Athletics Department are indeed committed to equity in men's and women's sports, perhaps this is one area where you need to examine your policies. Would it really be so difficult to include schedules and ticket packages for *both* teams in the same brochure? You can't expect to build support for women's athletics if nobody knows when the team is on the court.

— Dana B. Lobell, ASC'85, Staff Writer
Wharton Development Communications

Mr. Bilsky was away on University business when Almanac called for a response. Fran Connors, Assistant Athletic Director, provided the following in his absence:

We are looking into producing a joint ticket brochure for men's and women's basketball. To generate awareness for Penn athletic events, including women's basketball, we publish composite schedules that are placed in high traffic areas on campus. The schedules also appear in several publications including *Almanac*, *The Daily Pennsylvanian* and *Penn Sport*. The new gender equity committee set up by Athletic Director Steve Bilsky will address these issues.

A SCUE Omission?

Recent events, in particular the O.J. Simpson trial and the Million Man March, have revealed in full clarity, the deepening division in American society, a cleavage which expresses itself painfully as racism in our communities. At the University, this racial divide is symbolized and realized in the continuing deficits of minority undergraduate students, of newly appointed and existing African-American faculty and by the continuing paucity of African-American Ph.D. candidates.

Careful reading of the SCUE white paper on Undergraduate Education provides some insight into the prevailing attitudes and ideologies underlying the atmosphere at Penn, which to most African-Americans, remains exclusionary and racist. Despite the comprehensive and detailed analysis of changes needed in course structure and content, in teaching arrangements and in core requirements, the report nowhere touches on racism and racist ideas on the campus and in the

Speaking Out welcomes reader contributions. Short, timely letters on University issues can be accepted Thursday noon for the following Tuesday's issue, subject to right-of-reply guidelines. Advance notice of intention to submit is appreciated. Note that December 12 is the last scheduled issue before the holiday break, and that publication resumes January 9, 1996. —Ed.

classroom and on their effects on the integrity of the educational process and on the moral and ethical training provided by the University. It is as if the University was an isolated island of brotherly love and racial harmony in the midst of an ever-present sea of racial discord and conflict.

One is left with several possible explanations for this dilemma. The SCUE Committee, while recognizing racism as a problem, was unable to cope with it or deemed it inappropriate for a report on undergraduate education. Alternatively, the Committee did not regard campus racism as relevant to the educational process or the Committee did not believe racism existed on the campus and did not regard it as a problem. Any one of these reasons for denying or ignoring the facts would in and of itself be racist and obstructive of a sound analysis of undergraduate education.

However, on the assumption that the SCUE committee members were not intentionally racist and did not intend to generate a racist document, wouldn't it still be in order for SCUE to evaluate the situation and suggest some fresh approaches to the problem? This might start by expanding the sector treatment in the report from three to four, to include as the fourth sector, the subject of "Human Relations—Inter-Group and Inter-Personal." This added sector could be concerned with clarifying individual's and groups' perceptions of each other and their understanding of the effects on each other. Comprehensive efforts at understanding stereotypes, their historic function, their present

character and their destructive effects on individual development, self-assurance, and dignity should be included. Students ought to be guided to an analysis of their own dogmas about race and the relation of these ideas to their family, community and religious background. Thought should be given to deigning new educational modes involving one-on-one dialogue, small group interchanges, dramatic forms, as well as more traditional modes. If the SCUE report is in any way intended to assist in the ability of the University to provide the humane and humanistic education so essential to our times, the issue of racism in education cannot be avoided.

— Robert J. Rutman, Professor Emeritus
Biochemistry and Molecular Biology
School of Veterinary Medicine

Response from SCUE

I would like to take this opportunity to briefly respond to the letter written by Dr. Robert Rutman, Professor Emeritus in the School of Veterinary Medicine. In his letter, Dr. Rutman alleges that the Student Committee on Undergraduate Education's most recent statement on undergraduate education, *The 1995 White Paper on Undergraduate Education*, is racist. He maintains that because SCUE did not explicitly mention the effects of racism on the educational process at the University, the committee failed to conduct a sound analysis of undergraduate education. I offer two points which suggest the contrary.

There are many issues related to undergraduate education that the 1995 White Pa-

per does not address explicitly. These include extracurricular activities, tenure, numerical literacy and many others. Few would argue that these issues are not important to the undergraduate experience. However, given the constraints within which a committee such as SCUE must work, including every issue that impacts the educational mission of the University within a single document is clearly not possible. SCUE chose to concentrate its energies on topics such as the curriculum, research, and grading because our members felt that these were areas in which we could offer valuable policy suggestions and insights.

In addition, SCUE believes that the humanistic education that Dr. Rutman asks for is at the very heart of the White Paper. Assembling a community of scholars, who are at this institution to learn from each other and their surroundings, is a predominant theme in the Paper. Each of the Penn Sectors emphasizes the varying characteristics of both the Penn and the global community. For example, the Society sector is designed to teach students "to appreciate the plurality of society and the diversity of Penn." In our comments on residential living, SCUE underscores the importance of learning from "the intellectual, socioeconomic, geographic, ethnic and behavioral diversity" of the Penn student body. A thorough reading of the Paper will demonstrate that SCUE gave careful consideration to the very notions which concern Dr. Rutman so deeply.

— Satya Patel, SCUE Chair
College/Wharton '96

Orienting New Staff to the University

When staff begin their careers at Penn, it is our responsibility as managers to orient them to our culture and to help them become productive members of our community.

One of the goals of the New Staff Orientation Program is to help "set the stage" for new staff—to introduce Penn's mission and guiding philosophies, explain major University policies, and to describe available resources and services. The role of supervisors is to help acclimate staff to job duties and responsibilities, clarify unit procedures and performance expectations, and to provide ongoing support and guidance.

During the three-hour orientation, coordinated by Human Resources/Training and Organization Development, participants view a video introducing them to Penn's history, structure, mission, and resources and they listen to a variety of speakers on Penn's policies, programs, and services. At future sessions, I would like university leaders to extend a personal welcome to new staff and to discuss embracing a service philosophy critical to Penn's future as a world-renowned university. John Fry, Executive Vice President, has already agreed to assist.

It is important for all new staff to attend this program. Please ensure this happens in your area. An orientation is held every six weeks from 9 a.m. to noon in the Faculty Club. (The next one is scheduled for December 14. Below is the schedule through August 1996.) Although new staff receive specific registration information via mailings and during their benefits counseling session, we encourage you to schedule them as soon as you know their start dates by calling HR/Training and Organization Development at 898-3400.

If you have any questions about the orientation or can suggest ways to enhance it, please call Judy Zamost at 898-8387. Thanks for your support.

New Staff Orientation Schedule (Through August, 1996)

December 14, 1995	May 30, 1996
January 25, 1996	July 11, 1996
March 7, 1996	August 15, 1996
April 18, 1996	

Orientation programs are held in the Club Room, lower level, at the Faculty Club from 9 a.m. to noon. To register a new employee, please call HR/Training and Organization Development at 898-3400.

— Clint Davidson, Vice President, Human Resources

PPSA: 'WorkLife' December 18

For the December meeting of the Penn Professional Staff Association (PPSA) Marilyn Kraut from Human Resources will speak on WorkLife Programs at Penn. All A-1 employees are encouraged to attend the meeting, which starts at noon on December 18 in the Bishop White Room, Houston Hall.

Any member who wishes to suggest an agenda item for this or future meetings should send an e-mail message to ppsa@seas.upenn.edu.

— Ira Winston, Chair, PPSA

Retirement Planning: December 7

Two investment education sessions on *Retirement Planning for the 21st Century* will be held on Thursday, December 7 in the Faculty Club. Presented by TIAA-CREF, one of the three University-approved investment carriers, the program is sponsored by Human Resources/Benefits to help faculty and staff maximize benefits under Penn's Basic and Supplemental Tax-deferred Retirement Plans.

11:30 a.m.-12:30 p.m.: *Getting Organized: Planning & Investing Wisely.*

1-2 p.m.: *Retirement...Charting Your Course—for Faculty and Staff age 50 & over,*

Both sessions will be in the Club Room at the Faculty Club, where refreshments will be served. No registration is required. For more information, please call 898-7281.

The Office of Human Resources has issued the following policy, which supersedes that published Of Record on July 20, 1995. Note that on page 7, in a box at the end of the policy document, Human Resources has identified the changes in detail.

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 applies to regular full-time, regular part-time staff members, and to staff members who are in appointments finalized before January 1, 1996, which were made subject to continuation of funding from external sources. This policy does not apply to staff members on term appointments or 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, or to staff designated Temporary Extra Person under Human Resources Policy No. 114. It does not apply to a staff member with an appointment, finalized January 1, 1996, or later, which is made specifically (in writing) subject to continuation of funding from external sources unless the staff member has ten years of continuous service on the date of notice.

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, a copy of this policy, the Summary Plan Description: Position Discontinuation and Staff Transition, 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.

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:

Length of Service*	Pay Continuation
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 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.

* Length of service is counted from the last date of hire until separation date.

Pay continuation will begin on the date of the revocation period for a valid release or the separation date, 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. (*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 in which notice of separation is given.)

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 assistance is not available to a staff member who has rejected inplacement assistance or a transfer job opportunity, as defined 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 or any of its subsidiaries or components, including the Hospital of the University of Pennsylvania, 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 by the University the rehired 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 at the University or any of its subsidiaries or components, including the Hospital of the University of Pennsylvania.

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.

Summary of Changes in this Revised Policy

The revised Position Discontinuation and Staff Transition Policy reflects the following changes.

Applicability: The policy does apply to staff members who are in appointments finalized before January 1, 1996, which were made subject to continuation of funding from external sources.

The policy does not apply to a staff member with an appointment, finalized January 1, 1996, or later, which is made specifically (in writing) subject to continuation of funding from external sources unless the staff member has ten years of continuous service on the date of notice.

IV. Benefits of Staff Members Whose Positions Are Discontinued

Section B. Pay Continuation: For purposes of pay continuation, length of service is counted from the last date of hire until separation date.

Section C. Benefits Continuation: 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 in which notice of separation is given.

Section D. Outplacement Assistance: Outplacement assistance is not available to a staff member who has rejected inplacement assistance or a transfer job opportunity, as defined 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 or any of its subsidiaries or components, including the Hospital of the University of Pennsylvania, in the same manner as any other external applicant.

Any pay continuation to the staff member will cease as of the first day worked in the new position at the University or any of its subsidiaries or components, including the Hospital of the University of Pennsylvania.

Modem Pool: Growing Capacity, Growing Concern

In response to exponential growth in demand, DCCS has recently increased to 552 the number of modems available for dial-in access to PennNet and the Internet. Over 10,000 different users accessed the modem pool in the first ten days of November, and the number of connections per day (averaged over a week) has increased to 18,300 from 12,500 in mid-September and 10,100 in mid-April.

Modem services are provided by three separate pool (all requiring PennNet ID and password):

- Main pool, 492 modems supporting data rates up to 14,400 bits per second (bps); protocols supported include PPP, SLIP, and command line interface (CLI); phone (215) 898-0834.

- New Bolton Center, 12 modems, 14,400 bps; PPP/SLIP/CLI; (610) 444-5593.

- Higher-speed pool, 48 modems, 28,800 bps; PPP protocol (with PAP authentication) only; (215) 573-4PPP.

Despite the capacity increase, users may still observe busy signals at peak periods (8 p.m. to midnight, Sunday through Thursday). Since 20 modems become available each minute, on average, users are advised to keep trying if they cannot schedule work at other times (most communications software supports re-dial). In addition, we will soon expand the 28.8 pool (which is now running busier than the 14.4 pool).

A growing concern, however, is that some users "camp" on the modem lines, in some cases for hours (or days!). Such behavior could lead to imposition of monthly time quotas or modem access fees, as some other universities have done. Users are requested to hang up promptly when the modem line is not in use for academic or University business purposes.

If you are considering a modem purchase or upgrade, DCCS recommends the US Robotics line as most compatible with the pool. For e-mail and other text-oriented communication, a 14,400 bps modem is adequate and costs around \$110. For Netscape and other multimedia applications, however, we recommend the 28,800 bps model, available at the Computer Connection for \$220.

Finally, PennNet modem pool service has not been as reliable this semester as the Penn user community requires. (The report of a "security breach" caused by a "virus," in last week's *Daily Pennsylvanian* was in error, however.) We apologize for the modem performance problems, and we ask that you bear with us as we rearchitect the remote access system to accommodate the unprecedented growth in demand.

— Daniel Updegrove,
Associate Vice Provost, ISC

OF RECORD

1995-96: Emergency Closing

Under normal circumstances, the University never stops operating. The University recognizes that there are times, due to emergencies such as severe weather conditions, when classes may be canceled and/or schools/centers may be closed, except for those positions which provide essential services. In an effort to insure the safety of faculty, staff and students, timely decisions to modify work schedules will be made. There may be circumstances when classes are canceled, but schools/centers remain open, or vice versa.

Modifications of work schedules may take the form of either a partial or a full closing of the University's operations. In either situation, staff members working in positions which are designated as "essential" are expected to remain at work if the closing occurs during their regular work schedule, or to report to work if the closing announcement is made before their regular work schedule begins.

Communicating Modifications of Work Schedules

The University will announce a closing or other modification of work schedules through the following means:

- the University's special information number: 898-MELT (6358);
 - through communications from the Division of Public Safety;
 - KYW News Radio (1060 AM), the City of Philadelphia's official storm emergency center;
- the University's emergency radio identification code numbers are "102" for day classes and schools/centers and "2102" for evening classes. The message that accompanies the code number will provide the operating status of the University.

Please note that radio and television stations other than KYW are not to be considered "official" sources of information.

Types of Work Schedule Modifications

Please note that decisions affecting work schedules and cancellation of classes are made by the Executive Vice President in consultation with the Provost. These decisions will be communicated through the channels listed above. Schools/centers may not deviate from the University decision without the prior approval of the Executive Vice President in consultation with the Provost.

Full Closing: A full closing occurs when conditions warrant cancellation of classes and closing of schools/centers, except those providing essential services.

Partial Closing: A partial closing occurs when circumstances warrant the cancellation of classes while schools/centers remain open, or vice versa.

Delayed Opening: Occasionally, circumstances will warrant a delay in the opening time of schools/centers.

Close Before the End of the Normal Work Day: When there is a closing of schools/centers before the end of the work day, appropriate individuals will be contacted by the Division of Public Safety so that they may release staff members in their respective areas. Additionally, the Division of Human Resources will contact members of the Human Resource Council. Individual schools/centers should remain in operation until such an announcement is received.

Recording Absence due to Emergency Closing

The following practices should be followed by supervisors to record time lost when a staff member is absent due to emergency conditions:

1. If the University is closed after the start of the workday, staff members who reported to work are compensated and the time lost during the period of closing is considered time worked. The time off for staff members who did not report to work should be recorded as vacation or personal leave. If neither is available, the time lost should be considered leave without pay.

2. If the University is closed before the start of the scheduled work day, staff members are compensated for the entire scheduled work day and the time lost is considered administrative leave with pay. The time off should not be charged to vacation or personal leave.

3. If the University is not closed, staff members who do not report to work will be charged personal or vacation leave, provided the absence is approved by the supervisor. If the staff member does not have personal or vacation leave available, the staff member will not be compensated for that day. Sick leave may not be charged unless the staff member was out on sick leave before the emergency conditions arose.

4. If the University is not closed, and the staff member requests permission to be released before the end of his/her scheduled work day, the time lost should be charged to personal or vacation leave. If the staff member does not have any leave time available, the hours not worked should be considered leave without pay. If a closing announcement is made after the staff member's request to leave early was approved, the lost time should be recorded as time worked from the time of the announced closing.

5. If the University is not closed and a staff member arrives late due to emergency conditions affecting transportation, the supervisor may excuse the lateness and consider it as time worked. Late arrival beyond reason should be charged to personal or vacation leave.

Staff members who work in positions designated as "essential," who work when the University is closed, will be paid at their regular rate of pay and will receive compensatory time equal to the time worked after the closing. Overtime compensation should be computed as normal.

Unionized Staff Members

Staff members in collective bargaining units are governed by the terms and conditions of their respective collective bargaining agreements.

— Office of Human Resources

ALMANAC December 5, 1995

Undergrads Research Political Discourse

By Jerry Janda

The 1996 presidential election is 11 months away. As the candidates climb podiums and give speeches, Americans will listen intently. But what will they hear? Relevant facts or meaningless rhetoric?

To gauge the importance of the information presidential candidates provide, 11 undergraduate students, under the supervision of five graduate students from the Annenberg School for Communication, are creating a Campaign Discourse Quality Index (CDQI). "This will be used to measure the quality of the discourse of a political campaign," explained Megin Adams, a second-year graduate student. "Essentially, we are trying to come up with a scale. When the 1996 campaign starts up, we can use the scale...to judge the quality of the debate going on at the time."

"The point of the research is political accountability," added Jordy Harris, a junior in the College. "Are the candidates making empty claims, or are they engaging their opponents? How well are they informing the voters?"

Funding for this research came from the Ford Foundation and the Carnegie Foundation. "What's important about the grant from the University's standpoint is that this is the first large-scale effort on the part of the Annenberg School to involve undergraduates in research," said Dean Kathleen Hall Jamieson.

"We've involved them on a smaller scale in the past in other grants, but this time we actually have more undergraduate students working on the grant than graduate students. We've drawn them from across campus, and they're doing an excellent job."

"The goal of [President Rodin] is to try and create more research opportunities for undergraduates," she continued. "So the undergraduates will actually be invited to a conference next summer in Washington to issue a report on the project."

Students in the project are examining four elections: 1960, 1980, 1988 and 1992. Dean Jamieson chose these years because they represent the broad spectrum of political discourse.

"Sixty and '80 were years with high voter satisfaction with the choices," she said. "There was relatively high interest in

the campaigns themselves. In '88, there was very low voter satisfaction in the choices, very low interest. In '92, there was an upswing in interest. Sixty is the high point of voter participation since World War I. Eighty-eight is the low point of voter participation since World War I.

"We're also trying to get paired races, historically. So we have two races with incumbent vice presidents running and two races with incumbent presidents. We have Republicans elected half the time, and Democrats elected half the time. We also have two years in which the exit polls show voters rejecting the incumbent."

As part of the research, responsibilities normally left to graduate students are being given to the undergraduates, according to Dean Jamieson. One candidate is assigned to each undergraduate, who must thoroughly analyze that candidate's speeches.

"We...study from one to 12 speeches, from the time of the conventions to election eve," Ms. Harris said. "We isolate any claim that a candidate makes in a speech and look for evidence supporting it."

This process of finding and proving claims, called coding, must be performed carefully. "Claims have to be something that has substance," Ms. Harris said. "It can't just be 'I love America.' It must inform voters of something they don't already know."

Once the undergraduates finish the coding, the graduate students must monitor its reliability. "We had to work out the coding scheme," Ms. Adams said. "That was really challenging. It can be a very

subjective process.

We had to transform something subjective into something objective. So we had to read a lot of speeches and come up with rules and work out the exceptions to the rules."

Of the five graduate students, one reviews the coding and performs the data

analysis. The other four oversee the elections—one year per student. "The four of us will be writing papers that will become a report," Ms. Adams said. "We are picking up some of the nuances that the coding scheme doesn't."

By dissecting past campaigns, the project will ultimately deliver a model for measuring the discourse of future elections. "We're trying to provide a set of

norms...that let us examine the discourse while it is happening during a presidential campaign, to indicate whether it's fallen short of past norms," Dean Jamieson said. "For example, in 1988, the discourse by virtually every measure was poor. There was a high level of attack, there wasn't much advocacy of alternative positions, the ads were unprecedentedly negative, we had a minimal amount of press contact, many questions asked by the press in debates and conferences weren't answered by the candidates."

In stark contrast, 1960 was a stellar year for political discourse. "It is seen as a really good campaign," Ms. Adams noted. "Nixon and Kennedy really engaged each other and provided evidence. The public watching got a lot of solid information, whereas 1988 is seen as a low point, just a

(continued on page 10)



Photograph by Mark Garvin

After completing research, grad and undergrad students input their data.

Penn Scientist Helps “Unzip” Red Sea Origins



Earth scientists have uncovered the origins of the world's youngest nascent ocean, the Red Sea, and advanced an understanding of how continents break apart.

The Red Sea opened abruptly along its full length 34 million years ago when Arabia and Africa tore apart, researchers at Penn and Columbia University's Lamont-Doherty Earth Observatory reported in the Nov. 24 issue of *Science*. Their findings contradict a widely held theory that a small tear in the African continental crust gradually spread northward, slowly “unzipping” Arabia from Africa.

The new research sheds light not only on how Africa split apart, but on what caused it. The scientists found that the great rift thrust up steep cliffs on either side of a fissure that became the Red Sea, and at the same time, set off a massive upwelling of molten rock from the earth's interior near the southern end of the sea. Scientists had no previous evidence that rifting, uplift and volcanism all started simultaneously when Africa and Arabia broke apart.

According to one theory, movements of the earth's rigid crustal plates stretch and thin a continent until it separates. Hot magma from the mantle wells up and fills the void—but only after a long geological time, not immediately. According to another theory, localized plumes of magma, called hotspots, rise from earth's mantle to melt and weaken plates, acting as a hot wedge that causes the initial break in the continental crust. The Penn and Columbia scientists believe both mechanisms were at work when the African-Arabian continent divided. The scientists are Goma Omar, lecturer of geology at Penn, and Michael Steckler, senior research scientist at Lamont-Doherty, Columbia's earth science research institute in Palisades, N.Y.

Their finding that the Red Sea rifted along its entire length all at once backs the theory that plate movements exert the forces that break plates. The splitting of a continent into separate land masses with bodies of water between them is a fundamental but still poorly understood phenomenon that has shaped the earth. The same process created the Atlantic Ocean starting 200 million years ago as the supercontinent Pangaea rifted into what became Africa and North and South America.

The theory that a small tear propagated

through the African continent and gradually unzipped Arabia had been bolstered by the present-day behavior of the Red Sea floor. In the fissure that has become the Red Sea, a midocean ridge has formed. Molten material has risen there to create new sea floor that has spread outward, further separating Africa and Arabia at a rate of up to almost an inch per year. The ridge first formed near the southern end of the Red Sea and has propagated northward and southward.

The Penn-Columbia research, supported by the National Science Foundation, confirms for the first time the timing of the first large-scale rift that appeared in the African continent—about 34 million years ago. The scientists also found that a second major pulse of rifting and uplift followed sometime between 21 million and 25 million years ago.

Scientists had known about a large-scale separation that occurred then because seawater gradually spilled into the nascent Red Sea ocean basin during that time, bringing in marine life whose fossils could help date nearby rocks. But the initial burst of rifting 34 million years ago had never been confirmed because, without Red Sea marine life, rocks could not be easily dated.

Although scientists knew by dating volcanic rocks that volcanic activity increased in the region during those same two time periods, they could never before ascertain whether the volcanism occurred before, during or after rifting.

The scientists' finding that the Red Sea rifting began at the same time as volcanism and massive magma upwelling at the sea's southern end indicates that a hotspot played a strong role, as well.

Drs. Omar and Steckler suggest that a hotspot known to exist at the Red Sea's southern end, called the Afar hotspot, could not alone cause the Africa plate to rift. But once the continental rift began, it easily connected with the hotspot. That opened the hotspot's floodgate, sending forth massive amounts of molten rock that further weakened the crust and intensified rifting.

To make their discoveries, the scientists analyzed rocks from Egypt and Saudi Arabia. Using a technique called fission-track analysis, they determined the precise times when the cliffs on either side and along the entire length of the Red Sea were uplifted.

The newly created steep cliffs set the

stage for rapid erosion, exposing previously buried rocks that contain a mineral called apatite. Apatite has small amounts of naturally occurring uranium, which spontaneously fissions into two particles with lighter nuclei that repel each other. As the particles streak through the rock crystals, they leave trails of damage that, under microscopes, look almost like skid marks. Heat, however, can repair the damage to the crystal so that the track marks become shorter and can even disappear. That occurs in deeply buried rocks, which are hotter than those near the surface.

As a rift flank erodes, though, long-buried rock becomes exposed, cools down and starts to accumulate new fission tracks. By precisely dating when new fission tracks started to accumulate in rocks on the northwest and southeast sides of the Red Sea, Drs. Omar and Steckler pinpointed when rapid erosion began, and hence when rifting thrust up the cliffs.

Political Discourse

(continued from page 9)

lot of attacking the opponent without much evidence.”

The research indicates that the last presidential election was a step in the right direction—more information and less negativity. “There has been an improvement in the discourse, at least from 1988 to 1992,” Ms. Harris said. “We’re hoping that it gets progressively better.”

Thanks to their work, the students can do more than hope—they can take an active role in the improvement of political discourse. “During the ’96 election, there will be frequent press conferences,” Ms. Adams explained. “Notices will go out to the press saying the level of discourse has been really bad and this is why, and we can say that because we’ll have a scale comparing it to other elections we’ve studied.”

And next year's election is just the beginning. “During the 1996 campaign and every general election after that,” Dean Jamieson said, “we’d like to be able to provide a weekly commentary about the discourse of the past week using the historical norms.”



Human Resources at Your Service:

Answers to Your Questions About Working at Penn

In order to keep Penn community members informed of University-wide policies and procedures, the first of a regular column from the Division of Human Resources debuts today in these pages. The column, which will appear once a month, uses a question-and-answer format to explain policies and procedures, both new and existing, and to answer specific questions from Penn faculty and staff.

At this time of the year, Human Resources receives many questions concerning the Special Winter Vacation and the University's closing procedures in the event of an emergency. Following are some of the questions that have been raised.

Question: *What is the Special Winter Vacation?*

Answer: Each year the Vice President for Human Resources announces the dates on which the Special Winter Vacation will be observed. This vacation has typically been the weekdays between Christmas Day and New Year's Day. This year, the dates are Dec. 26-29.

Question: *Who is eligible for the Special Winter Vacation?*

Answer: Regular full- and part-time staff members, including those in the introductory period, are eligible for the Special Winter Vacation.

If the special vacation day falls on a day that a regular, part-time staff member is scheduled to work, the staff member is paid at his/her normal rate and does not work. Regular, full-time staff members are paid for time not worked during the entire special vacation period.

University staff members working at HUP and the Wistar Institute are governed by the terms of HUP and Wistar policies. In those cases, a staff member should consult with Human Resources at HUP and Wistar Institute. Unionized staff members are covered by their collective bargaining agreements.

Question: *My department requires me to work during the Special Winter Vacation. Am I entitled to additional pay if I work these days?*

Answer: Staff members who are required to work during this period receive

equivalent time off with pay, which must be taken within 90 days. Staff members should not receive pay in lieu of time off for working during this period.

Question: *If I work during the Special Winter Vacation, do I receive additional compensation?*

Answer: No. The days between Christmas Day and New Year's Day are not holidays. They are special vacation days. As a result, if you are required to work during this period, you will receive equivalent time off with pay.

Question: *If weather experts are predicting severe weather conditions, do I have to report to work?*

Answer: In general, despite predictions of bad weather, the University never stops operating. The University recognizes that there are unusual circumstances, such as severe weather conditions, when it may need to modify work schedules, cancel or delay classes, or close the University. Staff members who provide essential services are required to come to work.

Question: *What are essential services?*

Answer: Essential services are those services that must remain in operation at all times regardless of emergency conditions, in order to maintain health, safety and well-being of the University community. Individual departments designate certain jobs as essential. Staff members in jobs designated as essential are expected to remain at work if the closing occurs during their regular work schedule, or to report to work if the closing announcement is made before their regular work schedule begins.

Question: *What does the Uni-*

versity mean by modification of work schedules?

Answer: Modification of work schedules may take the form of either a partial or a full closing of the University's operations.

Question: *How does the University notify staff members, faculty and students of modification of a work schedule or closing of the University?*

Answer: The University will announce any emergency closings or modification to work schedules through the following:

- 1) the University's special information number: 898-MELT (6358);
- 2) KYW News Radio (1060 AM), the City of Philadelphia's formal emergency-closing center.

Please note that KYW is considered the official source of information to be used.

Question: *How does KYW convey information regarding emergency closings?*

Answer: KYW will use the University's emergency code numbers to indicate the type of closing for the University community. The codes are:

- 1) "102" for full and partial closing of day classes and schools/centers;
- 2) "2102" for full and partial cancellation of evening classes.

If you do not hear the University's code number or need further information, call 898-MELT.

If you have any questions regarding a Human Resource issue, please contact Human Resources at 898-6093 or e-mail us at askhr@a1.benhur.upenn.edu.

Video Art: Where Unaesthetic Is Good

By Kirby F. Smith

"One of the most appealing qualities of video for everyone was its cheapness, in terms of monetary comparison to film," said video artist Martha Rosler, Penn's first Elliot and Roslyn Jaffe Visiting Professor of Contemporary Art. "Then there's its sketch-book character, its 'throwawayness,' its relationship to television, and its ability to tell a story, to show some reality, to be unaesthetic."

An artist who finds the unaesthetic appealing? This conundrum is readily solved after a few minutes of conversation with Ms. Rosler, who is teaching "Video Between Art and Television" this semester to a group of graduate and undergraduate History of Art students. Her presence on campus is made possible by the recently established Elliot and Roslyn Jaffe Initiative in Contemporary Art, which brings prominent artists to Penn for a semester's residency.

Ms. Rosler's course is an introduction to independent video production—or video art—with a primary focus on the United States. Her students are viewing most of the history of video art, which has been around for only 30 years. The late 1960s ushered in the availability of portable equipment. Since then, Ms. Rosler said, video has been a medium of choice for many "studio" artists (as well as for film makers) who had begun working, and often continued to work, in a variety of other, more traditional media. She

of being a commodity. This was all part of the artist revolt against the traditional modes of 'delivery' of art, against the gallery/museum domination."

She went on to say, however, that the gigantic increase in wealth among the corporate and financial elites in the leading countries in the 1980s inflated the value of anything that the art system could get its hands on—even things specifically intended to escape such treatment, such as video art.

She also noted an important distinction between videotapes, which are meant to be easily accessible through distribution to a wide variety of audiences, and video installation, which is intended for a museum-going public. "The former is still alive and well and growing by leaps and bounds, or so my distributors tell me," Ms. Rosler explained. "But the museum world and the collectors, of

course, focus primarily on the work that lives within institutional walls."

Ms. Rosler's course examines a particular type of video art, one that is critical of broadcast television and often to other elements of contemporary culture. She said that many artists who have chosen to use video have de-emphasized its relationship to broadcast television, in favor of other elements of the technology.

A glance at the course roster of videos that are being seen by Ms. Rosler's class reveals a broad range of subjects examined by video artists, including World War II; prime-time television; "Dynasty," as in Joan Collins; Sarajevo; and Ms. Rosler's own classic, "Semiotics of the Kitchen,"

in which cooking utensils are displayed alphabetically.

"I started out as a painter, but I felt that I had more to say than my abstract painting could allow me to do," Ms. Rosler said. "I realized that painting wasn't engaging the most vital parts of myself, so I began doing sculpture



Photograph by Jenny Friesenhahn

Video artist Martha Rosler, left, discusses video, art and television with Kara Rennert.

but that still seemed lacking.

"I also began doing performance art at one time and pretty much quit painting. And as with many artists, I'd also begun using a camera, and I extended my photographic skills," she said. "Then, when the chance came to learn video from a technician in the University of California at San Diego medical school, while I was in grad school there, I took it, as did several of my classmates."

Asked about what visual artists are doing with new technologies, such as computer-generated art, Ms. Rosler replied, "I don't yet know what computer art is. But it has certainly been developed in a climate of much greater artistic subordination to the goals of the distribution system. In addition, computers are relatively expensive. Video has also become fairly expensive, and those who have access to the most expensive editing technology are the most highly acclaimed in the world of art consumption, though not necessarily among other artists.

"At present, computer art has not found its real network," she added, "but many people think that the Internet will make for a new form of art that will not necessarily involve classically structured work. So far I'm not persuaded, but so much of this is still in flux."



Photograph by Jenny Friesenhahn

Vance Bell critiques a public service video.

also noted that artists' videos began in what might be characterized as an anti-gallery, "artists' power" sentiment of that era.

"Some studio artists gravitated to video because it was modern, accessible and in effect 'unmonitored,'" said Ms. Rosler. "Perhaps most of all, it was completely free



Penn License and Patents: Center for Tech Transfer

By Carl Maugeri

Penn President Judith Rodin perhaps put it best: "You can be certain that if ENIAC were invented at Penn today, the University would hold the rights."

Dr. Rodin was referring to the evolution in thinking over who owns the products of scientific inquiry that has had a dramatic impact on all research campuses. Patents, licensing agreements and intellectual-property rights were once terms found only in the vocabulary of business and industry. No longer. Today, with greater competition for a shrinking pool of federal dollars for basic research and the acknowledged need to move research discoveries to the marketplace to boost U.S. competitiveness, universities are taking much more careful stock of their research results.

The world is, of course, a much more complex place than it was in 1946 when Penn unveiled the world's first electronic computer, ENIAC, at the Moore School of Engineering. The machine, celebrating its 50th anniversary with a national celebration beginning in February, changed the world and, in large measure, launched the age of information. It also launched a multibillion-dollar computer industry. Universities, already under pressure to find new revenues to support teaching and research missions, are unlikely to let similarly lucrative discoveries slip away again.

At Penn, the Center for Technology Transfer is at the forefront of this effort. According to a survey by the Association of University Technology Managers in

1993, the Center processed 119 disclosures, the first step in obtaining a patent, ranking Penn fifth among its peer institutions, ahead of Harvard, Columbia and Yale. Penn ranked sixth in the overall number of patents obtained that year among the same group with 54. MIT led the list with 161 patents followed by Cornell, Harvard, Johns Hopkins and Stanford.

Those patents cover a broad range of technologies, including gene therapy, techniques for producing important chemicals, plastics that conduct electricity and techniques to detect microscopic cracks in metal, leading to safer bridges and aircraft.

Lou Berneman, the Center's new director, is moving aggressively to help Penn capitalize on its rich intellectual resources. He cites several mentions in the recently released, "Agenda for Excellence, A Strategic Plan for the University of Pennsylvania," as proof that technology transfer will play a major role in shaping Penn's research endeavor into the next century.

As its main focus, the Center obtains and manages patents, copyrights and trademarks derived from the University's academic and research enterprise. The Center creates relationships with industry to develop, protect, transfer and commercialize intellectual property.

"Patents and licenses are tools," he said. "And these tools lead to the development of technology for the public good."

Dr. Berneman said that an effective technology-transfer office helps attract

and retain faculty who are working in cutting-edge fields.

"By building closer ties between faculty and industry, we are helping generate more opportunities for industrial research funding," he said. That funding will be reinvested in the University's research infrastructure, in part filling the gap left by diminished federal dollars once targeted for that purpose.

The Center also makes its impact felt beyond the campus by spurring economic development locally.

"We need to be broader in our view of what tech transfer does—it creates jobs, helps start-ups [companies] and augments the intellectual capital of the University," he said.

Since taking on the directorship of the Center, Dr. Berneman has begun a reorganization effort aimed at building greater efficiency into the technology-transfer process and streamlining costs.

"We must become more efficient in obtaining intellectual-property protection, more productive in licensing, work smarter and generate a greater return," he said.

Dr. Berneman sees the Center's reorganization as an opportunity for Penn students from a variety of fields. In the coming months, he will be recruiting work-study students and interns who want experience in the business side of technology. "Students in law, medicine and the sciences," he said, "will have the chance to see firsthand how intellectual-property works and products are commercialized."

At the fourth annual dinner honoring donors of undergraduate scholarships and the scholarship recipients, Eleanor Latta, widow of James Latta Jr. (W '41), and her son, Duie Latta (left photo), met this year's James Latta Scholar, Jason Botel (C '97). The James Latta Scholarship Fund was established in 1900 by William

James Latta in memory of his great-grandfather, the Reverend James Latta, a member of Penn's first graduating class in 1757. In the photo at the right, this year's Ed-

ward F. McGinley Jr. Scholar, Mark Van Meter (W '98), met Pat and Gerald McGinley (W '52) and Trustee Chairman P. Roy Vagelos (C '50).



Photographs by Stuart Watson

OPPORTUNITIES at PENN

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

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

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

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

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

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

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

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

ARTS AND SCIENCES

Specialist: Nancy Salvatore

INFO. MGMT. SPEC. I (11589NS) P4; \$26,200-34,100 11-24-95 SAS Computing

DENTAL SCHOOL

Specialist: Clyde Peterson

RESEARCH SPEC., JR. (11586CP) P1; \$19,700-25,700 11-22-95 Pathology
RECEPTIONIST, CLINICAL (40Hrs.) (11556CP) G8; \$17,943-22,400 11-13-95 Dental Care Center

ENGINEERING/APPLIED SCIENCE

Specialist: Clyde Peterson

OFFICE ADMIN. ASS'T. I (11604CP) Process all request for services using appropriate forms; record, monitor and verify financial transactions using the department's computerized transaction log; provide new and existing employees appropriate forms; assist in preparation, review and process forms; maintain office supply stock; assist with the maintenance of confidential personnel records; assist with the timely processing of weekly payroll/effort reporting; deliver mail to University offices. **Qualifications:** H. S. graduate; completion of high school business curriculum; one-two yrs. of related administrative/bookkeeping experience; initiative, attention to detail, willingness to learn & develop new skills; good oral and written communication skills; ability to operate a personal computer. **Grade:** G9; **Range:** \$17,100-21,400 11-30-95 Chemical Engineering
P-T (SYS. PROG. I) (25 Hrs.) (11578CP) P6; \$31,900-40,600 11-22-95 Budget & Admin.
ADMIN. ASS'T. II (11579CP) G10; \$18,700-23,300 11-24-95 Bioengineering

EXECUTIVE VICE PRESIDENT

Specialist: Nancy Salvatore/Susan Curran

ACCOUNTANT I (11610NS) Accumulate & analyze data for preparation of Federal Cash Transaction Reports; prepare journal entries & trial balances; assist senior accountant in preparation and examination of other financial reports; test for accuracy, completion and compliance with federal guidelines and/or other contractual agreements; determine daily cash requirements of federal grants and contracts; initiate cash drawdown requests; may be required to train and oversee work of accounting clerk. **Qualifications:** BA/BS degree in accounting or equivalent; one yr. experience in research/grant accounting preferred; proficiency with personal computer & working knowledge of Lotus 1-2-3 pref. **Grade:** P2; **Range:** \$21,700-28,200 11-30-95 Comptroller's Office

ASSOC. DIR., INFO. SYSTEM-INTERNAL AUDIT (11603NS) Manage professional information systems auditors engaged in audits throughout the University and Health System covering a wide range of activities, spanning diverse operations and technologies, including specialized and complex information systems, data security, computer facilities and telecommunication networks and issue recommendations to effectuate improvements; develop and maintain an inventory of information systems activities subject to audit; propose audit subjects for three-year audit plan and annual program; prepare the annual budget relative to the proposed audit plan and submit for review and consolidation with total department budget. **Qualifications:** BS in computer science, MIS or a related field; MBA desirable; CISA mandatory; CIA or CPA preferred; CFE also desirable; seven-nine yrs. experience in internal information systems auditing or public accounting; experience in a corporate or large not-for-profit organization, with one to three yrs in healthcare and/or university environment preferred; in-depth knowledge of information system applications controls and integrity controls required; six-eight yrs. supervisory experience required; demonstrated oral and written communication skills. **Grade:** P11; **Range:** \$54,500-68,200 11-29-95 Internal Audit

DIR., FINANCE & INFO. SYS. (11614NS) Oversee the financial transaction center and information systems and processing initiatives for the division; oversee budget and ensure the integrity of financial transaction within the budgetary unit. **Qualifications:** Bachelor's degree in accounting, finance or equivalent; Master's degree preferred; seven yrs. responsible experience developing and managing financial and information systems; demonstrated knowledge and application development and support knowledge and experience with computerized accounting and managerial software packages. **Grade:** P8; **Range:** \$38,500-48,100 11-30-95 Business Services

FINANCIAL SVCS. ASS'T. II (11615NS) Conduct group entrance and exit interviews with students to explain University policies & government requirements involved in repayment of student loans; establish and advise on terms of repayment schedules, monitor transactions of financial/demographic information to billing services, insure accuracy of in-house loan files; audit deferment/cancellation forms; process credit verification forms; verify enrollment status; respond to inquiries; monitor repayment; process loan applications as needed. **Qualifications:** H. S. graduate; some college preferred; two yrs. general clerical/financial experience; excellent written, oral and interpersonal skills; experience in public speaking a plus; understanding of University academic and financial student policies & procedures preferred; excellent typing/word processing skills essential; knowledge of WordPerfect required. **Grade:** G10; **Range:** \$18,700-23,300 12-1-95 Student Fin. Svcs.

MGR. ACCOUNTING OPERATION II (11609NS) Manage daily activity of the University's Accounts Payable dept.; enforce University policy regarding cash disbursements;

significant involvement in the design & implementation of an on-line A/P-Purchasing system; develop & maintain good working relationship with Bus. Administrators, vendors, Purchasing and A/P office. **Qual.:** BA/BS in accounting or equiv.; five-seven yrs. acctg., incl. three in a supervisory position in a high volume A/P operation; thorough knowledge of accounting standards, practices & systems; working knowledge of and with computer-based financial systems. **Grade:** P8; **Range:** \$38,500-48,100 11-29-95 Comptroller's Office

ACCOUNTANT JR. (11592NS) Perform accounting/bookkeeping tasks; handle account reconciliation, post journal entries; prepare financial statements in accordance with federal grant and contract guidelines or other sponsored program agreements; interact extensively with University Business Administrators. **Qualifications:** H. S. grad.; business curriculum preferred; college level accounting courses or equivalent work exp.; two-three yrs. senior accounting clerk exp.; demonstrated verbal and written communication skills required. **Grade:** G11; **Range:** \$19,900-25,300 11-29-95 Comptroller's Office

CLERK, STORE II (11593NS) Operate cash register using Macintosh computer; assist customer with general questions regarding the operation of Computer Connection; greet customers/answer phones; pick-up/drop off daily register receipts; assist with maintaining inventory levels & appearance of floor stock; attend customer service & related training. **Qual.:** H. S. degree or equiv.; exp. operating a cash register with experience in retail environment; familiarity with Apple & DOS compatible computer hardware, software & accessory lines preferred; some weekend work & extra hours required as needed. **Grade:** G6; **Range:** \$14,571-17,893 11-29-95 Book Store

DIR., CENTER TECH. TRANSFER (06043NS) Blank; 6-13-95 Ctr. for Tech. Transfer

LAW SCHOOL

Specialist: Clyde Peterson

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

MEDICAL SCHOOL

Specialist: Ronald Story/Janet Zinser

FISCAL COORD. II (11620JZ) Manages the central office and provide administrative support to IHGT Animal Resources and Toxicology Program; work with IHGT administration to develop and implement budget for ARAT program; develop and provide reports on financial status and status of open invoices; develop and maintain a computerized data base of ARAT records and usage; preview the accuracy and integrity of the system; oversee the organization and management of office records, reports, files and other systems of information tracking. **Qual.:** BA/BS, preferably in accounting, business or equivalent; two-three yrs. progressively responsible experience in office administration; thorough knowledge of clerical accounting and office procedures; familiarity with University purchasing and ordering and knowledge of University financial policies/procedures preferred; strong organizational, oral & written communication skills; ability to work well under changing deadlines & priorities; excellent computer skills necessary; exp. with Macintosh pref. (*End date: 12/31/97*) **Grade:** P2; **Range:** \$21,700-28,200 12-1-95 IHGT

MGR. VI (11619RS) Responsible for the effective and smooth operations of the toxicology operations and programs in support of pre-clinical toxicology studies and animal laboratory research in the Institute for Human Gene Therapy; act as Study Supervisor and is responsible for daily operations and supervision of toxicology studies; directly supervise the technical support staff within the Toxicology Unit of ARAT to include at least one veterinary technician; make work assignments; provide training and development; review performance through the University's appraisal process and provides disciplinary action as needed; develop and implement standard operating procedures in the context of Good Laboratory Practices; work with the Research and Dev. Committee of the Institute to develop and implement research projects relevant to overall goals of the Institute; maintain current knowledge of technical and regulatory requirements; work in consultation with Director to implement new policies and procedures needed to maintain compliance. **Qualifications:** MS or PhD degree required; exp. in a biotechnology/pharmaceutical firm as a study director preferred; must have the ability to prioritize & perform in a busy, rapidly changing environment; exp. in operations, supervision & scheduling of staff required; ability to handle multiple on-going projects required; excellent interpersonal, oral and written communication skills necessary; previous project management experience and the ability to handle conflict required; ability to deal with multiple constituencies

(faculty & staff) at various levels within the Institute, the University, external regulatory bodies & vendors. (End date: 12/31/97) **Grade:** P7; **Range:** \$35,000-43,700 12-1-95 IHGT

PROG. ANALYST I (11581JZ) Provide data storage, manipulation, reporting & analysis; perform program design, data conversion, coding & documentation; provide database application dev. using FoxPro; analyze user needs; prepare system flowcharts; develop programs; participate in systems implementation; provide operational support of systems & programs; develop & maintain knowledge of University technical environment & new technologies. **Qual.:** BA/BS in computer sciences, math or stat.; knowledge of statistic analysis software incl. SAS/SPSS for Windows; programming expertise in FoxPro; strong analytical/problem-solving skills; working knowledge of DOS Windows & Macintosh O/S; familiarity with relational database design principles. **Grade:** P4; **Range:** \$26,200-34,100 11-22-95 Psychiatry

RESEARCH COORD. (11587RS) Assist in NIH-funded study investigating cause of ovarian cancer; recruit ovarian cases and community-based controls in the NJ/Phila. area; visit hospitalized patients & contact their attending physicians for permission; phone & write potential community controls; visit patients in their homes; conduct personal interviews with participants; collect medical record data abstraction; keep logs; organize schedule; edit; travel to interviews. **Qual.:** BA/BS pref.; one-three yrs. prior interviewing experience; reliable & able to work independently; highly organized, attentive to detail; desirable to own a car or be very familiar with public transportation; excellent interpersonal skills; medical terminology skills pref. (End date: 3/31/98) **Grade:** P3; **Range:** \$23,900-31,000 11-22-95 CCEB

RESEARCH SPEC. I/II (11545RS) Make cDNA constructs; run Northern and Southern; perform in situ hybridization & RT-PCR; run sequencing gels and make retroviral constructs; write methods sections of papers and lab reports; oversee lower grade techs and students; assign tasks to student workers; attend lab meetings; assist in plan for protocol and test new procedures. **Qual.:** BA/BS or equivalent. **RES SPEC. I:** one-three yrs. experience. **RES. SPEC. II:** three-five yrs. experience. (Ongoing contingent upon grant funding) **Grade:** P2/P3; **Range:** \$21,700-28,200/23,900-31,000 11-30-95 Path. & Lab Med.

RESEARCH SPEC. I/III (11545RS) Make cDNA constructs; run Northern and Southern; perform in situ hybridization & RT-PCR; run sequencing gels and make retroviral constructs; write methods sections of papers and lab reports; oversee lower grade techs and students; assign tasks to student workers; attend lab meetings; assist in plan for protocol and test new procedures. **Qualifications:** **RES SPEC. II:** BA/BS in biological science required; three-five yrs. experience in conducting molecular biology research required. **RES. SPEC. III:** MA/MS or equivalent; three-five yrs. experience (Ongoing contingent upon grant funding) **Grade:** P3/P4; **Range:** \$23,900-31,000/26,200-34,100 11-24-95 Path. & Lab Med.

ADMIN. ASST. I/II (11567JZ) Type and proofread general and confidential material; organize and maintain records and files; compile and summarize data, specifically grant applications, IACUC protocols and Human protocols; prepare purchase requisitions, C-forms, journal vouchers and related forms; order office supplies and, maintain inventory; record, monitor and verify budget expenditures; reconcile accounting system reports and resolve problems; summarize financial data for reports; set-up conferences/resident lunches; maintain conference room schedule; screen mail and telephone calls. **Qualifications:** High school graduate; two yrs. college preferred; training in accounting and experience in a university setting preferred; strong typing skills; experience with computers, word processing and spreadsheets required; knowledge of WordPerfect and Lotus software preferred; excellent organizational skills; detailed oriented with numerical aptitude; able to work under pressure and handle heavy volume of paperwork. **AAI:** two yrs. secretarial/clerical experience or equivalent. **AAII:** two yrs. at the AAI level or equivalent. **Grade:** G9/G10; **Range:** \$17,100-21,400/ \$18,700-23,300 11-30-95 Surgery/HDSR

ADMIN. ASST. II (40 Hrs.) (11594JZ) Compile & summarize data; organize & maintain office records & files; coordinate office workflow; compose correspondence & forms; maintain financial records; maintain complex computerized office systems; respond to inquiries; type & proofread materials; maintain schedules and arrange meetings. **Qual.:** H. S. grad. with business curriculum & related post-h.s. training or equivalent; two yrs. exp. at the AAI level or comparable background; thorough knowledge of office procedures, practices and methods; type 45 wpm. **Grade:** G10; **Range:** \$21,371-26,629 11-30-95 Psychiatry

ADMIN. ASST. III (37.5 Hrs.) (11596JZ) Answer and direct telephone calls, record messages; schedule meetings for Director, manage appointments; maintain documentation and files for accreditation records for CME programs; type

and proofread standard and complex materials; maintain inventory of office supplies and stationery; place orders; operate standard and advanced office equipment; maintain equipment supplies and service; maintain office database; organize and maintain office and accreditation files; prepare and process payment forms. **Qualifications:** High school graduate required; college or business school preferred; two yrs. experience at the AAI level or comparable background; strong organizational, oral and communication skills; typing proficiency; detail oriented; ability to work under pressure and handle multiple tasks. **Grade:** G11; **Range:** \$21,321-27,107 11-30-95 Continuing Med. Educ.

OPHTHALMIC ASST./OPHTHALMIC TECH CERTIFIED (40Hrs.) (11570RS) Provide technical/mechanical assistance to ophthalmologist; call/escort patients to exam rooms; document complete medical history and review of medications; perform special testing as needed (vision, treatment, lensometry, tension); explain details; answer patient questions; scribe dictated information; complete treatment slips as instructed by ophthalmologist; complete paperwork required for registering patients for surgery, refills on prescriptions, work/school excuses. **TECH:** In addition, perform highly specialized testing such as Goldman Visual Field, Octopus and refractometry. **Qualifications:** H. S. grad. or equiv. **ASST.:** completion of certified one-year ophthalmic technology course; certificate-Ophthalmic Assistant; six months-one year experience. **TECH:** Completion of two year ophthalmic technology course; certificate Ophthalmic Technician; two year ophthalmic experience; proficiency in special testing, especially Goldman Visual Fields preferred. **Grade:** G10/G11; **Range:** \$21,371-26,629/\$22,743-28,914 Ophthalmology

PSYCH TECH I (11595RS) Collect, code and analyze data; coordinate and implement research studies; provide general assistance to professional, research & clinical staff. **Qualifications:** Bachelor's degree in psychology or related field or equivalent in experience; office & research exp. in psychology. **Grade:** G10; **Range:** \$18,700-23,300 11-30-95 Psychiatry

RES. LAB TECH III (11618RS) Perform sleep studies of animals including electro-encephalographical monitoring and blood pressure monitoring by telemetry; analysis of computerized data; will perform immunohistochemistry and neuroanatomy studies. **Qual.:** BA/BS required (with science or engineering major); must be computer literate and familiar with PC's; experience and some education in biological sciences. (On-going pending funding) **Grade:** G10; **Range:** \$18,700-23,300 12-1-95 Cr. for Sleep

SEC'Y TECH/MED (40 Hrs.) (11613JZ) Type & proofread operative notes, reports & correspondence; maintain patient files; complete insurance forms; schedule & coordinate patient tests & admissions; maintain doctor's appointments & travel arrangements; answer telephone & handle standard inquiries; open & screen mail; compose routine correspondence and forms; operate standard office equipment and appropriate office automation equipment. **Qualifications:** Completion of high school business curriculum or equivalent; at least one yr. secretarial experience; working knowledge of medical terminology preferred; ability to type 55wpm knowledge of insurance coding preferred; experience with word processing packages & office equipment; excellent oral and written communication skills **Grade:** G9; **Range:** \$19,543-24,457 12-1-95 Surgery/Neurosurgery

SECURITY OFFICER/MED SCHOOL (40Hrs.) (11598JZ) Perform facility security tours reporting any irregularities found; greet & assist visitors; communicate by radio & phone to field personnel, University Physical Plant, Univ. Police & other office personnel; maintain logbook and other records; enforce School & Univ. policies; assist Univ. Police and Phila. Fire Department in emergency situations. **Qual.:** Completion of h.s. business curriculum and related post-h.s. training; extensive walking and stair climbing required; ability to lift & carry 50 lbs; ability to tolerate unpleasant odors; strong interpersonal skills and customer service orientation; able to work nights & weekends; able to work overtime on short notice. (Applicants must pass a Police background security check; position considered "essential" personnel) (Schedule: M-F, 4 p.m.-1 a.m.) **Grade:** G8; **Range:** \$17,943-22,400 11-30-95 Arch. & Fac. Mgmt.

P-T (SCIENTIFIC EQUIP. STERILIZATION ATTENDANT) (20 Hrs.) (11622RS) Operate high pressure autoclave, high temperature automatic washing machines, deionizer machines & drying ovens; prepare contaminated glassware for automatic washing; clean machines periodically & report and/or correct operating malfunctions; load & unload glassware in drying ovens; maintain the sterilization; pick up & deliver glassware to laboratories. **Qual.:** H. S. diploma or equivalent; able to push & pull up to 50 pounds, to lift up to 25 pounds & to exert 20 pounds of pressure on autoclave. **Grade:** G5; **Range:** \$6,868-8,407 12-1-95 Cancer Center

P-T (SUPERVISOR SOM SECURITY UNIT) (22 Hrs.) (11597JZ) Direct shift operations of Tour and Control Center Officers; review daily service requests, information,

notices, activities and events and make work assignments; assure staffing coverage for absenteeism; perform duties of Tour and Control Center Officers; maintain and operate monitors and react to electronic security equipment; assure that records are maintained; maintain familiarity with University and School Safety and Security policies, procedures, regulations and emergency plans; train employees; take charge in emergency situation; assure compliance with Department, School, University, outside agency and policies; assist superiors in performance issues, performance reviews and salary increase recommendations. **Qualifications:** Completion of h.s. business curriculum and related post-h.s. training equivalent; at least two yrs. experience in security work or equivalent; extensive walking and stair climbing required; ability to tolerate unpleasant odors; ability to lift and carry 50 pounds; strong interpersonal skills and customer service orientation; ability to remain alert during periods of low activity; computer aptitude required, with the operation of access control systems database and other electronic security equipment being an integral part of this position; must qualify at and maintain supervisor level (level 2) proficiency for electronic security systems including access control and CCTV; able to work overtime on short notice. (Applicants pass a Police background security check; position considered essential personnel) (Schedule: Sun.-Sat., 8 p.m.-8 a.m.) **Grade:** G10; **Range:** \$10,275-12,802 12-1-95 Architecture & Facilities Mgmt.

RESEARCH SPEC. I (10448RS) (Ongoing per grant availability) P2; \$21,700-28,200 11-22-95 Medicine/Endocrine

RESEARCH SPEC. II (04098RS) P3; \$23,900-31,000 10-2-95 Hematology

RESEARCH SPEC. II (09418RS) (End date: two yrs. limit, then contingent on funding) P3; \$23,900-31,000 10-6-95 Physiology

RESEARCH SPEC. II (10457RS) P3; \$23,900-31,000 10-12-95 Otorhinolaryngology

RESEARCH SPEC. II (10493RS) P3; \$23,900-31,000 10-23-95 Dermatology

RES. SPEC. II (10500RS) (Ongoing contingent upon funding) P3; \$23,900-31,000 10-26-95 Path. & Lab Medicine

RES. SPEC. II (10516RS) (Ongoing contingent upon grant funding) P3; \$23,900-31,000 10-30-95 Surgery

RESEARCH SPEC. II (09312RS) (On-going contingent upon grant funding) P3; \$23,900-31,000 11-7-95 Pathology & Lab Medicine

RESEARCH SPEC. II (11545RS) (Ongoing contingent upon grant funding) P3; \$23,900-31,000 11-9-95 Pathology and Lab Medicine

RESEARCH SPEC. II (11568RS) (On-going contingent upon grant funding) P3; \$23,900-31,000 11-16-95 Pathology & Lab Medicine

RESEARCH SPEC. II (08172RS) P3; \$23,900-31,000 11-21-95 Genetics

RES. SPEC. I/III (06106RS) P3/P4; \$23,900-31,000/ \$26,200-34,100 6-26-95 Hematology/Oncology

RESEARCH SPEC. III (08240RS) P4; \$26,200-34,100 9-7-95 Radiology

RESEARCH SPEC. III (09421RS) (End date: two yrs. limit, then contingent on funding) P4; \$26,200-34,100 10-6-95 Physiology

RESEARCH SPEC. IV (10496RS) P6; \$31,900-40,600 10-25-95 Microbiology

RESEARCH SPEC. IV (10509RS) (End date: 6/30/98) P6; \$31,900-40,600 10-30-95 IHGT

RES. SPEC. IV (11567RS) (On-going contingent upon grant funding) P6; \$31,900-40,600 11-16-95 OB-GYN

SYS. ANALYST II (05026JZ) P7; \$35,000-43,700 5-10-95 Ophthalmology

P-T (ASSOC. DIR. IV) (17.5 HRS) (02089JZ) P6; \$13,100-17,050 3-1-95 CCEB

P-T (RESEARCH SPEC. I) (20 Hrs.) (09379JZ) (End date: 8/31/96) P2; \$12,400-16,114 10-2-95 Geriatric Medicine

P-T (RESEARCH SPEC. II) (10506RS) P3; \$11,950-15,500 11-16-95 Genetics

ADMIN. ASST. III (11553JZ) G11; \$19,900-25,300 11-15-95 Office of International Medical Programs

NURSE ASST. II (40Hrs.) (08234RS) G8; \$17,943-22,400 11-16-95 Dermatology

OFFICE SYS. COORD. (10467JZ) G11; \$19,900-25,300 10-13-95 CCEB

OPERATOR, COMP COMP II (09353JZ) G10; \$18,700-23,300 9-19-95 CCEB

RESEARCH LAB TECH I (40 Hrs.) (09368RS) (End date: 8/30/97) G7; \$16,571-20,686 10-30-95 IHGT

RESEARCH LAB TECH. III (40 Hrs.) (08174RS) G10; \$21,371-26,629 8-8-95 Anesthesia

RESEARCH LAB TECH III (09311RS) G10; \$18,700-23,300 9-11-95 Psychiatry

RESEARCH LAB TECH. III (09310RS) (On-going contingent upon grant funding) G10; \$18,700-23,300 9-11-95 Pathology & Lab Medicine

RESEARCH LAB TECH. III (06129RS) G10; \$18,700-23,300 9-20-95 Orthopaedic Surgery

OPPORTUNITIES at PENN

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

RESEARCH LAB TECH. III (40 Hrs.) (06019RS) (*Ongoing contingent upon funding*) G10; \$21,371-26,629 10-26-95 Surgery/Neurosurgery

RESEARCH LAB TECH III (10505RS) (*Ongoing contingent on funding*) G10; \$18,700-23,300 10-30-95 Biochemistry & Biophysics

RES. LAB TECH III (03032RS) (*On-going contingent on funding*) G10; \$18,700-23,300 10-31-95 Path. & Lab Med.

RESEARCH LAB TECH. III (11554RS) (*Ongoing contingent upon grant funding*) G10; \$18,700-23,300 11-10-95 Pathology & Lab Medicine

SEC'Y IV (40 Hrs.) (11544JZ) (*On-going contingent upon grant funding*) G9; \$19,543-24,457 11-16-95 Surgery/Neurosurgery

SEC'Y V (40 Hrs.) (07140JZ) G10; \$21,371-26,629 10-2-95 Psychiatry

SEC'Y, SR. (05083JZ) G11; \$19,900-25,300 10-26-95 Vice Dean for Education

SEC'Y, SR. (09393JZ) G11; \$19,900-25,300 11-20-95 Genetics

P-T (COLLECTION ASS'T.) (08276JZ) G10; \$10,275-12,802 8-31-95 Ophthalmology

P-T (EDITORIAL ASS'T. I) (21 Hrs.) (11569JZ) (*End date: 6/30/99*) G10; \$10,275-12,802 11-17-95 General Internal Medicine

P-T (RESEARCH LAB TECH III) (20-25 Hrs.) (10443RS) G10; \$10,274-12,802 10-10-95 Clinical Research Center

P-T (SECURITY OFFICER) (22 Hrs.) (05073JZ) (*Considered essential employee & as such is required to make it to work regardless of weather or other factors*) (Sat. & Sun., 9 a.m.-9 p.m.) G8; \$8,626-10,769 9-28-95 Arch. & Fac. Mgmt.

NURSING

Specialist: Ronald Story

COORD. II (11607RS) Assist faculty, staff and students in the direct use of ITC microcomputer lab hardware and software; coordinate student access to E-mail, PennNet & Internet resources; supervise & coordinate workstudy responsibilities and daily activities of the lab; collaborate with faculty on the use of software for course related programs; maintain ITC software & hardware; troubleshoot computer related technical problems; prioritize and delegate responsibilities and tasks. **Qualifications:** BA/BS or equivalent; minimum three yrs. experience in a computer lab; preparation and production of computer generated materials; broad based and technical knowledge of a variety of hardware systems and software applications; PC and MAC a must; supervisory experience preferred; ability to work and interact with faculty students and staff. **Grade:** P2; **Range:** \$21,700-28,200 11-29-95 Nursing

INFO. MGMT. SPEC. II (11580RS) Support a consortium of ITC based computer graphics a new media project; design, author & introduce graphics, multimedia, CD-ROM, PennNet and computer based digital media; function as a strong faculty & student advocate for advancing the effective use of these technologies; research new and emerging multimedia technologies and advise on potential direction and standards. **Qualifications:** MA/MS (or BA/BS with extensive exp.) in a relevant field with progressive responsibilities; at least three yrs. exp. in support operations in an academic environment; technical knowledge of wide range of multimedia hardware systems, software development applications, peripherals and related networking technologies; strong oral and written communication, project management ability and proven organizational skills a must; training development & delivery exp. preferred. **Grade:** P6; **Range:** \$31,900-40,600 12-1-95 Nursing

P-T (MGR., PROJECT II) (20 Hrs.) (09420RS) Manage and coordinate day to day activities; maintain records and budgetary forms; oversee the implementation of specified study protocols; identify and recruit subjects; schedule meetings; make travel arrangements; schedule use of equipment and facilities; obtain growth measurements on infants in the study. **Qualifications:** Master's in nursing required, specialization in perinatal or neonatal field pref.; five yrs. exp. in a level two or three neonatal intensive care unit; RN licensure in PA; knowledge & clinical exp. in counseling mothers who deliver low birthweight or preterm infants in breast-feeding. **Grade:** P7; **Range:** \$17,500-21,850 11-17-95 Nursing

ADMIN. ASS'T. II (37.5 Hrs.) (10494RS) (*Schedule: Mon-Fri, 10:30 a.m.-7 p.m.*) G10; \$20,036-24,964 10-24-95 Nursing

PRESIDENT

Specialist: Susan Curran/Janet Zinser

ASSOC. DIR. INDIVIDUAL GIFTS (09366JZ) P7; \$35,000-43,700 9-21-95 Dev. & Alum. Rels.

ASSOC. EXEC. VP MED. CTR. DEV. (05044JZ) Ungraded; Blank 5-15-95 Med. Ctr. Dev.

DEVELOPMENT OFFICER II (07082JZ) P10; \$47,400-59,200 7-19-95 Dev. & Alum. Rels.

DIR. ALUMNI RELATIONS (09309JZ) P11; \$54,500-68,200 9-7-95 Dev. & Alum. Rels.

DIR. DEVELOPMENT RESEARCH (11585JZ) P8; \$38,500-48,100 11-22-95 Dev. & Alum. Rels.

DIR., UNIVERSITY COMMUNICATIONS (10473SC) Blank 10-18-95 University Relations

EDITOR, ALUMNI MAGAZINE (11572JZ) P9; \$42,300-52,900 11-16-95 Dev. & Alum. Rels.

EXECUTIVE DIR. RESOURCE, PLANNING & BUDGET (09344SC) Ungraded; Blank 9-14-95 Office of the President

MAJOR GIFTS OFFICER II (06054JZ) P8; \$38,500-48,100 6-14-95 Med. Ctr. Dev.

MGR. VI (11546JZ) P7; \$35,000-43,700 11-8-95 Dev. & Alum. Rels.

PROG. ANALYST I (08194JZ) P4; \$26,200-34,100 8-11-95 Dev. & Alum. Rels.

PUBLICATIONS DESIGN SPEC. (10449JZ) P5; \$28,800-37,600 10-10-95 Dev. & Alum. Rels.

SENIOR WRITER (11584JZ) P7; \$35,000-43,700 11-22-95 Dev. & Alum. Rels.

STAFF WRITER II (04062JZ) (*Two writing samples must accompany application*) P3; \$23,900-31,000 4-24-95 Dev. & Alum. Rels.

STAFF WRITER III (08199SC) (*Two writing samples must accompany application*) P5; \$28,800-37,600 8-14-95 Office of the President

ADMIN. ASS'T. I (11573JZ) G9; \$17,100-21,400 11-16-95 Dev. & Alum. Rels.

ADMIN. ASS'T. II (03041JZ) G10; \$18,700-23,300 10-10-95 Dev. & Alum. Rels.

PROVOST

Specialist: Clyde Peterson

ADMIN. ASS'T. III (11611CP) Schedule reference staff for desk coverage & instructional sessions; create & maintain dept. publications & convert them to html documents; create & maintain statistics for dept. activities; publicize activities on listservers, newgroups, electronic calendar, e-mail & in print; maintain time-reporting for reference staff; provide first level contact for phone & e-mail communication with dept.; maintain all supplies; handle incoming & out-going mail. **Qual.**: H. S. grad.; post-h.s. business training or equivalent; at least two yrs. exp. at AAII level or comparable background; proven organizational skills a must; excellent oral & written communication skills necessary; proficient with electronic info. systems; exp. with Word for Windows, Lotus 1-2-3, dBase & PageMaker pref.; some knowledge of academic libraries desirable. **Grade:** G11; **Range:** \$19,900-25,300 11-29-95 Univ. Libraries/Reference

P-T (PHOTOGRAPHER I) (20 Hrs.) (11605CP) Photograph 35mm slides from reproductions in books & originals on color & b&w film using prescribed settings & filters; schedule photo. orders; check & return library materials; take slide collection camera to locations to photograph books or objects which can't be brought to studio; test use bulk rolls of film & monitor photo. supplies; may deliver and pick-up film or other supplies; may train student to use equipment; may participate in special assignments. **Qual.**: H. S. grad., some college pref.; two yrs related exp. required; exp. with 35mm color & b&w photography; ability to use bulk rolls of film; exp. with copy work helpful; demonstrated ability to meet deadlines. **Grade:** G7; **Range:** \$7,967-9,945 11-29-95 Univ. Libraries-Fine Arts/Slide Collections

ASS'T. COACH I (07132CP) P3; \$23,900-31,000 7-28-95 DRIA

CHAPLAIN (08247CP) Ungraded 8-23-95 Provost's Office

EDITORIAL ASS'T. I (10461CP) G10; \$18,700-23,300 10-16-95 University Press

HELP DESK ANALYST (10477CP) P4; \$26,200-34,100 10-18-95 Info. Systems & Computing

HELP DESK ANALYST, SR. (06143CP) P6; \$31,900-40,600 8-18-95 Info. Sys. & Computing

INFO. SYS. SPEC. I/II (09334CP) P3/P5; \$23,900-31,000/28,800-37,600 9-14-95 University Libraries

INFO. SYS. SPEC. III (09335CP) P3/P5; \$23,900-31,000/28,800-37,600 9-14-95 University Libraries

INFO. MGMT. SPEC. II (08191CP) P6; \$31,900-40,600 CRC

INFO. MGMT. SPEC. II (08192CP) P6; \$31,900-40,600 8-14-95 CRC

INFO. SYS. SPEC. II (000439CP) P5; \$28,800-37,600 6-16-95 Biomed Library

INTERN ATHLETICS (07110CP) (*End date: 11 mo. from start date*) Blank; \$10,000 7-27-95 DRIA

PROG. ANALYST II (09365CP) P6; \$31,900-40,600 9-21-95 IRHE

RESEARCH SPEC. IV (08303CP) P6; \$31,900-40,600 9-7-95 LRSM

SYS. ANALYST II (11558CP) P7; \$35,000-43,700 11-10-95 UMIS

SYS. PROG. IV (01040CP) P9; \$42,300-52,900 5-1-95 DCCS

TECH. TRAINING SPEC. (06085CP) P5; \$28,800-37,600 6-21-95 Technology Learning Services

VICE PROVOST FOR RESEARCH (08248CP) Ungraded 8-25-95 Provost's Office

AIDE LAB ANIMAL (40 Hrs.) (07016CP) (07017CP) (*May include shifts other than M-F, overtime, weekends & holiday work*) G5; \$14,286-17,486 7-10-95 ULAR

OFFICE ADMIN. ASS'T. I (08228CP) G9; \$17,100-21,400 8-18-95 Annenberg Center

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

TECH. VET TRAINEE (40 Hrs.) (09361CP) (*May include overtime, holiday work & weekends*) G7; \$16,571-20,686 9-20-95 ULAR

LTD. SVC. (SALES CLERK) (09307CP) (*Schedule: 12-6 p.m., eves. & weekends required*) \$10,413-\$12,745 9-11-95 Annenberg Ctr.

LTD. SVC. (SALES CLERK) (10526CP) G5; \$10,412-12,745 11-6-95 Annenberg Center

LTD. SVC. (THEATER TECH) (10521CP) (*Sched.: some eves. & wknds.*) G8; \$13,078-16,327 11-1-95 Annenberg Ctr.

P-T (ADMIN. ASS'T. I) (20 Hrs.) (10507CP) G9; \$9,396-11,758 10-27-95 Special Collections-University Libraries

P-T (ADMIN. ASS'T. I) (20 Hrs.) (07135CP) G9; \$9,396-11,758 11-1-95 South Asia Reading Room

VETERINARY SCHOOL

Specialist: Nancy Salvatore

ASS'T. TO CHAIRMAN I (10525NS) P1; \$19,700-25,700 11-6-95 Pathobiology

FISCAL COORD. I (10531NS) P1; \$19,700-25,700 11-6-95 Animal Biology

RESEARCH SPEC. I (08190NS) P2; \$21,700-28,200 8-11-95 Pathobiology

RESEARCH SPEC. III/IV (07136NS) (*Position in Kennett Square, PA; no public transportation*) P4/P6; \$26,200-34,100/\$31,900-40,600 10-13-95 Clinical Studies-NBC

STAFF VET. (07101NS) (*Position in Kennett Square; no public transportation*) Blank 7-25-95 Clinical Studies-NBC

LAB ASS'T. II (09327NS) G8; \$17,943-22,400 9-13-95 VHUP-CLM

RES. LAB TECH III (40 Hrs.) (06040NS) (*Position in Kennett Square, PA; no public transportation*) G10; \$21,371-26,629 6-12-95 Clinical Studies/NBC

RES. LAB TECH III (40 Hrs.) (07025NS) (*End date: one year; continuation contingent on funding*) (*Position in Kennett Square, PA; no public transportation*) G10; \$21,371-26,629 7-11-95 Clinical Studies/NBC

RES. LAB TECH III (40 Hrs.) (07100NS) (*Position in Kennett Square, PA; no public transportation*) G10; \$21,371-26,629 7-25-95 Clinical Studies-NBC

RESEARCH LAB TECH III (10524NS) G10; \$18,700-23,300 11-1-95 Pathobiology

SEC'Y V (11532NS) G10; \$18,700-23,300 11-7-95 Small Animal Hospital

Classifieds

FOR RENT

3xx Sloan Street. Charming 2-story rowhome in quiet block close to campus. Architect renovated. 2 large bedrooms, wood floors, skylight, French doors to back yard and patio, wood burning stove, central air conditioning, gas heat, hot water and stove. Washer, full basement, plenty of storage space. \$600/mo. plus utilities. Call (215) 546-7586.

WANTED

Housemate wanted. Manayunk, 3-story house, yard, w/d. \$275. 482-6769.

ATTENTION

Patsy Cline Fan Club. \$10/year. Call Bob Arnosky 898-5589

SEC'Y TECH/MED/SEC'Y TECH/MED, SR. (11551NS) G9/G10; \$17,100-21,400/\$18,700-23,300 11-13-95 Radiology/Cardiology
SEC'Y TECH/MED/SEC'Y TECH/MED, SR. (11552NS) G9/G10; \$17,100-21,400/\$18,700-23,300 11-13-95 Surgery
TECH, LAB ANIMAL (40 Hrs.) (10508NS) (*Position in Kennett Square, PA; no public transportation*) G9; \$19,543-24,457 10-30-95 NBC
TECH, VET. III (40 Hrs.) (09326NS) (09328NS) (09329NS) (*Schedule: rotating/ nights/weekends*) G8/G10; \$17,943-22,400/\$21,371-26,629 9-13-95 VHUP
TECH, VET. III (40 Hrs.) (09411NS) G8/G10; \$17,943-22,400/\$21,371-26,629 10-4-95 Large Animal Hospital

VICE PROVOST/UNIVERSITY LIFE

Specialist: Clyde Peterson

ASS'T. DIR. RESIDENTIAL MAINTENANCE (07043CP) (*End date: 6/30/97*) P6; \$31,900-40,600 7-13-95 Resid. Maintenance

PRODUCTION COORD., WXPX (11563CP) (*On-going contingent upon grant funding*) P1; \$19,700-25,700 11-15-95 WXPX

SEC'Y IV (08202CP) G9; \$17,100-21,400 8-14-95 Academic Support

WHARTON SCHOOL

Specialist: Janet Zinser

COORD. II (11562JZ) Organize & manage Vice Dean's office; supervise application, admission & graduation process for 800 applicants & 200 resident doctoral students; counsel students & applicants; maintain admin. records of student academic progress; set work goals & hold responsibility for effective functioning of application, admission, counseling & graduation processes. **Qual.:** College deg. pref.; three-five yrs. progressively responsible administrative exp. pref. in higher educ. setting; excellent interpersonal skills with ability to communicate effectively & diplomatically with diverse population; demonstrated good customer service skills & service oriented manner; detail oriented with excellent follow-up skills; computer literate. **Grade:** P2; **Range:** \$21,700-28,200 11-29-95 Doctoral Progs.
P-T (ADMIN. ASS'T. II) (25 Hrs.) (115616JZ) Answer phones & inquiries about program; maintain dept. files; maintain course info. using spreadsheet software; type letters & other docs.; perform general clerical duties; assist coord. **Qual.:** H.S. grad. or equiv.; two yrs. exp. in clerical/secretarial work; type 45 wpm; strong computing skills; exp. using word processing & spreadsheet packages on PC pref.; strong phone & interpersonal skills essential. **Grade:** G9; **Range:**

\$9,396-11,758 12-1-95 Wh. Communications
ASSOC. DIR. V (07066JZ) P7; \$35,000-43,700 11-6-95 External Affairs
COORD. I (11562JZ) P1; \$19,700-25,700 11-15-95 Doctoral Programs
DIR. VII (11535JZ) P10; \$47,400-59,200 11-8-95
INFO. SYS. SPEC. I (08253JZ) P3; \$23,900-31,000 8-24-95 WCIT
MAJOR GIFT OFFICER III (11549JZ) (11550JZ) P7/P8; \$35,000-43,700/\$38,500-48,100 11-10-95 External Affairs
PROG. ANALYST III (09354JZ) P4/P6; \$26,200-34,100/\$31,900-40,600 9-19-95 WCIT
PROG. ANALYST II (09387JZ) P6; \$31,900-40,600 9-28-95 Statistics
PROG. ANALYST II/III (10528JZ) P6/P7; \$31,900-40,600/\$35,000-43,700 11-8-95 WCIT
TECH. WRITER (09417JZ) (*Final candidates may be asked to submit a writing sample*) P6; \$31,900-40,600 10-4-95 External Affairs
TECH. WRITER/EDITOR (09419JZ) (*Final candidates may be asked to submit writing sample*) P8; \$38,500-48,100 10-4-95 Deputy Dean
OPERATOR, DUP. MACH. IV (10529JZ) (*No vacation will be approved during Aug., Sept., Dec. & Jan.*) (*Overtime is a requirement of this position*) (*Schedule: 5 p.m.-1 a.m.*) G10; \$18,700-23,300 11-3-95 Wharton Repro.

The University of Pennsylvania Cancer Center announces the availability of two types of seed money grants for faculty to conduct cancer-related research projects. Awards vary in terms of eligibility criteria, budget periods and maximum dollar awarded.

I. For Junior Faculty: American Cancer Society Institutional Research Grants

Description and Eligibility Criteria: Through its American Cancer Society Institutional Research Grant (ACS IRG), the University of Pennsylvania Cancer Center will provide partial support to full-time University faculty for cancer-related research. The stated purpose of the ACS IRG is to provide seed money to *junior faculty members* (*Assistant Professor or Instructors, but not post-doctoral fellows*) to initiate promising new research projects so they can obtain preliminary results that will enable them to compete successfully for national peer-reviewed research grants. Hence, investigators who have a peer-reviewed national research grant or have previously received support from the Cancer Center ACS IRG are not eligible. Seed money grants from \$5,000 to \$15,000 will be awarded for the exploration of new developments in basic, clinical and cancer control research. Behavioral sciences or health services research related to cancer are eligible for these awards. Covered costs include laboratory personnel costs (non-faculty), data manager or research nursing support, laboratory supplies, animals, and small equipment; no travel or patient costs are allowed.

Application Deadline: The deadline for submitting a completed ACS IRG grant application is *January 15, 1996*.

Award Period: The award period for the ACS IRG grant will be for one year (7/1/96-6/30/97). This grant is non-renewable.

For More Information or an Application: University faculty from all Schools and Departments are invited to obtain application forms and instructions from Cancer Center Administration, 12 Penn Tower, 662-7328. Please specify for which grant you are applying when calling. Note that if eligible, faculty may apply for both awards using the same research project proposal description and budget since the application forms for these grants are similar. A space is provided on the application form to specify which grant (or both) for which the individual is applying.

II. For All Faculty Levels: Cancer Center NCI Core Grant Pilot Project Grants

Description and Eligibility Criteria: Through its National Cancer Institute Core Support Grant, the University of Pennsylvania Cancer Center will provide seed money grants *up to \$25,000* to *University faculty members at any level* for innovative cancer research projects that have the potential for national peer reviewed grant funding. Investigators who have already received peer-reviewed funding for their proposed projects will not be eligible for this award. Investigators who have not previously conducted cancer research, but are proposing a cancer-related project are encouraged to apply. Covered costs include faculty salaries, laboratory personnel costs, data management or research nursing support, laboratory supplies, animals, and small equipment; no travel or patient costs are allowed.

Application Deadline: The deadline for submitting a completed Pilot Project grant application is *January 15, 1996*.

Award Period: The award period for the Pilot Project grant will be from March 1, 1996 to November 30, 1996. This grant is non-renewable.

For More Information or an Application: University faculty from all Schools and Departments are invited to obtain application forms and instructions from Cancer Center Administration, 12 Penn Tower, 662-7328. Please specify which grant you are applying when calling. Note that if eligible, faculty may apply for both awards using the same research project proposal description and budget since the application forms for these grants are similar. A space is provided on the application form to specify which grant (or both) for which the individual is applying.

— Tracey Griffin, Research Administrator
 University of Pennsylvania Cancer Center

French Embassy Fellowships

The French government is offering scholarships to help cover the cost of conducting research in France. The fellowships are available for current Ph.D. students; those who have received their doctorate in the last three years may also apply for the science/technology fellowships. Applicants must be U.S. citizens and registered in a university in the U.S. Both fellowships cover health insurance and a round-trip ticket to France. For information on campus about the scholarships, contact the French Institute for Culture and Technology, 573-3550.

I. Chateaubriand Scholarships for Science and Technology Research

Starting in September 1996, 6- to 12-month fellowships are available, with a monthly stipend of \$1800 for a doctoral fellow and \$2400 for a post-doctoral fellow.

Scholars will research in a French university, engineering school or public laboratory. Candidates must contact the host institution to secure a position before applying.

Candidates already participating in an exchange program with a French research team or within a university affiliated with the desired host institution in France will receive special consideration. Some fellowships are co-sponsored by French companies.

For further information, please contact:

The Embassy of France
 Department of Science and Technology
 4101 Reservoir Road, NW
 Washington, DC 20007-2176
 Phone: (202) 944-6246
 Fax: (202) 944-6244
 Email: chateaubriand@amb-wash.fr

Applications must be received *before December 31, 1995*.

II. Chateaubriand Scholarships for Humanities Research

Scholarships are available for research in French studies in literature, the arts, history, and social sciences in association with a French institution.

The scholarships include a monthly stipend of 9,000 francs for nine months.

For further information, contact:

French Cultural Services
 972 Fifth Avenue
 New York, NY 10021

Applications must be received *before February 1, 1996*.



From the A-3 Assembly: A Holiday Bazaar Plus...

The call is out from the A-3 Assembly for vendors of clothing, food or crafts who want to take tables (at \$20) for the Assembly's December 15 Holiday Bazaar in Bodek Lounge, Houston Hall—the only holiday sale there this year, since the one sponsored by the student-based SPEC (Social Planning and Events Committee) has been cancelled.

The bazaar runs from 10 a.m.-3 p.m., and vendors need not be A-3s. To reserve a table, or for more information: Debra Smiley, 898-7530; Lois Porten, 898-4969.

...a Unique Gift Idea

The holidays are coming and you don't know what gift to purchase? Buy some tickets to the New Jersey State Aquarium from the A-3 Assembly.

The tickets, \$6.50 for children and \$7.50 for adults, make great stocking stuffers. Contact me at 898-9722 or at noelreid@a.chem.

—Patricia Noel-Reid, Chair
A-3 Benefits Committee

Amazulu Market Place: December 9 and 10

The fifth annual holiday event in Hopkins Hall, International House, noon to 6 p.m. features African crafts, storytelling and a jewelry workshop. Entrance fee: \$1; information: Cassandra Green, 898-7108.

Operation Santa Claus: Donations by December 15

We have started working on the details for this year's Operation Santa Claus for the young and senior citizens. This year we will combine the past two successful years by hosting a party for three local West Philadelphia Nursing Homes and St. Vincent's Orphanage. Last year's event for the shut-ins at the Nursing Homes was a very special day for all. The elderly from Mercy Douglas, The Ralston House and Stephen Smith Nursing Homes along with children who live at St. Vincent's Orphanage will be treated to a holiday luncheon and gifts from Santa on Thursday, December 21st at the Faculty Club. Some of our senior citizen friends have little or no family and in many cases would spend the holidays in the home alone, the same is true for the children at the orphanage. Last year's party was an overwhelming success, over 800 gifts were collected and distributed to all the guests who loved it.

We're asking for your help once again. We are in need of approximately 400 + gifts for the senior citizens and 100 + for the children at St. Vincent's. Anyone who can make a monetary donation instead of a gift would also be very much appreciated. The money is needed to cover the cost of the luncheon and transportation and additional gifts that are needed. All those interested in a participating in this year's project, or those who want further information, please contact Yvonne or John at 898-4210 or 898-7239, respectively, those in Physical Plant can also contact George Rael in the Locksmith's Shop.

Below is a list of gifts that would be appreciated. Simply choose something off the list, wrap it with a label on the outside of the package marked with what the item is, identify whether it is for a male or a female and the size if applicable. But please if you are planning to participate, please contact us and let us know so we can be sure that all the children and elderly attending will receive a gift.

Sweat pants/Shirts (Men's large & XL) (Ladies medium & large), Socks (Men's white and dark), Ladies' Dusting Powder, Men's t-shirts & undershirts & thermals (large & XS), Ladies Thermals (medium & large), Slippers (with back out, not sock type) (men's medium and large) (women's small, medium and large), Men's and women's sweaters and sweater vests (all sizes), Trivia games, puzzles, chess, checkers, and old card games

Please baring all gifts and donations by December 15th. There has always been a lot of interest from our staff and friends around campus. We are hoping that you will again be able to help. Please help make this another successful holiday project full of joy and giving for the children and the elderly.

—John De Long, Senior Director
—Yvonne Oronzio, Admin. Ass't. and Secretary to Sr. Dir.
Student Financial Services Operations

Holiday Toy/Food Drive

Penn VIPS is sponsoring a drive to provide toys, gifts and food to children and adults in need in the West Philadelphia area on December 1-20.

Toys and food will be donated to St. Barnabas Mission, a shelter for men, women, and children. Donations will also be given to individual families in need, and to other organizations.

Don't forget that we seek gifts for children of *all* ages; the parents of these children could use some holiday cheer, too!

If you wrap your gift, please indicate the age and gender appropriate for the gift!

Drop-Off Points are:

Book Store	3729 Locust Walk	Velda Bentley	898-5920
College Hall	Room 202	Jo-Ann Zoll	898-7599
Franklin Bldg.	Room 728	Bonnie Ragsdale	898-2020
Houston Hall	Room 200	Tania Caceres	898-4831
Museum	Receptionist	Bonnie Crosfield	898-4001
Van Pelt Library	Shared Catalog	Rachelle Nelson	898-5938
Veterinary School	Room 111	Trish DiPietrae	898-8842
Wharton	Information Desk	Bob Zarazowski	898-1291
3401 Walnut St.	Room 234A	Phylliss Vizzachero	898-7903
3401 Walnut St.	Room 233A	Jeannette Booker	898-1906
3927 Walnut St.	Front Desk	Lt. Sue Holmes	898-4481

—Bonnie Ragsdale, Staff Asst. to EVP

Caterers On the Web

The Purchasing Office has recently posted the list of approved caterers on their home page. There are currently some 44 names on the "constantly changing" list according to Carol Brandt. The URL is <http://www.upenn.edu/purchasing/>. From there, one would look under Commodity Information and find Catering Services. She said that the list will be updated as frequently as needed to reflect the vendors' change in eligibility to serve the University community.

20th Annual Sale•A•Bration: Dec. 6-9

The Book Store's 20th Annual Holiday Sale•A•Bration begins at 10 a.m. on Wednesday, December 6 and continues through Saturday, December 9. There will be discounts, demonstrations by various vendors and free raffles as well as photos with Santa.

Most items will be 20%-off except *New York Times* bestsellers, texts, special orders, out-of-print search, Computer Connection, Jostens ring orders, Compus discount cards, Penn phone cards, My Favorite Muffin and Clinique. However, some items will be 30%-off with coupons from a Book Store flyer recently sent to Penn and HUP faculty, staff, and graduate students.

Wednesday there will be free gift wrapping, 10 a.m.-8 p.m.; complimentary mini-muffins, coffee and tea by My Favorite Muffin, 10 a.m.-noon, and complimentary refreshments, 5-8 p.m. Thursday-Saturday, gift wrapping is available for a charge of \$2 per package.

For more info about hours, sales, and special events, see the Book Store's World Wide Web homepage at <http://www.upenn.edu/bookstore/>.

Museum Shop Coupons: Dec. 12-17

The University Museum Shop Surprise Coupons will be back again just in time for the holidays. Each coupon features a discount of either 10%, 15%, 25%, 50%, 75%, and 100% for merchandise. Every coupon is guaranteed to be at least a 10% discount and one in four is higher. The offer is good for all Penn faculty, staff and students, Penn Tower employees, as well as HUP and CHOP employees.

If a coupon is not received through intramural mail, they will be available in the Shop. The coupons are valid only at the University Museum Shop and only if revealed by Museum Shop personnel at the time of purchase. This sale runs from Tuesday, December 12 through Sunday, December 17. The shop is open Tuesday-Saturday, 10 a.m.-4:15 p.m. and 1-4:45 p.m. on Sunday.

Bazaar Shop Sales: Dec. 4-17

The Bazaar Shop of International House invites Penn faculty, staff and students to save 10% off all merchandise now through December 17. With a PennCard, multi-cultural gifts such as jewelry, pottery, masks and musical instruments will be discounted. The international selection spans the globe—from American Southwest dream-catchers to Zulu beadwork. The shop is open Monday through Friday 11 a.m.-7:30 p.m., Saturday and Sunday noon-5 p.m.

On Saturday, December 16, the Bazaar Shop will feature a special shopping section for children to shop for their parents, siblings and others on their list. Specially selected items will be available in the price range from \$1-\$10. This is in conjunction with a children's concert at 1 p.m. sponsored by the Folklife Center's Music Series for Children. For tickets: 895-6546.

Crime Alert—Flim Flam

On Thursday, November 30, 1995 at approximately 2 p.m., Penn student was approached by a male who committed a theft commonly known as a "flim flam." In this incident, the actor first telephoned the student at his residence (High Rise East) and identified himself as a member of Alpha Psi Omega fraternity (Howard University, Class of 1960s).

The actor asked to meet the student who then gave the male directions to his residence from Steinberg Hall-Dietrich Hall. The actor then handed the phone over to an unidentified female who confirmed the directions with the student. Shortly thereafter, the student met the actor in the lobby of High Rise East. There, the actor told the student that he had inadvertently locked his keys (and his briefcase containing all of his money) inside his vehicle and West Philadelphia Locksmith needed \$50 up front. The actor also stated that he was staying at the University City Sheraton Hotel and he wrote down his name, room and telephone numbers, handing the piece of paper to the student. The student then withdrew \$50 from the automated teller machine (ATM) located in the residence lobby and gave the money to the actor. Later, the student attempted to verify the information given to him by the actor with negative results.

Actors are described as follows:

Black Male, 50 years old, 5'11", 180-200 lbs., dark complexion, mustache, small beard and black hair. Last seen wearing: Long tan overcoat over a grey suit with a multi-colored tie.

Female: No further description available.

Safety Tips:

- Do not give personal information to strangers over the telephone or if stopped on the street. If someone needs assistance, direct him or her to the Penn Police Department (3914 Locust Walk, 898-7297) or to the nearest Emergency Blue Light phone. We will be happy to serve him/her.
- If the stranger declines assistance, call the police to report the location and circumstances of persons claiming to be in trouble.
- If a proposal sounds too good to be true, it usually is!
- As always, when there is a problem, use the Emergency Blue Light phones for immediate contact with the Penn Police Department.

Penn Police 898-7297

Penn Detectives 898-4485

Victim Support 898-4481 // 6600

—Lt. Susan M. Holmes #12

Details of sexual assaults on November 15 and 17 are available at <http://dolphin.upenn.edu/~pwatch/alerts/indassault.html>.

The University of Pennsylvania Police Department Community Crime Report

About the Crime Report: Below are all Crimes Against Persons and Society in the campus report for **November 13 to November 26, 1995**. Also reported were **Crimes Against Property including 69 thefts (3 of autos, 17 from autos, 16 of bikes and parts); 9 burglaries; 10 incidents of criminal mischief and vandalism; 2 incidents of trespassing and loitering; 1 incident of forgery and fraud**. Full reports are in this issue of *Almanac* on the Web (<http://www.upenn.edu/almanac/v42/n14/crimes.html>).—Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department between the dates of **November 13, 1995 and November 26, 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—3, Threats & harassment—13

11/13/95 9:08 AM	3401 Walnut St.	Disturbing envelope left for new employee
11/13/95 2:15 PM	Nichols House	Harassing phone calls received
11/13/95 6:36 PM	Levy Park	Complainant reports being harassed by unk. male
11/14/95 2:57 PM	Williams Hall	Complainant reports being harassed
11/14/95 3:46 PM	133 S. 36th St.	Complainant reports being assaulted
11/14/95 4:40 PM	Grad Tower B	Numerous wrong number calls received
11/15/95 3:26 PM	University Ave.	Male grabbed and struck complainant
11/15/95 4:44 PM	3609 Locust Wk.	Complainant reports being harassed
11/16/95 3:35 PM	Irvine Aud.	Complainant struck by homeless person
11/17/95 5:09 PM	Johnson Pavln.	Complainant reports being harassed
11/19/95 2:32 AM	English House	Unknown male caller threatened complainant
11/19/95 3:57 AM	Kings Court	Unwanted threatening call received
11/20/95 10:38 AM	Medical School	3 harassing calls received
11/20/95 11:30 AM	E. F. Smith Dorm	Complainant pushed/shoved by 2 persons
11/20/95 3:22 PM	3440 Market St.	Harassing calls received
11/22/95 1:35 AM	Christian Assoc.	Bouncer struck patron
11/26/95 3:08 AM	3400 Blk. Chestnut	Complainant threatened by unknown male with gun

38th to 41st/Market to Baltimore: Robberies (& attempts)—5, Threats & harassment—4

11/13/95 10:56 AM	3948 Delancey	Compl. receiving threats from former boyfriend
11/14/95 4:10 AM	4045 Pine St.	Complainant robbed by unknown suspect w/gun
11/17/95 10:29 AM	Veterinary Hosp.	Harassing phone message left on ans. machine
11/19/95 8:50 PM	4000 Blk. Walnut	Currency taken from compl. by unk. male w/gun
11/20/95 1:01 AM	41st & Delancey	Watch and sweater taken by male with gun
11/20/95 1:33 AM	4100 Walnut St.	2 complainants robbed by male who fled in vehicle
11/20/95 5:49 PM	High Rise North	Unwanted phone calls received
11/22/95 10:20 PM	40th & Ludlow	Taxi driver robbed by customer
11/25/95 12:40 AM	4006 Spruce	Obscene collect calls received from prison

41st to 43rd/Market to Baltimore: Indecent exposure & lewdness—1, Robberies (& attempts)—1, Threats & harassment—1

11/17/95 8:52 PM	4228 Pine St.	Male exposed self/taken to sex crimes
11/21/95 10:50 AM	43rd & Pine	Dispute over dogs/male followed compl's to residence
11/21/95 7:34 PM	300 Blk. St. Mark	Compl. robbed by unk. person with simulated weapon

30th to 34th/Market to University: Robberies (& attempts)—1

11/22/95 9:08 PM	3200 Blk. Walnut	Complainant robbed by unknown suspect
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Outside 30th to 43rd/Market to Baltimore: Sexual assaults—1

11/17/95 4:24 PM	600 University	Unknown male grabbed complainant's buttocks
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Crimes Against Society

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

11/13/95 3:57 PM	38th & Walnut	Male cited for jumping in front of police vehicle
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38th to 41st/Market to Baltimore: Disorderly conduct—1

11/14/95 9:49 PM	4000 Spruce St.	Fight in progress/male arrested
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Update

DECEMBER AT PENN

EXHIBIT

Now

Undergraduate Art Exhibition; fine arts coursework demonstrating the talents of Penn's undergraduate artists; Lower Gallery, Meyerson Hall (Fine Arts). *Through December 8.*

FILMS

6 Documentary films by Barry Dornfield, NYU; part of *Reflections and Refractions: Film, Performance, and Filmed Performance*; 5 p.m.; Rm. 23, Moore Bldg. (Folklore and Folklife; Music).

TALK

7 *Child Support: Panacea or Smoke Screen?*; Irwin Garfinkel, Columbia; Kenneth L. M. Pray Lecture; 7 p.m.; Alumni Hall, Faculty Club. (Social Work).

December at Penn Correction: Gimbel Gym closes December 22 at 4:45 p.m. and reopens January 15.

Almanac

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Phone: (215) 898-5274 or 5275 FAX: 898-9137
E-Mail: almanac@pobox.upenn.edu
URL: <http://www.upenn.edu/almanac>

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

EDITOR	Karen C. Gaines
ASSOCIATE EDITOR	Marguerite F. Miller
EDITORIAL ASSISTANT	Mary Scholl
STUDENT ASSISTANTS	Radhika Chinai, Suma CM, Zack Miller, Stephen Sanford, Sofia Theophilus, Jenny Tran

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The *Compass* stories are written and edited by the Office of University Relations, University of Pennsylvania.

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DESIGNER:	Jenny Friesenhahn
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CLASSIFIEDS:	Ellen Morawetz
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Faculty Senate Committees, 1995-96

Committees Elected by the Senate

Senate Executive Committee

Officers

Donald H. Berry, chemistry, *Past Secretary*
David B. Hackney, radiology/med,
Secretary-elect
David K. Hildebrand, statistics, *Past Chair*
Robert C. Hornik, communication, *Secretary*
Peter J. Kuriloff, education, *Chair-elect*
William L. Kissick, med, *Chair*

At-large Members

Ivar Berg, sociology
Helen C. Davies, microbiology/medicine
Jean Henri Gallier, computer & info sci
Louis A. Girifalco, materials sci & engr
John G. Haddad, endocrinology
Paul R. Kleindorfer, operations & info mgmt
Robert F. Lucid, English
Mitchell Marcus, computer & info science
Ellen Prince, linguistics
Martin Pring, physiology/medicine
Cynthia Scalzi, nursing
Vivian Seltzer, social work

Staff: Carolyn P. Burdon, exec asst to the Faculty Senate Chair; Ms. Burdon staffs SEC and the committees marked (*) below.

Members Elected by Constituency

1. Larry Gross, communication
 2. Robert F. Engs, history
 3. Renata Holod, history of art
 4. *To be named*, mathematics
 5. Eric Weinberg, biology
 6. Hendrik F. Hameka, chemistry
 7. Sheila H. Murnaghan, classical studies
 8. Jere R. Behrman, economics
 9. Paul J. Korshin, English
 10. Margaret Mills, folklore & folklife
 11. William R. LaFleur, Asian & Mid East St
 12. Michael Cohen, physics
 13. William F. Harris II, political science
 14. Martin P. Seligman, psychology
 15. S. Philip Morgan, sociology
 16. Denice C. Stewart, dental
 17. Richard A. Gibboney, education
 18. David Luzzi, materials sci & engr
 19. Jay N. Zemel, electrical engr
 20. Anthony R. Tomazinis, city & reg. planning
 21. Charles W. Mooney, law
 22. John G. Monroe, pathology lab medicine
 23. Lawrence Solin, radiation oncology/med
 24. Charles W. Nichols, ophthalmology
 25. Howard Goldfine, microbiology/medicine
 26. Harvey Rubin, medicine
 27. Alan L. Hillman, med & health care systems
 28. Roberta A. Ballard, pediatrics
 29. Kenneth L. Brayman, surgery/medicine
 30. Jane Barnsteiner, nursing
 31. Jane Isaacs Lowe, social work
 32. Leonard J. Bello, microbiology/veterinary
 33. H. Mark Saunders, clinical studies/vet
 34. James D. Laing, operations & info mgmt
 35. Robert P. Inman, finance
 36. Jitendra Singh, management
- Assistant Professor Members*
Sarah H. Kagan, nursing
Mary Susan Lindee, history & sociology science
Kathleen McCauley, cardiovascular nursing

Senate Committee on Academic Freedom & Responsibility*

Terms Expire April 1996
Frank I. Goodman, law
Robert F. Lucid, English
Iraj Zandi, systems, *Chair*

Terms Expire April 1997
Charles Bosk, sociology
David B. Brownlee, history of art
Vicki Mahaffey, English

Terms Expire April 1998
Larry Gross, communication
John C. Keene, city & regional planning
Susan Watkins, sociology

Ex officio
Senate Chair-elect Peter J. Kuriloff, education

Senate Committee on Conduct *

(call Faculty Senate Office for Chair)

Terms Expire April 1996
John A. Lepore, civil systems
Sally H. Zigmond, biology
One to be named

Terms Expire April 1997
F. Gerard Adams, economics
Elijah Anderson, sociology
Arnold J. Rosoff, legal studies

Senate Committee on the Economic Status of the Faculty

Terms Expire April 1996
Charles E. Dwyer, education
Jerry S. Rosenbloom, insurance

Terms Expire April 1997
Laura L. Hayman, nursing
Robert C. Hornik, communication, *Chair*

Terms Expire April 1998
Roger M. Allen, Asian & Mid East Studies
Elizabeth E. Bailey, public policy & mgmt

Ex officio
Senate Chair William L. Kissick, medicine
Senate Chair-elect Peter J. Kuriloff, education
Past Senate Chair David K. Hildebrand, statistics

Committees Elected by the Senate Executive Committee

Senate Committee on Administration*

Leonard J. Bello, microbiology/veterinary
David B. Brownlee, history of art, *Chair*
Stephen Putman, city & regional planning
Cynthia Scalzi, nursing
Henry Teune, political science
Jerry Wind, marketing

Ex officio
Senate Chair William L. Kissick, medicine
Senate Chair-elect Peter J. Kuriloff, education

Senate Committee on the Faculty*

Janet A. Deatrck, nursing
John C. Keene, city & regional planning
Howard Lesnick, law
Rob Roy MacGregor, medicine
Sheila H. Murnaghan, classical studies, *Chair*

Ex officio
Senate Chair William L. Kissick, medicine
Senate Chair-elect Peter J. Kuriloff, education

Senate Committee on Publication Policy for *Almanac**

Jacqueline M. Fawcett, nursing
Phoebe S. Leboy, biochemistry/dental
Ann E. Mayer, legal studies
Martin Pring, *Chair*
Paul F. Watson, history of art

Ex officio
Senate Chair William L. Kissick, medicine
Senate Chair-elect Peter J. Kuriloff, education

Senate Committee on Students and Educational Policy*

Alice Kelley, English
James D. Laing, operations & info mgmt, *Chair*
Marie (Betsy) McNeal, education
Warren Seider, chemical engineering
Mark Steedman, computer & info sci
Lorraine Tulman, nursing
Guy R. Welbon, South Asia Regional Studies

Ex officio
Senate Chair William L. Kissick, medicine
Senate Chair-elect Peter J. Kuriloff, education

Faculty Grievance Commission

Terms expire 6/30/96
Seymour J. Mandelbaum, city planning, *Chair*
Sol H. Goodgal, emeritus microbiology/
medicine, *Past Chair*
Paul R. Kleindorfer, operations &
info mgmt, *Chair-elect*

[The Faculty Grievance Procedure can be found in Section II.E.15 of the Handbook for Faculty and Academic Administrators, on Penn Web and in Almanac 8/30/88, revised Almanac 5/24/94, or contact the Faculty Senate Office, 898-6943.]

The University Council

The University Council, Penn's University-wide governance organization, meets monthly during the academic year to deliberate on campus issues and share information on University projects and progress. Council is advisory to the president and includes representatives of the Faculty Senate, two student assemblies, three staff assemblies; the full membership is shown below.

Council's agenda and formal reports, and much of its debate, appear in *Almanac*. Meetings are open to observers who register their interest in advance by calling the Office of the Secretary (Ms. Vanessa Silva, 898-7005).

Much of the work of Council is done through its committee structure. As noted in the bylaws: "The committees governed by these bylaws are the standing committees of the Council, special committees created by the Council from time to time, and the independent committees."

This insert lists on pages C and D the 1995-96 membership of the standing committees—those "whose activities are directly instrumental in

advancing the work of the Council"—and of the independent committees, which Council "does not directly charge but which may be called upon to report to the Council on specific issues within their purview."

Any member of the University may be asked to serve on committees of the University Council and only members of the University are eligible to do so. Each year, publishing a call in *Almanac* for volunteers and nominations, the Committee on Committees accepts nominations from the various constituencies for membership on the standing committees with the exception of the Committee on Research, and on the independent committees with the exception of the Committee on Open Expression and the Academic Planning and Budget Committee. (These excepted committees' structures are outlined in detail in the Bylaws, published March 21, 1995 and maintained on line.) The Committee on Committees' nominations are forwarded to the Steering Committee, which appoints members.

Additional insight into the workings of the committees can be found in an overview of their charges published in *Almanac* October 10.—Ed.

1995-96 University Council Membership

Steering Committee

Stanley Chodorow	Louis A. Girifalco
Tal Golomb	Larry Gross
David K. Hildebrand, <i>Past Chair</i>	William L. Kissick, <i>Chair</i>
Peter J. Kuriloff, <i>Chair-elect</i>	James D. Laing
Victor Prince	Judith Rodin
Lance Rogers	Harvey Rubin
Victoria Tredinnick	

Elected by the Faculty at Large

* Ivar Berg	Donald H. Berry, <i>Past Secretary</i>
Helen C. Davies	Jean Henri Gallier
Louis A. Girifalco	John G. Haddad
David B. Hackney, <i>Secy-elect</i>	David K. Hildebrand, <i>Past Chair</i>
* Robert C. Hornik, <i>Secretary</i>	William L. Kissick, <i>Chair</i>
Paul R. Kleindorfer	Peter J. Kuriloff, <i>Chair-elect</i>
Robert F. Lucid	Mitchell Marcus
* Ellen Prince	* Martin Pring
* Cynthia Scalzi	Vivian Seltzer

Elected by Faculty Constituencies

<i>Term Expires May 1997</i>	<i>Term Expires May 1996</i>
1 Larry Gross	2 Robert F. Engs
3 Renata Holod	4 <i>To be named</i>
5 Eric Weinberg	6 Hendrik F. Hameka
7 *Sheila H. Murnaghan	8 *Jere R. Behrman
9 Paul J. Korshin	10 Margaret Mills
11 William R. LaFleur	12 Michael Cohen
13 *William F. Harris, II	14 *Martin P. Seligman
15 S. Philip Morgan	16 Denice C. Stewart
17 Richard A. Gibboney	18 David Luzzi
19 *Jay N. Zemel	20 Anthony R. Tomazinis
21 Charles W. Mooney	22 *John G. Monroe
23 Lawrence Solin	24 Charles W. Nichols
25 Howard Goldfine	26 Harvey Rubin
27 Alan L. Hillman	28 *Roberta A. Ballard
29 Kenneth L. Brayman	30 Jane Barnsteiner
31 Jane Isaacs Lowe	32 Leonard J. Bello
33 H. Mark Saunders	34 James D. Laing
35 Robert P. Inman	36 Jitendra Singh

Assistant Professors

<i>Term Expires May 1997</i>	<i>Term Expires May 1996</i>
Sara H. Kagan	Kathleen McCauley
Mary Susan Lindee	

Junior and Research Faculty Members

<i>Term Expires May 1997</i>	<i>Term Expires May 1997</i>
Bernard Bloom	Rose Malague

Undergraduate Students

Lisa Aspinwall (Nursing)	Gil Beverly (Wharton)
Alan Danzig (Wharton)	Tal Golomb (Col)
Kathryn Hassadi (Col)	Christian Hensley (Col)
Meredith Hertz (Col)	Larry Kamin (Col)
Alex Malek (SEAS)	Laurie Moldawer (Col)
Lance Rogers (Col)	Steve Schorr (Col)
Avi Stieglitz (Col)	Hester Wong (Wharton)
Vijay Chattha (Col)	

Graduate/Professional Students

Barbara Bower (Vet)	Morris Davis (GAS)
Owen D. Garrick (Wharton)	Surya Ghosh (GAS)
Bryan Huey (SEAS)	Judd C. Lee (Wharton)
Candace Lewis (Annenberg)	Maureen O'Leary (GAS)
Victor Prince (Wharton)	Brian Ray (GAS)
Consuelo Santiago (Law)	Erick M. Santos (Med)
Daniel R. Saunders (Dental)	Johanna Swift (Nursing)
Alex Welte (GAS)	

Members of the Administration

Malcolm Campbell	Gregory Farrington
Janet Gordon	Anita Jenious
Alan M. Kelly	Norma M. Lang
Valarie Swain-Cade McCoullum	Maureen Rush
Ira Schwartz	

Librarians Assembly Valerie Peña

Penn Professional Staff Assembly Ira Winston

A-3 Assembly Karen Wheeler

ROTC Representative *Captain Michael R. Tollefson

Parliamentarian *Mark Frazier Lloyd

Moderator *William F. Harris, II

Secretary *Constance C. Goodman

(Faculty Senate offices are italicized. Asterisk [*] indicates observer status)

1995-96 Council and Independent Committees

Council Committees

Admissions and Financial Aid

Chair: Robert Giegengack (geology)

Faculty:

Larry Gladney (physics)
William Graham (materials science)
Freida Hopkins Outlaw (nursing)
Warren Seider (chem engineering)
Samuel Z. Klausner (sociology)
Margaret Beale Spencer (GSE)
David Williams (psychology)

Administration:

Susan Duggan (university scholars)

Students:

Morris Davis (GSAS)
Gloria Lee (Wharton '97)
Jon Miller (Col '97)
Joshua Stein (SEAS '98)
Jennifer Forsney (Dental)
Y. Herbert Kim (Wharton)
John Knight (Wharton)

Ex officio:

Terry Conn (VPUL office)
William Schilling (dir student financial aid)
Willis J. Stetson, Jr. (dean of admissions)

Invited guest:

Carrie Spann (assoc dir Wh undergraduate)

Bookstore

Chair: Carl Aronson (pharmacology)

Faculty:

Christopher Hanes (economics)
Paul Korshin (English)
David Reibstein (marketing)
Robert Regan (English)
Ruth York (nursing)

Administration:

Illene Rubin (Van Pelt-Dietrich Library)
Daniel Updegrove (ISC)
Patricia Wallace (medicine)
A-3: Earline Craig (nursing)

Students:

Morris Davis (GSAS)
Meredith Hertz (Col '98)
David Leis (Wh/Col '97)
Ulrike Meier (Wharton)

Ex officio: Michael Knezic (dir Bookstore)

Communications

Chair: James O'Donnell (classical studies)

Co-Chair: Ira Winston (SEAS comp) (PPSA)

Faculty:

Dennis DeTurck (mathematics)
Alan Filreis (English)
Steven Kimbrough (operations & info mgt)
Mark Liberman (linguistics)
John Lubin (management)
Martin Pring (physiology/med)
Burton Rosan (microbiology)

Administration:

Carol Meisinger (dir publications)
Jennifer Conway (comm dir LDI)

A-3:

Gene Haldeman (admissions)
Gregory Smith (Wharton)

Students:

David Shapiro (Col/Wharton '97)
Venkat Krovi (SEAS)
Amy Stover (Col '98)

One grad/professional student to be named

Ex officio:

Barbara Beck (dir news/pub. aff.)
Paul Mosher (v provost & dir libraries)
Steven Murray (v president business services.)
Peter Patton (v provost, info systems & comp)

Community Relations

Chair: Margaret Cotroneo (nursing)

Faculty:

Lauren Arnold (nursing)
Christopher Hasty (music)
Theodore Hershberg (pub.pol./hist.)
Jane Isaacs Lowe (social work)
John C. Keene (city & reg. planning)
Farshid Sanavi (periodontics)
Richard Shell (legal studies)

Administration:

Allison Cannady (development)
Thea Diamond (Annenberg Center)
Bonnie Gibson (ISC)
Helen Walker (real estate)

A-3:

Sarah McLaurin (office of secretary)
Debra Smiley (CPPS)

Students:

Alison Berkowitz (Col/Wh '98)
Marc Leader (Col '97)
Paula D. Jackson (Nursing)
Jennifer Forsney (Dental)

Ex officio:

Glenn Bryan (dir commun. rel)
Mark Fuerst (manager, WXPN)
Robert Glascott (dir recreation)
Stephen Goff (mgng dir Annenberg Center)
John Fry (executive vice president)
Ira Harkavy (dir com. partnerships)
Isabel Sampson-Mapp (dir ARCS)
Gigi Simeone (dir residential living)

Facilities

Chair: Anthony Tomazinis (city & reg plan'g)

Faculty:

Scott Armstrong (marketing)
George Boyajian (geology)
John Engelhart (molec/cell engr Wistar)
Alan Filreis (English)
Frank Norman (psychology)
Mitchell Marcus (CIS)
Dennis Yao (pub.pol. & mgt.)

Administration:

William Canney (dining services)
Jennifer Knapp (SAS)
Mary Jo Pauxtis (dermatology)

A-3:

Nancy Wright (office of student life)
Leslie Thomas (Van Pelt Library)

Students:

Michelle Mussafi (Wh/Col '98)
One undergraduate to be named
Two grad/professional to be named

Ex officio:

Arthur Gravina (VP Facil. Mgt.)
Alice Nagle (coordinator, Program for People with Disabilities)
Ronald Sanders (registrar)

International Programs

Chair: Vivian Seltzer (social work)

Faculty:

Jacques Barber (psychiatry)
Roberto Mariano (economics)
Eva Redei (pharmacology)
Donald Smith (political science)
Patrick Storey (medicine)
Pedro Ponte-Castañeda (mech. engr)
One to be named

Administration:

Gay Washburn (Eng lang programs)

A-3: *One to be named*

Students:

Gerardo Benitez (Wh/Col '99)

Gaurav Grover (SEAS '98)

Michael Hsueh (Wharton)

Bryan Kite (Wharton)

Monika Maul (GSE)

Ex officio:

Joyce Randolph (dir int'l prog)

Library

Chair: Rebecca Bushnell (English)

Faculty:

Peter Fader (marketing)
Eduardo Glandt (chem. engineering)
Steven Kimbrough (op & info mgt)
James O'Donnell (classical studies)
Amos Smith (chemistry)
Nancy Steinhart (AMES)

Administration:

Sharon Bode (Eng. lang. programs)

A-3: *One to be named*

Students:

Joohoan Kim (ASC)
Jane Penner (GSAS)
Jessica Lew (Col '98)
One undergrad to be named

Ex officio:

Paul Mosher (v provost & dir libraries)

Invited Guest: Elizabeth Kelly (dir Biddle Law Library)

Personnel Benefits

Chair: David Hackney (radiology)

Faculty:

Patricia Danzon (health care sys)
Robin Goldberg-Glen (social work)
Paul Lloyd (romance languages)
Karl Otto (German)
Carl Polsky (accounting)
Sheldon Rovin (dental)
David Silverman (AMES)
Robert C. Hornik, communication (liaison, Senate Committee on the Economic Status of the Faculty)

Administration:

Bonnie Gibson (ISC)
Harriet Joseph (SAS)
Daniel Shapiro (planning analysis)

A-3:

Pat Noel-Reid (chemistry)
Yvonne Kline (Bookstore)

Student: *One grad/professional to be named*

Ex officio:

Alfred Beers (comptroller)
Clint Davidson (v president, human resources)
Al Johnson (asst mgr, benefits counseling)
Fina Maniaci (asst mgr, benefits accounting)
Phyllis Lewis (director, human resources)
Barbara Lowery (associate provost)

Committee on Pluralism

Chair: Helen Davies (microbiology/med)

Faculty:

Larry Gladney (physics)
Colin Johnstone (parasitology/vet)
Meryl Littman (clinical studies/vet)
Ann Mayer (legal studies)
Ralph Rosen (classical studies)
Jorge Santiago-Avilés (elec engr)
Susan Sturm (law)

Administration:

Thea Diamond (Annenberg)
Phyllis Lynne Dennis (Greenfld Center)

A-3: Denise Peele (VPUL)

Two to be named

committee continues next page

Council Committees continued

[Pluralism Committee] Students:

Kam Santos (Col '97)
Seema Narayan (Col '97)
Rachael Goldfarb (Col '99)
Three grad/professional to be named

Ex officio:

Elena DiLapi (director,
Penn Women's Center)
Onyx Finney (chr, United Minorities Council)
Scott Reikofski (acting dir frat/soror affairs)
Joyce Randolph (dir international programs)
Isabel Sampson-Mapp (dir ARCS)
Gigi Simeone (dir residential living)
Karen Wheeler (chr., A-3 Assembly)
Terri White (dir acad support prog)
Ira Winston (chair, PPSA)

Recreation/Intercollegiate Athletics

Chair: Edward Lusk (statistics)

Faculty:

Stephen Gluckman (infectious diseases)
Peter Hand (vet)
Alan Heston (economics)
Martin Pring (physiology/med)
Kenneth Shropshire (legal studies)
Walter D. Wales (physics)
One to be named

Administration:

David Espey (English)
Robert Wagner (strength coach)

A-3:

Walter Benjamin (admissions)
ReGina Cantave (UMIS)

Alumni:

Gay Lacy (asst dir alum cncl on admissions)
Hunter Lott (asst devel officer, athletics)

Students:

Larry Kamin (Col '98)
Kelly McCollan (Col '96)
Jeff Pettis (CGS)
One grad/professional to be named

Ex officio:

Steve Bilsky (dir DRIA)
Larry Moneta (associate VPUL)
Willis J. Stetson, Jr. (dean of admissions)

Research

Chair: Ruzena Bajcsy (cis)

Faculty:

Dorothy Brooten (nursing)
John Cebra (biology)
Peter K. Davies (mat'ls science & engr)
Martha Farah (psychology)
Nabil Farhat (electrical engineering)
Daniel Malamud (biochem/dent)
Richard R. Miselis (animal biol/vet)
Mark Rosenzweig (economics)
Steven Sondheimer (ob/gyn)
Arjun G. Yodh (physics)
One to be named

Students:

Larry Kamin (Col '96)
Alfred Wang (Col '97)
Maureen O'Leary (GSAS)
One grad/professional to be named

Ex officio:

Ralph Amado (acting v provost for research)
Anthony Merritt (dir research admin)

Safety and Security

Chair: Sean Kennedy (anesthesia/med)

Co-Chair: Marilyn Hess (pharmacology)

Faculty:

Ann Burgess (nursing)
Howard Goldfine (microbiol/med)
Alan Heston (economics)
John Lepore (civil systems)

Noam Lior (mech engineering)
Jerry Prince (romance languages)

Administration:

John DeLong (stu finan svcs)
Donna DiSciullo (nursing)

A-3:

Betty Thomas (student financial services)
One to be named

Students:

Dwight Arakaki (Col '96)
Jonathan Brightbill (Wharton '97)
Adam Hellegers (Col '96)
Surya Ghosh (GSAS)
One grad/professional to be named

Ex officio:

Barbara Cassel (assistant VPUL)
Elena DiLapi (dir Penn Women's Center)
Robert Furniss (dir transp and parking)
Thomas Seamon (mg dir public safety)
Ex officio:
James Miller (dir fire & occup. safety)
Scott Reikofski (acting dir frat/soror affairs)
Maureen Rush (dir victim support/spl. svcs.)
Isabel Sampson-Mapp (dir ARCS)
Gigi Simeone (dir residential living)

Student Affairs

Chair: Dennis DeTurck (mathematics)

Faculty:

Margaret Cotroneo (nursing)
Stephen Gluckman (medicine)
William Graham (materials science)
Alice Kelley (English)
Jeremy McInerney (classical studies)
Anthony Rostain (psychiatry)
Jan van der Spiegel (elec engr)

Administration

Randall Sims (GSE)
Edwin Ledwell (athletics)

Students:

Jonathan Brightbill (Wh '97)
Adam Cooper (Wharton '97)
Steven Schorr (Col '98)
Alex Welte (GSAS)

One grad/professional to be named

Ex officio:

Frederic Guyott, II (acting U. chaplain)
Larry Moneta (associate VPUL)
Victor Prince (chair, GAPSA)
Lance Rogers (chair, UA)

Independent Committees

Academic Planning & Budget

Chair: Stanley Chodorow (provost)
Michael Wachter (deputy provost)

Faculty:

Linda Aiken (nursing)
Michael Fitts (law)
Louis A. Girifalco (mat'ls science)
Larry Gladney (physics)
Michael Grippi (medicine)
David K. Hildebrand (statistics)
Richard Kihlstrom (finance)
David Leatherbarrow (architecture)
Phoebe S. Leboy (biochem/dent)

Administration:

Stephen Golding, V.P. Finance
Stephen D. Schutt (chief of staff,
president's office)
* John Fry (exec. vice president)
* Paul Mosher (v. provost & dir libraries)

Students:

Karen Schiff (GAS, '96)
Beth Titter (College, '96)
Ben Nelson (Wharton '97)
One grad/professional to be named

Honorary Degrees (1996 Commencement)

Chair: Robin Hochstrasser (chemistry)

Faculty:

Roger M. Allen (AMES)
Stanley Baum (radiology)
Stuart Churchill (chem engineering)
John Hershey (operations & info mgt)
Samuel Preston (sociology)
Charles Rosenberg (hist sociol sci)
Jeffrey Tigay (AMES)

Students: Tamara Dubowitz (Col '96)

Lenny Chang (Wharton '96)
Two grad/professional to be named

Honorary Degrees (1997 Commencement)

Chair: Robin Hochstrasser (chemistry)

Faculty:

Roger M. Allen (AMES)
Clyde Barker (surgery)
Stuart Churchill (chem engineering)
John Hershey (operations & info mgt)
Marilyn Hess (pharmacology)
Samuel Preston (sociology)
Jeffrey Tigay (AMES)

Disability Board

Chair: Erwin R. Schmidt (ortho surgery)

Faculty:

P. J. Brennan (medicine)
Janet A. Deatrick (nursing)
Ira Katz (psychiatry)
Olivia Mitchell (insurance)
Jeannette Pleasure (pediatrics)
Roberta G. Sands (social work)

Ex officio:

David B. Hackney (chair, Personnel
Benefits Committee)

Open Expression

Chair: John C. Keene (city & reg planning)

Faculty:

C. Edwin Baker (law)
Jean Henri Gallier (CIS)
Herman Pfefferkorn (geology)
Irving Shapiro (biochemistry/dental)

Administration:

Lois MacNamara (GSE)
Thomas McCoy (telecommun)

A-3: *One to be named*

Students:

Adam Cooper (Col '97)
Alexander Shevelenko (Wh '97)
Three grad/professional to be named

Student Fulbright Awards

Chair: Susan Silverton (oral medicine)

Faculty:

Roger Allen (AMES)
John C. Keene (city & reg planning)
Michael Meister (history of art)
Sheila Murnaghan (classical studies)
Edward Peters (history)
Michele Richman (rom languages)
James Wheeler (pathol lab med)

Administration:

Terry Conn (VPUL office)
Nancy Streim (GSE)

Ex officio:

Ann Kuhlman (associate director
international programs)

* *Observer*

The University of Pennsylvania Operating Budget FY 1995-96

Following is the consolidated operating budget for the University of Pennsylvania for FY 96 as approved by the Trustees on June 16, 1995. The budget reflects expenditures of \$1.9 billion and includes University operations and the health services (HUP, CPUP, Clinical Care Associates, and the Management Services Organization). Unrestricted expenditures of \$693.6 million are balanced, and reflect an increase of 3.7%, the smallest increase in over a decade.

The budget reflects several important institutional priorities. Among them is a continued decline in the rate of increase in student charges to 4%; support for enhancements to the technology infrastructure through the ResNet project, the Library's Access 2000 project, FinMIS, and school-based initiatives; a salary policy that ensures the competitiveness of faculty salaries; enhancement of deferred maintenance; support for need-blind admissions and undergraduate financial aid; and support for new public safety initiatives.

The budget also reflects the administration's goal to contain administrative costs. The core budgets of the administrative units continue to decline in real terms as cost savings of \$2.7 million are included as a result of initial restructuring efforts. As restructuring and reengineering processes continue, it is expected that significant additional savings will be realized over time.

As in past years, there are assumptions included in the budget that contain some degree of risk. In particular, Penn's federal indirect cost recovery rate is still under negotiation with the Department of Health and Human Services. The budget is constructed with the FY 95 rate of 63.5%.

As approved by the Trustees, the budget planned for Commonwealth Appropriation is \$35,542,000, the amount received in FY 95, plus special Commonwealth funding of \$308,000 for the Museum and HUP. Since that time, the Commonwealth has approved an FY 96 appropriation of \$35,470,000, \$72,000 less than the amount budgeted, plus \$313,000 in special funding for the Museum and HUP. Of greater importance is the fact that \$5,928,000 from the University's General Instruction line item was transferred to the School of Veterinary Medicine. This initiative indicates the Commonwealth's interest in providing continued support for Pennsylvania's only school of veterinary medicine.

As the University carefully positions itself for the 21st Century, this budget reflects the challenges and opportunities that lie ahead.

*— Barry Stupine, Acting Executive Director
Office of Resource Planning and Budget*

The University of Pennsylvania Operating Budget FY 1995-96

Introduction

The Fiscal Year 1995-96 unrestricted and restricted operating budget for the University of Pennsylvania is balanced and, including the Health System, reflects a \$15.2 million reduction to fund balance. The budget reflects total expenditures of \$1.9 billion, an increase of 8.1% over the FY 1995 projection. The consolidated budget includes the budgets of the twelve schools, seven resource centers, students services, auxiliary enterprises, administrative centers, and the Health Services of the University of Pennsylvania Health System (UPHS). The Health Services include the budgets of the Hospital of the University of Pennsylvania (HUP), the Clinical Practices of the University of Pennsylvania (CPUP), the Clinical Care Associates (CCA), the wholly owned physician practices, and the newly established Management Services Organization (MSO). The academic component of the School of Medicine is also considered part of the UPHS, although for presentation purposes, this budget is included with the Schools of the University. 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 (including transfers), an increase of only 4.5%.

It is important to note, 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.

As shown on *Schedule A*, the total University budget reflects a reduction to fund balance of

\$15.2 million in FY 1996. This reduction to fund balance is primarily the result of the capital and academic programs in the School of Medicine Budget supported by transfers of resources from HUP and CPUP. These actions have been reviewed by Trustees in past years and are expected to continue. A difference in presentation, however, is that the Health Services budgets for HUP, CPUP, CCA, and MSO are presented in accordance with Generally Accepted Accounting Principles (GAAP) for health care institutions. These principles require that depreciation be recognized as an expense of operations, but not capital additions and retirement of long-term debt.

Beginning in FY 1996, GAAP for colleges and universities will change in several important ways. New accounting standards issued by the Financial Accounting Standards Board will result in changes to our FY 1996 financial statements that will make them look dramatically different than they do today. The University's new financial statements will appear more like the financial statements presented by the health system. The impetus for change arose from demands from resource providers and governing boards who, for some time, have sought more meaningful and "readable" financial statements. The budget presented here does not conform to these changes, due largely to timing issues associated with these pronouncements, but also the nature of the changes requires considerable analysis and review prior to formal adoption and this effort is not yet complete. Some of the major changes include:

- The net assets of the University must be classified into three general categories: unrestricted, temporarily restricted, and permanently restricted. This compares to five groups of funds reported today.
- Gift revenue must be recognized on an accrual basis once an unconditional promise to make a gift has been tendered.
- The accounting recognition of the satisfac-

tion of donor-imposed restrictions.

- Plant assets must be depreciated with the annual depreciation charge reflected as an expense of operations. Also, capital additions and the principal pay down of indebtedness are no longer recorded as expenses of current operations.

On the non-health side of the budget, allocating resources for strategic programs and initiatives continues to be important for the Schools and Centers of the University. For FY 1996, however, the level of central resources (subvention) allocated to the Schools and Centers has diminished considerably from past years. This has meant that the deans must look more to their school-based resources to make programmatic investments and to meet ongoing budget obligations. A record low increase in student charges, combined with increased costs for financial aid, deferred maintenance, and other fiscal needs, have heightened an awareness of the trade-offs that are necessary to close the budget. They have also served as a focal point to help Penn begin institutional re-engineering and to define more clearly our academic priorities. The challenge of crafting this budget was to create strategies and plans for individual schools that permit deans to invest in targeted areas without causing long-term structural imbalances.

Priorities

The FY 1996 budget for the University reflects the programs and priorities initiated by the President, Provost, Executive Vice President, Deans, and Directors. They include:

- A rate of increase in student charges consistent with the University's commitment to continue to lower this growth rate over time. The 4.0% increase is the lowest in many years and is the lowest increase in the Ivy League. This was achieved by a tuition and fee increase of 5.5% and no increase to the average dining and residences rates.

Schedule A: University of Pennsylvania Operating Budget, FY 1995 and 1996

(in thousands of dollars)

		FY 1995 Projection	FY 1996 Budget	Percent Change
UNRESTRICTED & RESTRICTED				
Unrestricted	Revenues			
	Tuition and Fees	364,837	383,523	5.1%
	Commonwealth Appropriation	35,850	35,850	0.0%
	Investment Income	20,121	18,656	-7.3%
	Gifts	14,083	14,050	-0.2%
	Indirect Cost Recoveries	81,518	86,807	6.5%
	Sales and Services	114,829	118,404	3.1%
	Other Sources	11,849	13,729	15.9%
	Total Revenues	643,087	671,019	4.3%
	Expenditures			
	Salaries and Wages	277,686	295,137	6.3%
	Employee Benefits	83,556	88,084	5.4%
	Total Compensation	361,242	383,221	6.1%
	Current Expense			
	Energy	32,646	31,499	-3.5%
	Debt Service	20,132	21,930	8.9%
	Deferred Maintenance	6,185	6,801	10.0%
	Current Expense & Equipment	170,938	167,927	-1.8%
	Total Current Expense	229,901	228,157	-0.8%
	Student Aid			
	Undergraduate	43,679	46,320	6.0%
	Graduate and Professional	33,844	35,862	6.0%
	Total Student Aid	77,523	82,182	6.0%
	Sub-total Expenditures	668,666	693,560	3.7%
	Excess Revenues (Expenditures)	(25,579)	(22,541)	
	School of Medicine Capital Program	38,828	45,532	17.3%
	Total Expenditures	707,494	739,092	4.5%
	Intra-Health System Transfers from HUP, CPUP for			
	School of Medicine Operations	25,579	22,541	
	School of Medicine Capital Program	38,828	45,532	
	Net Increase (Decrease) in Fund Balances	0	0	
Restricted	Revenues & Expenditures			
	Grants & Contracts	214,501	228,302	6.4%
	Endowments	36,791	38,040	3.4%
	Gifts	34,560	40,185	16.3%
	Other Restricted	44,182	45,856	3.8%
	Total	330,034	352,383	6.8%
	Net Increase (Decrease) in Fund Balances	0	0	
Total Unrestricted & Restricted	Revenues	973,121	1,023,402	5.2%
	Expenditures	1,037,528	1,091,475	5.2%
	Transfers	64,407	68,073	
	Net Increase (Decrease) in Fund Balances	0	0	
HEALTH SERVICES				
Hospital of the University of Pennsylvania	Revenues	579,275	588,435	1.6%
	Expenditures	479,146	522,246	9.0%
	Excess Revenues (Expenditures)	100,129	66,189	
	Intra-Health System Transfers to School of Medicine	(52,668)	(53,912)	
	Intra-Health System Transfers to CPUP, CCA, MSO	(44,707)	(32,225)	
	* Net Increase (Decrease) in Fund Balances	2,754	(19,948)	
Clinical Practices of the University of Pennsylvania	Revenues	208,877	221,857	6.2%
	Expenditures	200,340	215,278	7.5%
	Excess Revenues (Expenditures)	8,537	6,579	
	Intra-Health System Transfers to School of Medicine	(11,739)	(14,161)	
	Intra-Health System Transfers from HUP	20,000	0	
	* Net Increase (Decrease) in Fund Balances	16,798	(7,582)	
Clinical Care Associates	Revenues	30,564	49,692	62.6%
	Expenditures	39,753	66,337	66.9%
	Excess Revenues (Expenditures)	(9,189)	(16,645)	
	Intra-Health System Transfers from HUP	24,707	25,725	
	* Net Increase (Decrease) in Fund Balances	15,518	9,080	
Management Services Organization	Revenues		1,128	
	Expenditures		4,330	
	Excess Revenues (Expenditures)		(3,202)	
	Intra-Health System Transfers from HUP		6,500	
	* Net Increase (Decrease) in Fund Balances		3,298	
Total Health Services	Revenues	818,716	861,112	5.2%
	Expenditures	719,239	808,191	12.4%
	Excess Revenues (Expenditures)	99,477	52,921	
	Intra-Health System Transfers	(64,407)	(68,073)	
	* Net Increase (Decrease) in Fund Balances	35,070	(15,152)	
TOTAL UNIVERSITY				
Total University	Revenues	1,791,837	1,884,514	5.2%
	Expenditures	1,756,767	1,899,666	8.1%
	Excess Revenues (Expenditures)	35,070	(15,152)	
	Intra-Health System Transfers	0	0	
	Net Increase (Decrease) in Fund Balances	35,070	(15,152)	

* HUP, CPUP, CCA and MSO are reported in accordance with Health Care GAAP.

See Footnote to Schedule B [p. S-8 of this Supplement]

- Provide faculty salary increases that are competitive, thus allowing schools to retain their best faculty.
- Move toward full occupancy in the residence halls.
- A continued strengthening of the relationship between the University and the City of Philadelphia.
- Increased support of Public Safety to meet the safety needs of the University, specifically in the form of a master plan.
- An undergraduate financial aid budget that includes funding reflecting the University's commitment to need-blind admissions for the class of 1999 and the Mayor's Scholarship program.
- The beginning of a four-year plan to control the growth of the unrestricted financial aid budget and at the same time develop strategies to encourage deans to raise endowment in support of aid.
- Increased central support for graduate students in the form of graduate fellowships and research assistants stipends.
- Funding for major technology investments for both academic and administrative initiatives: FinMIS, Access 2000, and School-based initiatives.
- Investments in our physical plant through renewal and replacement, including classroom renovations and major restorations to College Hall, Logan Hall, and Franklin Field.
- Continue to hold the growth of the University's central administrative costs close to inflation while at the same time fund salary increases and reallocate resources to meet special funding requirements.
- Provide additional resources to the Library to enhance collections and acquisitions, and to support the debt service of Access 2000, its multi-year technology plan.

Drivers of Unrestricted Budget Growth

The FY 1996 unrestricted budget of the University reflects expenditure growth of 3.7%, the lowest rate of growth in over a decade. Some of the more notable drivers of budget growth are discussed below.

Tuition: For Fiscal Year 1996, University undergraduate and graduate tuition rates are increasing 5.6%, the lowest increase in over 25 years. Although special program tuition and tuition charged by the professional schools are governed more by market forces than by University policy, most of these charges are increasing by the University parameter. Exceptions to this are the School of Social Work and the Nursing School where tuition rates are increasing 9.1% and 8.3%, respectively, to gradually move these rates to equal the University rate. For comparative purposes the undergraduate rates charged by the other schools, including the Ivy Leagues schools, are shown in *Table I*.

Total budgeted tuition and fees revenue, as seen on *Schedule A*, reflects an increase of 5.1%. This increase is a result not only of the University policy on tuition rate increases, but also assumptions about the number of students projected for both undergraduate and graduate programs. For the entering freshman class, an admissions target of 2,300 is used, including 1,480 for Arts and Sciences, 380 for Wharton, 360 for Engineering and Applied Science, and 80 for Nursing. This target is below last year's target by about 50 students. Graduate enrollments in Nursing are expected to increase consistent with the school's strategic plan to yield a graduate tuition increase for this school of over 13%. The remaining graduate and professional programs are anticipating very modest or no increases in class size.

Health System: The continued growth and success of the UPHS is reflected not only in the

budgets of HUP, CPUP, CCA, and MSO, but also in the academic budget of the School of Medicine. Most notable is the cross subsidization through transfers to the Medical School to support its operating budget and capital program. For FY 1996, these transfers are budgeted to total \$68.1 million, a 5.7% increase from FY 1995. Within the transfer line, \$22.5 million is being used to support Medicine's operating budget, with the remainder being used to support the school's capital program.

Salary Policy: The Salaries and Wages line on *Schedule A* reflects an increase of 6.3% for unrestricted salaries, the result of several important resource allocation decisions that were guided by institutional directives.

The principle guiding our salary planning for the 1996 fiscal year is to protect the academic quality of the University to the greatest extent possible in part by maintaining faculty salaries that are competitive with our peer institutions and continuing the emphasis on salary increases for staff that insure competitiveness across the institution as well as with the external market. With this in mind, we have recommended that within a 3.5% pool, salaries increase in the range of 2.0% to 7.0%.

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

- Salary increases to continuing faculty are to be based on general merit and extraordinary academic performance, including recognition of outstanding teaching, scholarship, research, and service.
- As in previous years, there will be no minimum base increment for continuing faculty.
- The minimum academic base for new assistant professors will be \$37,000.

The Provost will review the deans' faculty salary recommendations prior to their release to insure that raises on average are in keeping with market conditions for their disciplines. The deans also will consult with the Provost regarding any recommendations to provide less than a 2.0% or more than a 7.0% salary increase.

For non-academic personnel, salary policy also provides for a 3.5% increase pool for eligible personnel within a 2.0% to 7.0% range. To meet this requirement, many units have found it necessary to engage in cost containment initiatives as available budget resources are increasing by less than the 3.5%. The administrative centers, in particular, have received budget allocations that fund about 2.0% of their need, with the remaining 1.5% coming from cost reductions, position eliminations, and attrition.

The results of these policies and directives are unrestricted academic salaries growing by 8.9% and non-academic salaries growing by 4.9%. For the faculty, excluding the Medical School, the growth is divided as follows: 3.8% for the general salary pool; 1.1% for promotions, tenure and market adjustments; 1.1% for new

Table I
Tuition and Fees

	Tuition & Fees	Room & Board	Tuition & Fees Total	Percent Change
Penn	\$19,898	6,966	26,864	4.0%
Brown	\$20,292	6,864	27,156	5.4%
Cornell, End.	\$20,066	6,600	26,666	5.4%
Dartmouth	\$20,910	6,129	27,039	5.1%
Harvard	\$20,865	6,710	27,575	5.1%
Johns Hopkins	\$20,250	6,955	27,205	6.5%
M.I.T.	\$21,175	5,975	27,150	4.1%
Princeton	\$20,960	6,116	27,076	4.9%
Stanford	\$19,695	7,054	26,749	5.0%
U. Chicago	\$20,193	7,258	27,451	4.1%
U. Rochester	\$19,165	6,730	25,895	4.3%
Yale	\$21,000	6,630	27,630	4.9%

appointments; and 2.4% to account for fewer faculty going on leave and a loss of grant support. For staff, the breakdown is as follows: 3.3% for the general salary pool; 0.9% due to program growth primarily in the Nursing and Medical Schools; and 0.7% as a reserve for program stabilization, including reserves for staff separations and allowances for restructuring.

Financial Aid: The unrestricted undergraduate financial aid budget is targeted to increase by 6.0% over the FY 1995 projection and amounts to \$46.3 million. This cost is largely a result of our commitment to need-blind admissions and the escalating cost of providing aid packages that are competitive with peer institutions. This cost also includes \$2.25 million for the Mayor's Scholarship program. Unrestricted funding for aid is targeted from five sources: 1) a charge to the unrestricted budget of the schools to cover \$39.7 million, or 85.7% of the total; 2) University resources of \$4.37 million will fill the funding gap left after the designation of school funds; 3) the Nursing School has augmented its contribution to the financial aid budget for its students by \$394,000; 4) a contribution of \$866,000 from the tuition earned by the Office of International Programs paid by Penn students studying abroad; 5) and \$1.0 million collected on student receivables that had been written off is planned to be applied to the aid budget. The combined impact of the unrestricted allocations for financial aid is that about 25 cents of each undergraduate tuition dollar in FY 1996 is used for financial aid. In addition to unrestricted funds, only about \$2.5 million is planned to be available from the endowment to cover a total undergraduate aid budget of \$48.7 million. This lack of significant endowment for aid is a primary driver of the growth in our dependency on tuition to cover this cost.

Administrative Restructuring: In January 1995, the recommendations to restructure the University issued by Coopers & Lybrand were presented to the campus community. As a first phase of restructuring, the report issued broad reforms and suggestions for cost and service improvements, primarily in the Executive Vice President's area. The areas included in this initial phase were Business Services, Facilities Management, Finance, Human Resources, Information Systems and Computing, and Public Safety. Some recommendations in the Coopers & Lybrand report have already been acted upon and they include:

- Changes in cash management and short-term cash investments that yielded \$1.0 million;
- Renegotiation of health insurance contracts that yielded \$1.0 million;
- Initial implementation of a campus security plan involving community walkways, information/security kiosks, and enhanced police bicycle patrols.

Consultation is an integral part of the process of developing implementation plans for the recommendations contained in Penn's administrative restructuring project. By its very nature, successful restructuring demands involvement

and participation from the personnel across disciplines who serve on teams charged with developing specific plans, the University governance bodies who contribute ideas and expertise to the process, and the customers who bring the process full circle with their input and evaluation. Wherever appropriate, we have sought to involve in project teams and task forces members of our faculty and staff with expertise in those areas. The consultative process will continue to play an important role in restructuring at Penn as the implementation plans are developed and carried out.

Budget Overview

For FY 1996, the operating budget of the University of Pennsylvania totals \$1.9 billion. This figure represents the total level of expenditures that have been planned for the five major budget units: Schools, Resource Centers, Administrative Service Centers, Auxiliary Enterprises, and the Health Services. The total University budget for FY 1996 is \$142.9 million higher than the FY 1995 projection, or an increase of 8.1%. As *Chart 1* illustrates, Health Services are driving the overall rate of increase in the budget, with the balance of the University increasing by \$53.9 million, or 5.2%.

Chart 1 illustrates the distribution of total University expenditures. HUP, CPUP, CCA, and MSO together comprise the largest segment of the budget (42.5%) followed by the Schools (40.0%). The proportion of the budget for Schools has declined over the past few years, due to the more rapid growth in the Health Services component. The Health Services growth is driven not only by HUP and CPUP operations, but also by the additions of CCA and MSO in recent years. In total, the school expenditures are sched-

uled to grow 5.9%.

Chart 1 also shows that Resource Centers make up 3.8% of the FY 1996 budget. These budgets total collectively \$72.4 million. There are seven Resource Centers at the University which make up this category: Annenberg Center, Department of Recreation and Intercollegiate Athletics, Provost Interdisciplinary Center, Institute of Contemporary Art, Morris Arboretum, Library, and the University Museum. The Library's growth stands out in this group due to acquisition investments, as well as continued technology investments through the Access 2000 program.

Auxiliary Enterprises comprise \$76.7 million, or 4.0% of the total University budget in FY 1996. The four primary units accounted for in this category are the University Residential System, Dining Services, Parking, and the Bookstore. The Residential System has been the focus of University attention recently as greater emphasis has been placed on moving to full occupancy. The income generated by the Residential System is budgeted to increase by less than 1.0%, due almost exclusively to the decision to hold the average rates at their FY 1995 levels. The Dining Services budget too has been held to a frozen rate structure and its revenue is budgeted to grow by about 1.0% and is due exclusively to a projected increase in volume.

The final category shown on *Chart 1* is Administration which accounts for \$183.1 million of the FY 1996 total University budget. This category includes central University administrative offices, the utility, house-keeping, and maintenance costs of our facilities, as well as student services. In FY 1996, Administration comprises 9.6% of the total budget.

Chart 1
Total University Expenditures Budget \$1.9 Billion

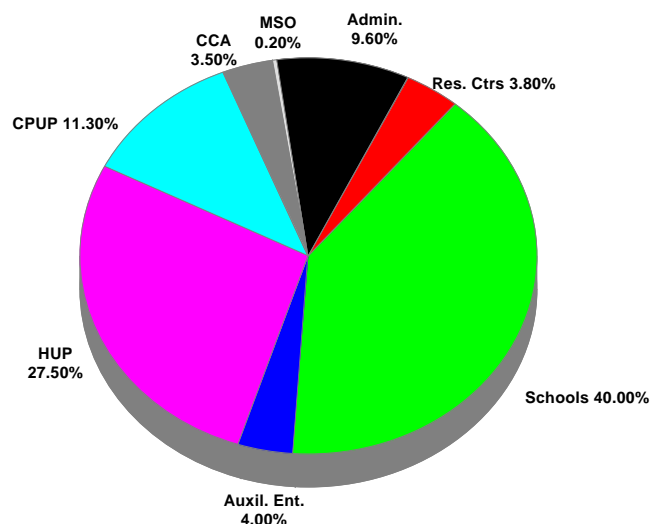


Chart 2 shows the University unrestricted and restricted budget without the Health Services component. For FY 1996, this totals \$1.091 billion, an increase of 5.2% over FY 1995, and includes transfers of \$68.1 million to the School of Medicine from HUP and CPUP. Overall, the University's FY 1996 unrestricted revenue is projected to increase by 4.5%. Most of this growth is the direct result of the growth of tuition revenue, but is also driven by the 10.3% growth of indirect cost recoveries in the School of Medicine. Restricted resources are budgeted to grow 6.8%, and include revenue from endowment funds, gift funds, and sponsored programs.

Tuition continues to account for the largest source of revenue, 30.9%. The budget is based on an increase of 5.5% in the tuition and fees for undergraduates and 5.6% for graduate students. For the upcoming fiscal year, the Trustees have approved undergraduate tuition of \$17,974 and fees of \$1,924; tuition and fees total \$19,898, an increase of \$1,042 over the FY 1995 rate.

Sponsored Programs, projected to comprise 27.4% of next year's budget, remain the second largest revenue source. This category represents awards from external sponsors for both direct and indirect expenditures for research programs and contractual obligations undertaken by University faculty. The School of Medicine accounts for over one-half of the sponsored programs dollars awarded to the University. Other schools with significant sponsored program activity include Arts and Sciences, Engineering and Applied Science, Veterinary Medicine, Nursing, and Education.

The primary sponsor of funded research at Penn is the Department of Health and Human Services (DHHS). DHHS awards account for about 59.0% of the sponsored program dollars. The second largest federal sponsor is the Department of Education with about 6.0% of the sponsored program dollars. The National Science

Foundation (NSF) also provides significant support with about 5.2% of the dollars. Total Federal sponsorship of sponsored programs is about 79.0% with the remaining 21.0% coming from state and local governments, foundations and associations, and private industry.

Indirect costs are a significant part of the cost of conducting research at large research-oriented universities. These costs represent the expenditures made by a university for utilities, maintenance, library, and administrative costs, both central and school based. The federal government will reimburse universities through federally sponsored grants for the portion of indirect costs related to research. Penn has entered into negotiations with our cognizant agency (DHHS) in order to determine our indirect cost rate for FY 1996. For FY 1995, this rate was 63.5%. This rate is applied to the Modified Total Direct Costs (MTDC) of an award (excludes equipment, facilities renovation/construction, and subcontracts) to determine the amount the University will be reimbursed. The University's indirect cost rate after FY 1996 remains uncertain; it will depend not only on the outcome of the negotiations between the University and DHHS, but also on the outcome of federal policy aimed at reducing indirect research dollars from the federal budget. The budget is constructed assuming that there is no significant change to our current rate.

Chart 2 shows that Commonwealth funding accounts for 3.3% of the University's budget excluding Health Services. The budget assumes that Commonwealth funding will remain fixed at the FY 1995 level, although a final outcome is dependent on a vote of the legislature which generally occurs after the University budget is closed. *Table 2* below shows our appropriation for the last two years and the planned FY 1996 amount. In addition to this, the University budget assumes continued special funding for Car-

diovascular Studies in the School of Medicine (\$132,000), the University Museum (\$176,000), and the Morris Arboretum (\$400,000).

As seen in *Chart 2*, the Investment category makes up 6.2% of the University budget excluding Health Services in FY 1996. This represents income that is available for expenditures from funds held in the University's endowment, the Associated Investments Fund (AIF), non-pooled endowment held in trust by external agencies, and short term earnings on cash balances. The University's endowment held in the AIF had a market value of \$1.195 billion at April 28, 1995 with each share having a market value of \$571.30. Endowment funds not held in the AIF total about \$444.7 million. Thus, the total market value of Penn's endowment was approximately \$1.640 billion on April 28, 1995, a \$175.2 million increase from a year ago.

Funds held in the AIF are subject to a spending rule policy that governs the amount of income available for expenditures. The policy for FY 1996 provides for a distribution equal to 5.0% of the three-year average of the per share market value of the AIF, lagged by one year. This is lower than the 5.2% used in the previous year and 5.5% two years ago. The distribution of income earned by funds holding shares in the AIF is expected to be \$19.70 per share for FY 1996. With the lower spending rule, about 11.4% of earned income will be reinvested, increasing the number of shares by 0.7%.

Unrestricted sales revenue is projected at \$118.4 million, or 10.8% of the University's FY 1996 budget excluding the Health Services. This revenue is generated largely by room and board charges in the Residences and Dining Services. Other programs generating significant sales dollars include the clinics in the Veterinary School and the Dental School, the Bookstore, Parking, and ticket sales in Athletics and the Annenberg Center for Performing Arts.

The Other Income category, accounting for 5.5% of the FY 1996 budget, contains support from the School of Medicine's Teaching and Administration Fund, a 2% contribution by the Clinical Practices to Medicine's unrestricted budget, and a reimbursement from the Howard Hughes Medical Institute for space it occupies in the Clinical Research Building.

Chart 3 illustrates how the revenues from *Chart 2* will be spent. Compensation is the largest expenditure component of the budget, accounting for 52.6% of total expenditures. The general salary pool increase for FY 1996 is 3.5% of the current salary base for eligible faculty and staff. This is similar to the prior year and will be funded by unrestricted and restricted resources. The employee benefits rates are 32.5% for full-time employees and 10.8% for part-time employees compared to 32.7% and 11.0% in FY 1995. Salary growth on the unrestricted budget is 6.3% and on restricted funds is 5.4% for combined growth of 6.0%.

As *Chart 3* shows, current expense and equipment purchases account for the second largest

Table 2
FY 1994 to FY 1996 (Projected¹) Commonwealth Appropriation

Line Item	FY94 Appropriation	FY95 Appropriation	FY96 Projected ¹ Appropriation	Change FY95 to FY96
Instruction	\$11,838,000	\$15,489,000	\$15,489,000	\$0
Medical Instruction	3,326,000	4,280,000	4,280,000	\$0
Dental Clinics	773,000	994,000	994,000	\$0
* Vet Instruction	7,456,000	7,456,000	7,456,000	\$0
* New Bolton Center	2,840,000	4,154,000	4,154,000	\$0
* Food & Animal Clinics	1,529,000	1,968,000	1,968,000	\$0
* Center for Animal Health	934,000	1,201,000	1,201,000	\$0
Total	\$28,696,000	\$35,542,000	\$35,542,000¹	\$0
* Total Veterinary School	\$12,759,000	\$14,779,000	\$14,779,000	\$0

¹ As noted on page S-1, the actual figure is now known; the total is \$35,470,000 (\$72,000 less than the amount budgeted), and the distribution was altered as given in the text on S-1.—Ed.

component of University expenditures, 30.2%. This component, while driven to some extent by general inflation, also includes the cost of our planned expansion in research activity, the cost of acquiring new technology, and expenditures for capital acquisitions, construction, and renovations.

For many years, the fastest growing portion of the University budget has been financial aid. Undergraduate and graduate financial aid accounts for 11.7% of FY 1996 budget excluding Health Services. The undergraduate financial aid budget for FY 1996 is \$48.7 million and represents a 6.7% increase over FY 1995 projected expenditures for both unrestricted funds and designated endowment income. Funding from the individual unrestricted school budgets accounts for 95% of the aid budget, while endowment income accounts for only 5%. For FY 1996, the subvention pool will again provide funding, but at \$4.37 million compared to \$4.86 million in FY 1995. Over the next four years, this subvention subsidy will be eliminated and the full burden of unrestricted aid will be borne by the school budgets. To help mitigate the impact of this transfer, deans are encouraged to raise endowment and other restricted funds.

Graduate financial aid continues to be a priority for the University, and \$8.0 million for Graduate Fellowships and \$3.5 million for Research Assistantships will be made available in FY 1996 from subvention resources. This represents an increase of 5.6% over FY 1995. In addition to General University Resources, the individual schools will contribute approximately \$24.4 million for unrestricted graduate student aid, a 5.9% increase.

Chart 3a represents the University's academic expenditures only and illustrates the comparative size of the major academic units. This presentation includes Schools, Resource Centers, and General University Resources. Academic expenditures total \$968.6 million, or 51.0% of the total University budget for FY 1996. As can be seen, the School of Medicine is the largest academic enterprise within the University followed closely by the School of Arts and Sciences. For a more detailed description of school and resource center programs, see the individual center narratives in Appendix A [available for examination at the Office of Resource Planning and Budget, and at other locations indicated on page S-8 of this Supplement].

The budget of the Library continues to feel pressure to deliver services while managing to the realities of tight budgets. For FY 1996, the program component of the Library budget was increased 8.6% to provide resources for two of its highest priorities: additional support for the acquisitions budget where costs continue to grow more rapidly than general inflation and increased funding to cover the annual debt service associated with the Access 2000 project. With its allocated costs, the total Library budget is increasing 7.6%, and this cost is funded nearly exclusively by the schools.

Chart 2
Revenue Budget Excluding Health Services \$1.091 Billion

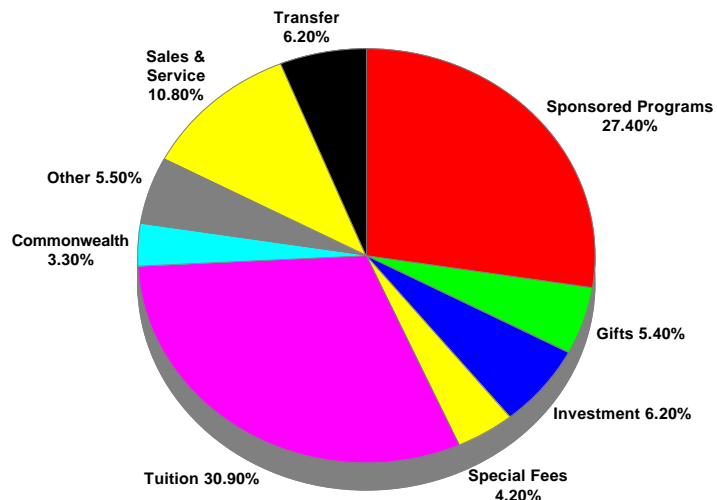


Chart 3
Expenditure Budget Excluding Health Services \$1.091 Billion

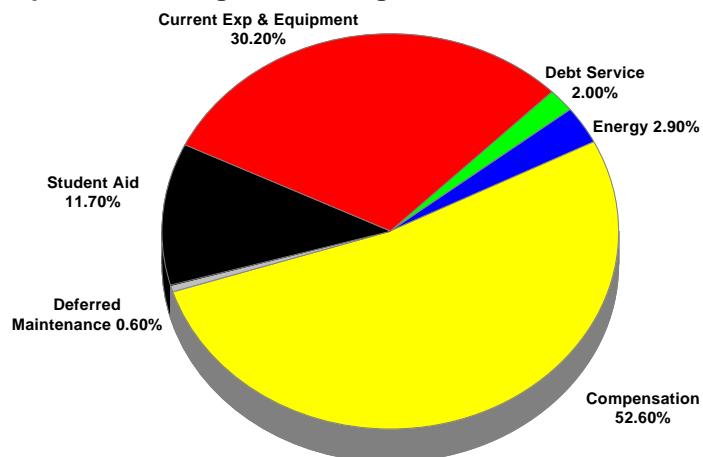
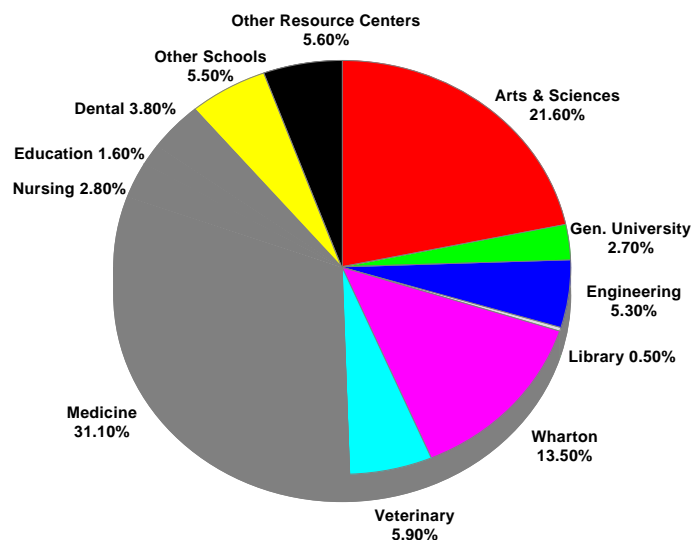


Chart 3a
Academic Expenditures by Center \$968.6 Million



The budget for Administration is targeted to increase 4.0% and will total \$146.1 million. *Chart 4* illustrates the breakdown of these dollars by administrative units. Within the 4.0% growth, specific issues have been addressed, including a 10% increase in the funds allocated for deferred maintenance, increased debt service requirements, increased support for public safety initiatives, and additional funds to pay down the cost of the recently completed development campaign. In addition, administrative centers are required to fund the 3.5% salary pool with only 2.0% of the costs provided in the budget. The 1.5% differential means that \$934,000 must be identified in the budgets of these units. Furthermore, cost reductions totaling \$1.8 million are included in these budgets for a total cost reduction of \$2.7 million. Overall, the support for baseline operations is increasing only 1.8%.

Conclusion

The budget process for FY 1996 was characterized by significant changes to which the Deans, Vice Presidents, and Directors have had to respond. It was clear that given all the issues to be considered, the process could not be successful if a "business as usual" approach was taken. This has meant that budget planning parameters issued to some schools were differential for some key budget lines, including tuition and salaries. Tied closely to the parameter decisions was a significant statement that subvention resources were not entitlements, but rather were to be used for strategic purposes.

An important decision made was to continue to lower the rate of increase in student charges. For FY 1996, total undergraduate charges will increase by only 4.0%, the lowest increase in over 25 years. Key to this result was the decision to hold

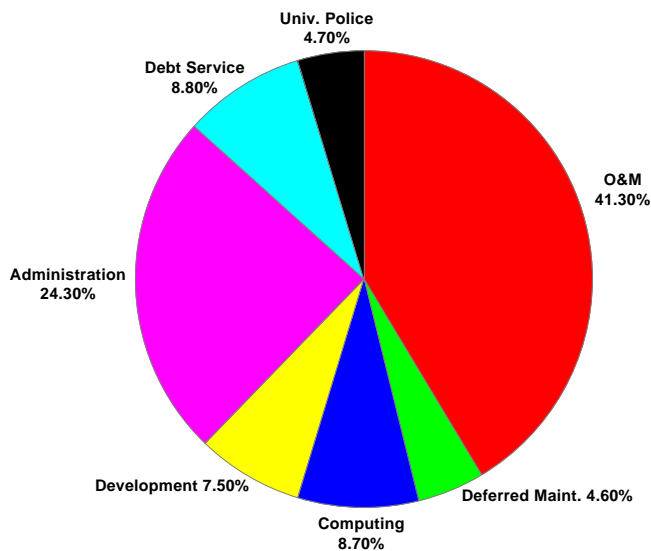
the average dining and residential charges at the FY 1995 levels while initiating plans to move the residences to full occupancy.

The budget continues to reflect the administration's goal to contain the growth of administrative costs. The core budgets of the administrative units continue to decline in real terms and cost savings of \$2.7 million were generated as a result of initial restructuring work. As the overall restructuring initiatives proceed ahead, it is expected that over time significant savings will be achieved. The FY 1996 budget, however, does not yet fully reflect these savings.

As in past years, there are assumptions from which budgets have been developed that contain a degree of risk. First, the budget presumes that our Commonwealth appropriation will be funded at the FY 1995 level. Since it is not likely that the Commonwealth budget will be fully resolved before the University's budget must be adopted, there remains the possibility of a change in this revenue stream. Second, Penn's indirect cost rate, the rate at which the federal government will reimburse universities for the indirect costs of their research enterprises, is still under negotiation with the Department of Health and Human Services. The budget is constructed with the FY 1995 rate of 63.5% remaining in effect.

Lastly, the University is necessarily operating much closer to the margin than it has in many years. This leaves little room to respond to unforeseen events. As a result, President Rodin has mandated that new projects and programs be approved only if new dollars are identified or if existing resources are reallocated from other areas. At the same time, the President has insisted that key priorities be addressed, including Public Safety, Technology Investments, Deferred Maintenance, Undergraduate Financial Aid, and Competitiveness of Faculty Salaries.

Chart 4
FY 1996 Allocated Costs Budget \$146.1 Million



Appendices Available

The Operating Budget as passed by the Trustees in June 1995 includes two appendices not published here. The complete document is available for examination in the Office of Budget and Resource Planning and in the Office of the Faculty Senate.

Appendix A presents the *School and Center Program Statements* in 53 pages, outlining their goals, plans and recent history of revenue and expense.

Appendix B presents *Schedule B*, showing the University Operating Budget by Summary of Centers (indicating revenues by source and expenditures by category across the University), and *Schedule C*, showing revenue and expense by School and Center.

The *Footnote to Schedule B*, referred to on page S-3 of this Supplement, at the end of *Schedule A*, reads as shown at right.

Footnote to Schedule B: University of Pennsylvania Health Services

Separate budgets for HUP, CPUP, CCA and MSO have been presented to the Health System Trustees in accordance with Generally Accepted Accounting Principles (GAAP) for providers of health care services.

Listed below, we have reflected the net change in fund balances by entity after considering Intra-Health System transfers. These Transfers are being utilized to support the School of Medicine operating budget and capital program. In addition, they are being utilized to fund the start-up and acquisition costs for the primary care physician network and the Management Services Organization.

(\$ in 000s)	HUP	CPUP	CCA	MSO	Total
FY1996 budgeted surplus/(deficit) reported in accordance with Health Care GAAP	68,597	6,579	(16,645)	(3,202)	55,329
Intra-Health System Transfers	(86,137)	(14,161)	25,725	6,500	(68,073)
Other Transfers	(2,408)	0	0	0	(2,408)
FY 1996 Net Change in Fund Balance	(19,948)	(7,582)	9,080	3,298	(15,152)