

UNIVERSITY of PENNSYLVANIA

# Almanac

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Two architectural favorites that turned up on lists of the best works of art on campus: Louis Kahn's Richards Building (above) and Adele Naudé Santos's Institute for Contemporary art (right). See the Compass feature, pp. 8-9.



## IN THIS ISSUE

- 2 HONORS: Humboldt Award and Sloan Fellows; Memorial to Mr. Major  
Next Steps in Benefits Redesign;  
Getty Grant for Landscape Series;  
NCAA Review in Final Stages;  
Sited on the Web: PNC, Black History
- 3 Deaths: Dr. George Koelle, Dr. Wm. Klein
- 4 The 'Stanley Cup' Teams;  
Funding for Interdisciplinary Courses,  
and for Faculty Seminars in Humanities  
REMEDY: Recycling Medical Supplies
- 5 From the Vice Provost for Research:  
A Layman's Guide to Conflict of Interest

## COMPASS Features

- 7 Scholarship and Survival for Presses
- 8 Look Here: Best Art on Campus as  
Chosen by Drs. Brownlee and McCoubrey
- 10 Talking Point: Dr. Morlok on Conrail
- 11 Field Trip from the Moon

## 12 OPPORTUNITIES

- 15 Update, CrimeStats
- 16 TALK ABOUT TEACHING:  
Teaching Teachers at Penn  
(Larry Robbins and Herb Levine)

**Pullout: Supplement to the  
University of Pennsylvania  
Faculty/Staff Telephone Directory  
for 1996-97**



Above: On side B of the partially restored black figure amphora at the University Museum, Ajax lifts the body of Achilles.

## HONORS



Dr. Ovrut

### Humboldt Award

Dr. Burt Ovrut, professor of theoretical physics, has received the Humboldt Research Award for Senior U.S. Scientists, in recognition of his contributions in Supersymmetry, Supergravity and Superstrings—subjects that form the basis of physicists' most recent attempts to understand the structure of the elementary particles that make up matter, and are now the focus of an intense international experimental effort to develop "a sensible theory of quantum gravitation." A major contributor to Superstring theory, Dr. Ovrut was one of the first to introduce Supersymmetry and Supergravity into particle physics.



Dr. Miralde-Escudé



Dr. Myers

### Two Sloan Research Fellows

Two Penn astrophysicists have been named Alfred P. Sloan Research Fellows in the highly competitive awards program that will support their research for two years in a flexible and largely unrestricted manner.

Dr. Steven T. Myers focuses on the use of astronomical observations to constrain and test cosmological models, among other things exploring the "fossil record" of the early universe using the tools of radio astronomy.

Dr. Jordi Miralda-Escudé has similar interests, using observational data to form and test detailed models of the structure and evolution of galaxies and clusters. He is also a world expert on the analysis of the pattern of frequencies of light that are absorbed by hydrogen gas clouds in the intergalactic medium.

### Memorial Unveiling: February 25

Friends and family of the late Elijah Major Sr. will gather at noon on Tuesday, February 25, for the unveiling of a plaque in his memory at the School of Veterinary Medicine, 3850 Spruce Street. Dean Alan Kelly and Dr. Jeffrey Linn, director of University Laboratory Animal Resources, will lead in the tribute to Mr. Major, who died in August 1995, at 56, after 20 years in animal care at Schools of Dental Medicine and Veterinary Medicine. All members of the University are welcome.



Mr. Major

## Next Steps in Benefits Redesign

At Council Wednesday, the *Review and Recommendations* of the Benefits Advisory Committee (*Almanac Supplement February 11*) were summarized and discussed briefly, then placed on the agenda for more detailed discussion at the March 5 meeting.

At the start of the meeting Dr. David Hackney, chair of the Council Committee on Personnel Benefits, said his Committee had received the report on Friday and had just begun its deliberations, and asked Council's wishes on whether to give advice directly to the Benefits Advisory Committee, or to hold comment until a report can be brought to the Council. Hearing no strong views either way, Moderator David Hildebrand ruled that the Committee could make its own choice on routing its advice.

Dr. Barbara Lowery, the co-chair of the Benefits Advisory Committee who gave Council a summary of the recommendations, described an extensive consultation plan that will include meetings with the faculties of the schools.

Also, any member of the University may address questions or comment to the Benefits Advisory Committee by e-mail at [benefits@pobox](mailto:benefits@pobox).

Provost Stanley Chodorow urged speed in deliberations, saying that the new packages must be ready for Open Enrollment in April.

At presstime, *Almanac* was advised that SAS will hold a special Faculty Meeting on Tuesday, February 25, at 4 p.m. in Room 200 College Hall. A summary of consultation plans by the faculty/staff governance groups includes:

*PPSA February 17:* At presstime Monday, Penn Professional Staff Assembly's Marie Witt said her call for advance questions by e-mail had produced a heavy response, with the most common concerns (a) the increase in medical premiums and (b) elimination of graduate tuition without further "grandfathering" for existing or longer-term staff. "Many simply sought clarification such as what options replace the Comprehensive medical plan, why QualMed was dropped, and why the increase for PennCare was so substantial," she said. Clarifications made at the meeting will appear online at *Almanac Between Issues* as well as in the February 25 print edition.

*SEC February 28:* The membership of the Senate Executive Committee will hold a special meeting with SEC's Ad Hoc Committee on Benefits Redesign, to be held Friday, February 28, 9 to 10:30 a.m.

*A-3 Assembly TBA:* Plans are being completed for a general meeting within the next two weeks, according to Chair Karen E. Wheeler.

## NCAA Review: Report is Final, Visit Planned for April

There were "no substantive changes" in the text of the NCAA Athletics Certification self-study report that was presented For Comment to the campus community in a supplement to *Almanac* on December 10, 1996, according to Stephen T. Golding, vice president for finance and chair of the NCAA Certification Committee. The self-study text was presented to the University Council on January 22, 1997, and to the Academic Policy Committee of the Board of Trustees on January 28, 1997.

Mr. Golding said that the final self-study report has been forwarded to the NCAA as preface to a visit by the peer review team, which is tentatively scheduled April 1-4, 1997. Copies of the final self-study report and its appendices are available for inspection at Van Pelt-Dietrich Library Center. The self-study without its appendices is at [www.upenn.edu/pennnews](http://www.upenn.edu/pennnews).

## Getty Grant: A Landscape Series from the Press

The University of Pennsylvania Press will use a new six-figure award from the Getty Grant Program, coupled with an earlier award from the Graham Foundation of Chicago, to publish the first eight books in an international series to be called Penn Studies in Landscape Architecture.

Dr. John Dixon Hunt, professor of landscape architecture and chair of Landscape Architecture & Regional Planning in the Graduate School of Fine Arts, is editor of the series, which will deal with wide-ranging aspects of landscape including Thomas Jefferson's landscape thought as well as English and European traditions in horticulture and landscape architecture.

Penn's is the only university press in the country with a focus on this subject area, according to the Press's art and architecture editor Jo Joslyn. The series will be aimed not only at scholars and practitioners but at general readers with serious interest in landscape topics. (For more on the Press, see the *Compass* feature on page 7.)

## Sited on the Web: Penn National Commission; Black History

At the Penn National Commission on Society, Culture and Community's site, [www.upenn.edu/pnc](http://www.upenn.edu/pnc), browsers find a brief description of the Commission's work, lists the Commission's members and staff and links to additional information such as President Rodin's keynote remarks to the Commission's first meeting (*Almanac* 12/10/96) and press coverage. The site is to be updated frequently, according to Dr. Stephen Steinberg, Executive Director of the Commission.

For Black History Month, at [www.upenn.edu/AR/Black\\_History/index.html](http://www.upenn.edu/AR/Black_History/index.html), the University Archives highlights notable African American alumni of the University, with portraits and thumbnail biographies of nineteenth- and early twentieth-century graduates of the College and of graduate and professional schools at Penn. It has links to other pages of interest including African American programs and resources at Penn.

## DEATHS

### Dr. George Koelle, Renowned Teacher/Scholar in Pharmacology

Dr. George B. Koelle, the Distinguished Professor Emeritus of Pharmacology who also held the Elmer Bobst Professorship in the School of Medicine, died suddenly on February 1 at the age of 78; the cause was believed to be a pulmonary embolism.

Dr. Koelle was a world figure in pharmacology, a Ph.D.-M.D. who in the earliest years of his career began to seek out new investigative techniques that were to influence the development of pharmacology as a research discipline. One of the best-known of these, the development of the Koelle stain as an indicator for locating cholinesterase, established his reputation in research and led to his winning the prestigious John J. Abel Prize at the age of 32. Despite taking five years out of academia to serve in World War II, he was a full professor by the age of 33.

Dr. Koelle was to publish over 200 papers during his career, and to win numerous other honors including election to the National Academy of Sciences; a Lindback Award for Distinguished Teaching and the Outstanding Teaching Award of the Undergraduate Medical Association; honorary degrees from the University of Zurich and from his alma mater, the Philadelphia College of Pharmacy and Science; and medals from the University of Helsinki and the University of Turku. On becoming emeritus professor in 1989 he entered on a new round of honors for lifetime achievement including the Torald Sallman Award and the creation of the Koelle Lectureship by the Mid-Atlantic Pharmacological Society.

George Brampton Koelle was born in Philadelphia and graduated from West Philadelphia High School. After taking his baccalaureate degree in biology at the College of Pharmacy in 1939, he served as an instructor there while

studying toward his Ph.D. in pharmacology at Penn. In 1942 he set aside his degree plans to volunteer for service in the U.S. Army, where he rose through the ranks to lieutenant. Late in the War he was assigned to the Army Chemical Corps' Edgewood Arsenal, in Maryland—an event that his wife and longtime research partner, Dr. Winifred Koelle, cites as a factor in his choice of neurohumoral transmission as his primary research interest.

At Johns Hopkins University he was a Chalfant Fellow in ophthalmology from 1946 to 1950, working with the late Dr. Jonas Friedenwald to develop the histochemical method for localizing acetylcholinesterase, the enzyme responsible for the destruction of neurohumoral liberated acetylcholine, which functions in the central nervous system and is also the transmitter of impulses between nerves and muscles. Eventually he was to develop a refined technique to demonstrate the enzyme by electron microscopy, and to apply similar techniques to other areas of investigation.

He left Johns Hopkins to spend two years as an assistant professor at Columbia's College of Physicians and Surgeons, and in 1952 he joined the faculty at Penn as full professor in the Graduate School of Medicine. Serving as dean and department chairman of physiology and pharmacology in the Graduate School, 1957-59, he moved to the School of Medicine as chair of pharmacology in 1959 and continued in that post until 1981. He took the first of his two endowed chairs, the Elmer Holmes Bobst Professorship, in 1963 and was named also Distinguished Professor in 1981. On his retirement in 1989 he became Distinguished Professor Emeritus.

Active in over two dozen scholarly societies in the U.S. and abroad, and serving as an editor on some 20 journals or publishing projects, Dr.



Koelle was a witty and lucid speaker who was in lifelong demand as a visiting lecturer throughout the world.

At home, he was also a Master Beech Smith in the Sons of the Copper Beeches—the Philadelphia scion society of New York's Baker Street Irregulars, in which devotees of Sherlock Holmes meet periodically to ponder the "canon" from the special point of view of their specialties. In this capacity Dr. Koelle wrote "The Poisons of the Canon" for the society's publication *Leaves from the Copper Beeches*. His analyses are also cited in the William S. Baring-Gould's two-volume *Annotated Sherlock Holmes*.

Dr. Koelle is survived by his wife and colleague, Dr. Winifred Jean Angenent Koelle; three sons, Dr. Peter B., William A. and Dr. Jonathan S.; a brother, John, and two granddaughters. A memorial service is to be scheduled at a future date at the University.

### Dr. William Klein, Morris Arboretum's Restorer

Dr. William McKinley Klein, a visionary in shirtsleeves who rescued gardens, including Penn's Morris Arboretum, died on February 12, at the age of 63.

As president the National Tropical Botanical Garden headquartered in Hawaii, he was in Coral Gables, Florida, for meetings of one of its units, The Kampong, when he collapsed during early-morning exercises that he had made his habit since major bypass surgery in 1989.

Dr. Klein is recalled by friends and former colleagues as the director who set in motion the Morris Arboretum's Master Plan and transformed a neglected estate garden into a show-place and leader in the horticultural world.

"Bill Klein came in like a breath of fresh air," said a long-time board member, Susie Walker, of his arrival in 1977. He was to remain until 1991, when he became director of the Fairchild Tropical Garden in Miami.

Adds Paul Meyer, Dr. Klein's successor as the F. Otto Haas Director of the Arboretum, "Bill had the firm belief that gardens are an effective instrument for teaching environmen-

tal values and enriching people's lives. He laid the foundation for the internship program, and encouraged me to develop the plant exploration program." After leaving Penn he also became something of a legend for restoring and reopening gardens that had been destroyed by hurricanes—one in Florida, and four in Hawaii.

He was the author of *The Vascular Flora of Pennsylvania: Annotated Checklist and Atlas* (with Ann Rhoads, published by the American Philosophical Society, 1989) and *Gardens of Philadelphia and the Delaware Valley*, with photographs by Derek Fell (Temple University Press 1995).

He is survived by his wife and partner, artist Janet Klein; a son, Darin; and three daughters, Jennifer Morrison, Melissa and Erica.

A memorial service is being planned for May. The family ask contributions in his memory to the National Tropical Botanical Garden (PO Box 340, Lawai, HI 96765), or to Morris Arboretum, 9414 Meadowbrook Avenue, Philadelphia PA 19118.

University Archives photograph by Steven Goldblatt





## "Stanley Cup" Players at Penn

The faculty/staff and student teams have been picked for the first Provost's Cup in basketball (a.k.a. The Stanley Cup, in honor of Provost Stanley Chodorow). The teams, listed below, will take to the court at 5 p.m. Friday, February 21, at the Palestra before the 7 p.m. Women's Basketball game vs. Dartmouth. DRIA Director Steve Bilsky will referee the game and Dr. Chodorow will present the trophy to the winning team. The first 100 people at the game will get souvenir cups.

### Faculty/ Staff Team

Larry Moneta, associate vice provost, U. Life,  
*General Manager & Coach*  
Jere Behrman, prof. of economics  
Clint Davidson, vice president, Human Resources  
Chris Dennis, dir., Academic Programs in Res.  
Katrina Dowidchuk, marketing director, Athletics  
Richard Hendrix, associate dean, SAS  
Bob Inman, prof. of finance and economics  
Peter Linneman, prof. of real estate, finance  
Ed Lusk, assoc. prof. of statistics  
Betsy Morley, admin. assistant, bioengineering  
Laurie Reed, asst. dir., Academic Support Programs  
Michael Reisch, prof. of social work  
Rodney Robinson, asst. dir., Programs for  
Upperclass Students in Residence  
Lee Stetson, dean of admissions  
Howard Stevenson, asst. prof. of psych. in educ  
Becky Taub, assoc. prof. of genetics  
Ira Winston, exec. dir. SAS/SEAS Computing  
Jennifer Wollman, asst. dir., Alumni Council on  
Admissions

### The Student Team

Christopher Melling, *Co-captain*  
Katherine Minarik, *Co-captain*  
Neil Sheth, *General Manager*  
Jugdeep Bal  
Tone Barr  
Wendy Bass  
Gil Beverly  
Nathaniel Cortez  
Andrei Dudek  
Josh Gottheimer  
Heather Herson  
Scott Meklar  
Eric Montagne  
Charles Riddick  
Yadin Shemmer  
Jeff White



## Funds for Interdisciplinary Seminar Design: March 21

The Provost announces a 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 a grant of \$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 (1) the seminar title; (2) a brief description (no more than five pages) of the intellectual area of the seminar and of how the suggested new connections will advance the subject (3) names and affiliations of the principal faculty (no more than four) proposing the seminar, with a two-page c. v. on each; (4) names and affiliations of others who will be major participants; (5) a suggested set of criteria or goals by which progress of the seminar can be established; and (6) the proposed budget for the first year of the seminar.

The original and 10 copies of the completed application should be in at the office of the Vice Provost for Research, 212 College Hall/6381, by 5 p.m. on Friday, *March 21, 1997*. A committee will review the applications and funded proposals will be announced by mid May.

— *Ralph D. Amado,*  
*Vice Provost for Research*

## Humanities Proposals: May 5

Each year the Humanities Coordinating Committee of the School of Arts and Sciences dispenses funds to make possible Faculty Seminars in the Humanities. Funding requests for 1997-98 are now invited. Preference will be given to University of Pennsylvania-based faculty seminars and groups that do not have access to other sources of funding. These funds are not meant to replace or supplement normal budgets for departmental colloquia.

To qualify, each application should include (1) a description of the seminar's purpose and how it is both interdisciplinary and humanistic; (2) a list of faculty participants; (3) an outline of the proposed program for 1997-98; (4) a statement on any other funding sources (and amounts) available to the seminar; (5) a detailed outline of the seminar budget (*required*).

The available funds will be divided evenly among those seminars that are approved. Judging from past years, allocations are anticipated to fall in the range of \$800 to \$900 per seminar. Funds are normally for payment of honoraria and travel expenses for outside speakers, refreshments following lectures, and related publicity costs.

Proposals should be received in 16 College Hall/6378 (Graduate Division of Arts and Sciences) by Monday, *May 5, 1997*. For more information call: Tracey Turner, 898-8101.

— *Lance Donaldson-Evans*  
*Chair, Humanities Coordinating Committee*

## Recycling Unused Medical Supplies: A New Penn REMEDY

*Dear Penn Staff and Faculty:*

Each year in the United States \$200 million worth of unused medical supplies are disposed of as costly, contaminated garbage. This waste represents much more than an unnecessary burden to our landfills or a financial loss incurred by our hospitals. When viewed in contrast to the severe shortages of medical and surgical supplies in developing nations, this excess illustrates the need for a nation-wide system of material recovery and reuse.

It is with this in mind that I am proud to announce the beginning of REMEDY at Penn. A volunteer organization consisting of students, hospital staff, and medical school administrators, our new program seeks to recover hospital supplies and lab

equipment for distribution overseas to undersupplied medical centers.

Working within the Operating Room of the Hospital of the University of Pennsylvania, REMEDY volunteers collect non-grossly contaminated and undamaged items after each surgical procedure. Generally, these items have been readied for use (i.e. taken out of their sterile packaging) but, for whatever reason, were never used. Instead of being discarded along with contaminated garbage, the supplies are sterilized and shipped to hospitals which lack these life saving supplies. We estimate that, if adopted university-wide, REMEDY can recover close to \$100,000 worth of such supplies in the first twelve months of operation!

Similarly, REMEDY recycles laboratory equipment. In collaboration with the School of Medicine's Department of Facilities Management and the Department of Environmental Health and Safety, we have already collected over \$20,000 worth of "old" equipment! Instead

of taking up space in a landfill, the majority of this equipment is now destined for hospitals in countries like Romania, where some of our collected materials are helping to begin a much needed genetics lab.

As Philadelphia's pilot-recovery program, we are looking to demonstrate to other local hospitals how easy implementing such a system can be. To maximize our recovery potential, however, we need your cooperation. Anyone with supplies or equipment to donate can contact me to pick them up. Also, if you know of a particular medical center overseas that could use our materials, please let me know so that I can add them to our "receiving" list.

We have a chance to accomplish something wonderful here, and I appreciate your cooperation. If you have any questions or suggestions to improve our program, please call me at 417-7566. We would love to hear from you.

— *Andrew C. Krakowski*  
*Post-Baccalaureate Pre-Health Program*



# A Layman's Guide to Conflict of Interest

## Introduction

The University of Pennsylvania supports the translation of research results into practical applications for the public good. To this end, the University encourages faculty to patent and license inventions arising from their research, to participate in the establishment of industry partnerships designed to commercialize novel technologies, to accept company-sponsored research funding, and to consult for private companies. Faculty involvement in commercial activities carries many advantages, including the practical application of new technologies, the receipt of royalty income for the University and the faculty, and the provision of an additional source of research funding. Contemporary attitudes are best captured by the fact that the Federal government has mandated that universities seek to commercialize the results of federally supported research for the public good.

However, the increasing involvement of faculty with commercialization ventures carries with it certain intrinsic dangers, which have the potential for diverting the University and its faculty from their primary educational, research, and service missions. Conflicts of interest can arise when the interests of the commercial venture differ from the interests and primary obligations of the University and its faculty, or when the commercial ventures consume an undue share of the faculty members' attention.

This primer describes commonly observed conflicts of interest. In addition, illustrations are provided of some approaches to manage potential conflicts so that faculty can pursue ventures in the commercial arena without compromising their academic responsibilities. The University has established policies that define potential conflicts and provide guidelines and procedures for limiting and managing them. Commercialization ventures and licenses of technology are negotiated by the Center for Technology Transfer (CTT) on behalf of both the faculty member and the University. CTT staff are alert to potential conflicts and refer them to the University Conflict of Interest Standing Committee (CISC) for review and advice. The CISC reviews potential conflicts and recommends management strategies to the Vice Provost for Research.

## Individual Conflicts of Interest

### Conflict of Commitment

**Principle:** Faculty owe their primary commitment and allegiance to the University.

Non-University activities include involvement with commercial ventures in roles such as serving on the board of directors or on the scientific advisory board, acting as a manager or scientific director, consulting, and the like. These activities create commitments with the potential to compete with the primary commitment to the University—teaching, research, and service during the academic year (which is 9 months for some faculty and 11 months for others).

**Management strategy.** Faculty may not engage in non-academic commitments that, in the aggregate, exceed one day in seven during the academic year. This is a limitation imposed by

University policy. There is a good faith assumption that faculty will accurately estimate the time devoted to non-academic activities regardless of where they are conducted. This policy applies to the time involved in extramural activities, and not to the dollar amount that is paid for such services.

If a faculty member is involved in founding a new company, he/she may be induced to dedicate excessive time to the myriad issues associated with new ventures. Under these circumstances, a potential conflict of commitment can be reduced by ensuring that qualified individuals are recruited to manage the business and scientific aspects of the company, so that the faculty member has limited fiduciary and other responsibilities, and is able to provide scientific consultation without getting immersed in the day-to-day supervision of research and development. Alternatively, the faculty member may take an unpaid leave of absence for a period of time to dedicate her/himself full time to the new company. Another strategy is to license a patent to an established company that then undertakes product development while paying royalties to the faculty member and the University, rather than attempt to establish a new company to develop a novel technology.

### Conflict of Financial Interest

**Principle.** A faculty member has a responsibility to respect the financial well-being of the University.

Through various relationships with a commercial entity, a faculty member could assume responsibility for the financial well-being of that commercial entity that might produce a conflict of interest by competing with the financial interests of the University. Fiduciary responsibility for a company is created when a faculty member is appointed to the Board of Directors of the company or becomes an officer or manager in the company. If the company is a supplier to the University or holds a patent license from the University, the potential for conflict is augmented.

**Management strategies.** Faculty members must negotiate technology commercialization proposals through the Center for Technology Transfer. In most cases, contracts for research at the University must be administered through the Office of Research Administration (or other administrative branch) of the University. To protect the intellectual property rights of the University, discoveries made using University resources and facilities must be disclosed to the Center for Technology Transfer, which may file a patent for the University. Only if the University declines to protect the disclosed technology, may a faculty member apply for a patent without University involvement.

If a faculty member has a fiduciary responsibility or an equity interest in a company that does business with the University or holds patent licenses from the University, the faculty member must disclose these relationships (usually done as part of the required annual disclosure form described below). Faculty sign consulting agreements, involving intellectual property or

the right to do work in certain areas, at their own risk. If not written properly, such agreements may unduly restrict the research activities of the faculty and the intellectual property rights of the University. Upon request, the Center for Technology Transfer will review consulting agreements.

### Conflict of Research Integrity

**Principle.** Faculty should maintain the highest level of scientific integrity in the conduct of research. The complete, objective, and timely dissemination of new findings through publications and presentations, is essential for research integrity.

The potential for personal gain must not jeopardize or appear to jeopardize the integrity of the research process, including the choice of research, its design, the interpretation of results, and the reporting of results. If an investigator has a significant financial interest in a commercial venture, then there may be a temptation to dedicate research effort to development of saleable products or processes for that company. A faculty member is particularly at risk of conflict if he/she has a sponsored research agreement (SRA) from the company in which he/she has a financial interest. Furthermore, the possible conflict may increase in proportion to the impact the company-sponsored research could have upon the value of the faculty member's financial interest.

**Management strategies.** A plan must be individually tailored to protect against potential conflicts of research integrity.

One troublesome problem encountered by the Conflict of Interest Standing Committee is the request for a sponsored research agreement from a company in which a faculty member has an equity interest or a fiduciary responsibility. One option is to identify another investigator, with no financial interest, to undertake the research project. Another option is to involve a disinterested faculty member as a co-investigator with control over the design and analysis of research projects, to certify integrity of all aspects of the research program. Finally, in rare cases, it may be justified to create an oversight committee of disinterested scientists who certify the integrity of the program by an appropriate review process. In some instances, a proposed sponsored research project is more appropriately performed at the company itself rather than at the University. In all instances, presentations or publications must clearly disclose the sources of funding and any financial interest that could influence the perception of research integrity.

### Conflict of Educational Mission

**Principle.** Students and post-doctoral fellows must be assured of an educationally appropriate training program.

Education is a salient mission of the University, and training programs should be designed to give priority to the educational needs of students and research trainees such as postdoctoral fellows. Sometimes the goals of a commercial entity that sponsors research at the University may be in conflict with the goals of an optimal training program.

**Management strategies.** Usually, it is inappropriate to support the stipends or research expenses of students or postdoctoral fellows through sponsored research funding from commercial entities in which the faculty member has a financial interest. In those cases where a student or postdoctoral fellow is involved in research that

is supported by a company-funded SRA, the SRA should state that the presentation of results will not be controlled by the company.

## Conflict of Interest Standing Committee (CISC)

The Conflict of Interest Standing Committee (CISC) reviews and makes recommendations on the resolution of cases of potential or real conflict of interest which arise from technology transfer activities or from sponsored projects of the University or its faculty. The recommendations of the CISC are transmitted to the Vice Provost as advice on the disposition of cases involving potential conflicts of interest, including a determination whether a real or potential conflict exists, and proposals on how such conflicts should be eliminated, reduced, or managed.

Cases involving potential conflict of interest may be referred to the CISC by the Center for Technology Transfer (CTT), by the Office of Research Administration (ORA), by University or School administrators, Department Chairs, or individual faculty. The staff of the Center for Technology Transfer (CTT) is responsible for referring to the CISC cases which arise from commercialization efforts under consideration by the CTT. The ORA staff is responsible for referring to the CISC cases which arise from applications for sponsored research support.

In its deliberations, the CISC depends upon University policies for guidance since it acts in a regulatory and advisory rather than a policy making capacity. University policies are promulgated in several documents which are listed at far right.

### Procedures

*Cases referred from the CTT.* Upon learning of a potential conflict of interest, a CTT staff member prepares a brief descriptive memorandum which includes background, current status, proposed financial arrangements, and the nature of the potential conflict. After review by the individual who is the subject of the memorandum, it is distributed to members of the CISC, and to the appropriate Dean and departmental Chair, preferably at least one week in advance of the meeting of the CISC.

*Cases referred from the ORA.* The staff of ORA will review all grant and contract applications, identify those where the applicants have indicated a potential conflict, and screen these to determine which ones should be referred to the CISC. The staff will prepare a brief synopsis of the issues involved in each case referred to the CISC.

*Cases from other sources.* Deans, Department Chairs, or individual faculty may refer cases of potential conflict of interest to the Chair or staff of the CISC, who will review them, determine whether they are appropriate for consideration, and present them for review by the committee.

The CISC discusses the potential conflict and makes recommendations, including a determination whether a potential conflict of interest exists, and how it should be managed. A draft of these recommendations is circulated to all members of the CISC for comment. The final version is then circulated to the committee members for a mail/FAX/email ballot. After approval, the final recommendations are sent to the Vice Provost as advice. The Vice Provost may accept the recommendations or may return them to the CISC for further consideration, revision, or clarification. Once the recommendations have been accepted, the Vice Provost informs the faculty or staff member involved, with copies to the concerned Chair, Dean, and CISC.

The Department Chair and Dean are responsible for insuring that there is compliance with the recommendations of the Vice Provost. The Dean is responsible for reporting by letter to the Vice Provost, with a copy to the CISC, that compliance has been achieved.

If the conflict involves an application for sponsored research, the award will not be accepted until the Vice Provost for Research has conveyed a decision on compliance.

*Confidentiality.* The proceedings of the CISC are confidential, including all documents, drafts, and discussions.

### Membership

The CISC consists of about 10 members of the standing faculty appointed by the Vice Provost for Research. Faculty members serve as citizens of the University and not as advocates for specific schools or constituencies. There are three ex-officio members, the Executive Director, Sponsored Programs, the Managing Director, Center for Technology Transfer, and an attorney from the Office of the General Counsel. In addition, invitations to meetings are extended to professional staff of the Center for Technology Transfer and to selected professional staff from the Schools. The CISC is chaired by a faculty member appointed by the Vice Provost. Staff support for the CISC will be provided by the Office of Research Administration and/or the Center for Technology Transfer, which will designate an individual to serve as Secretary of the Committee.

All faculty members, plus the Director, Office of Research Administration, and the Director, Center for Technology Transfer have voting rights. Other attendees participate in discussion but do not vote. Voting membership implies a commitment to attend all meetings unless the member is out of town or has other overriding obligations.

### Meetings

*Attendance.* Meetings are limited to CISC members, invited staff, and other invitees, and are not open to the public.

*Quorum.* A quorum consists of over half of all voting members. In general, an attempt will be made to insure that there is a quorum present at all meetings. The CISC Chair, at her/his discretion, may require that certain decisions be approved by a majority of all voting members not just a majority of those attending a specific meeting. Final versions of recommendations will usually be approved by mail/FAX in order to insure that all voting members have an opportunity to register their opinions.

### Conflicts for Committee Members

A CISC member is recused from discussion of a particular case under the following conditions: (1) The case involves a member of the same department; (2) The CISC member has a personal interest because of inter-departmental relationships, such as collaboration with the faculty member whose case is under consideration; (3) The CISC member has a fiscal interest in the case under discussion. Special exceptions to these guidelines may be made but only with the prior approval of a majority of the voting members.

### Appeal Process

In the event of a disagreement between the responsible administrator(s) or investigator(s) and the Vice Provost regarding the management of a potential conflict, an appeal may be made to the Provost. The decision of the Provost is final.

## University Policies

University policies relevant to conflict of interest are set forth in the sources listed below. A booklet which includes copies of these policies can be obtained from the Center for Technology Transfer, 3700 Market St, Suite 300, Philadelphia, PA 19104-3147, phone 215-573-4500; FAX 215-898-9519.

1. *Policy for faculty members* University of Pennsylvania: Conflict of Interest Policy for Faculty Members, *Almanac* March 8, 1983; and Handbook for Faculty and Academic Administrators, Section II.E.1.

2. *Extramural activities:* University of Pennsylvania: Guidelines for Extramural Activities, Associations, and Interest for Staff, *Human Resources Policy Manual*, February 1, 1990.

3. *Extramural activities:* School of Medicine University of Pennsylvania Medical Center and Health System: Guidelines for Extramural Activities of Faculty, revised, 1995.

4. *Financial disclosure* University of Pennsylvania: Financial Disclosure Policy for Sponsored Projects; (Appendix 3, Conflict of Interest Standing Committee Procedures) *Almanac*, September 12, 1995.

5. *Student protection* University of Pennsylvania: Guidelines for Student Protection in Sponsored Research Projects and Student Access to Information Regarding Sources of Financial Support, *Almanac* October 21, 1986.

6. *Commercial sponsors* University of Pennsylvania: Policy Information for Potential Commercial Sponsors of Research at the University of Pennsylvania, *Almanac* May 17, 1983.

7. *Patent policy* University of Pennsylvania: Patent and Tangible Research Property Policies and Procedures of the University of Pennsylvania, *Almanac* March 15, 1994.

### Where Do I Find More Information? Whom Do I Consult If I Have Questions?

The University has policies and procedures for reviewing and managing conflict of interest issues. A formal set of guidelines regarding conflict of interest and related matters appears in the *University of Pennsylvania Handbook for Faculty and Administrators* and in several other University documents. A booklet entitled *Information on Conflict of Interest* that brings these guidelines together in one place can be obtained from the Center for Technology Transfer.

At any time, faculty members may consult their department chairs and deans for advice about potential conflicts of interest. The University Conflict of Interest Standing Committee (CISC) reviews potential conflict of interest questions referred to it by the Center for Technology Transfer, by administrators, or by the faculty. The CISC can be contacted through the Center for Technology Transfer.

In addition, faculty members are required to disclose all external activities and financial interests on a form that is distributed annually by all departments. This regular disclosure of all potential conflicts of interest serves to help the University monitor possible conflicts, and helps the faculty by providing them with assurance that they are acting in conformity with the spirit and guidelines of the University.

*Contact information:*  
Center for Technology Transfer  
3700 Market St, Suite 300  
Philadelphia, PA 19104-3147  
phone 215-573-4500  
FAX 215-898-9519  
<http://www.upenn.edu/CTT>

(Check University directory for names and email addresses of CTT staff members.)

## Compass

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# 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 on the Human Resources web page

([www.upenn.edu/hr/](http://www.upenn.edu/hr/)). A position must be posted for seven (7) calendar days before an offer can be made. Full descriptions of jobs posted prior to this week can also be found on the H.R. web page.

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

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

## ANNENBERG SCHOOL

*Specialist: Clyde Peterson*

**ADMIN. ASSISTANT I** (02185CP) Receive, distribute & process information & communications to include phone calls, correspondence & guests to Center; ensure adherence to established schedules & procedures; respond to standard inquiries; organize & maintain office record/filing system; create new system as needed; schedule events & meetings; modify & implement changes to routine office clerical procedures; monitor office supplies & equipment; type & proofread materials; compose standard correspondence & forms; maintain computerized databases & lists; may transcribe short video or audio tapes. **Qualifications:** Completion of H.S. or equivalent; at least two yrs. clerical &/or secretarial exp. or equivalent; demonstrated knowledge of office procedures, practices & methods & type at least 45 wpm; basic knowledge of mass media & academic research environments; basic computer skills (IBM environment). **Grade:** G9; **Range:** \$17,614-21,991 2-14-97 Annenberg School

**OFFICE SYS. TECH** (02153CP) Retrieve archived campaign mapping materials; digitize audio; handle FTP files; scan print materials into database; clean materials; assist in process of indexing archive & transferring to CDROM. **Qualifications:** H.S. grad, some college pref.; humanities/social science background in UNIX & Netware systems; exp. working with on-line database (incl. Lexis/Nexis, DIALOG, PENN Library & Internet databases); HTML & Web programming exp. pref. (End date: 7/99) **Grade:** G10; **Range:** \$19,261-23,999 2-10-97 ASC

## ARTS AND SCIENCES

*Specialist: Sue Hess*

**INFO. SYSTEMS SPECIALIST II** (01132SH) Install, maintain & consult with clients on operating systems (primarily NT & Windows), network access (primarily NT & UNIX with some Novell), statistical software on client computers; initial training on help desk, learn to support SAS clients; provide primary/distributed desktop support to SSC clients. **Qualifications:** BA/BS with three yrs. exp.; MS with one yr. exp. pref.; course in statistical analysis; professional exp., incl. client support for operating systems; network access; statistical software & desktop computers. **Grade:** P5; **Range:** \$29,664-38,677 2-10-97 SAS Computing

**PROGRAMMER ANALYST I** (02165SH) Create programs to insert SGML tags in varied multi-lingual documents; create & maintain programs related to OCR & editing of multi-lingual texts; create & maintain graphical user interfaces for transcription, database entry/retrieval; assist in processing & publication of large data collections (digital audio & text). **Qualifications:** BA/BS in computer science or related course work & one-two yrs. programming exp. in UNIX environment; ability to multi-task; oral communication skills necessary; knowledge of foreign language pref. (On-going contingent on grant funding) **Grade:** P4; **Range:** \$26,986-35,123 2-10-97 Linguistics

Information Specialist II (96121605SH) P5; \$29,664-38,677 2-7-97 Sociology

## DENTAL SCHOOL

*Specialist: Clyde Peterson*

**Director II** (01118CP) P5; \$29,664-38,677 2-4-97 Fiscal Operations

**Office Admin. Ass't II** (0117CP) G10; \$19,261-23,999 2-3-97 Fiscal Operations

## ENGINEERING/APPLIED SCIENCE

*Specialist: Clyde Peterson*

**DIRECTOR VI** (02158CP) Provide overall leadership and strategic direction for the Student Services Center; oversee student services including: graduate admissions, undergraduate recruitment, marketing & admissions, academic advising, counseling and registration; supervise & develop professional support staff; manage daily operations & ensure efficient, accurate, & professional service delivery; institute technological, personnel, operational, & programming upgrades to improve student services to engineering students; interact with students, administrative staff members, faculty & personnel, both school and University-wide. **Qualifications:** Master's degree, Ph.D. preferred; seven to ten yrs. progressively responsible administrative exp.; exceptional interpersonal, organizational & time management skills; knowledge of desktop computer & software; excellent oral & written communication skills; broad knowledge of school & University policies & procedures; ability to interact effectively with individuals at all levels; general understanding of academic issues, programs, & organizations. **Grade:** P9; **Range:** \$43,569-57,217 2-11-97 Dean's Office

## EXECUTIVE VICE PRESIDENT

*Specialist: Sue Hess*

**GRAPHIC DESIGNER II** (02142SH) Responsible for development & production of a wide range of communications materials using conventional methods as well as computer generated design & production techniques; design consultation with clients & publications staff; conceptual design development & production implementation of catalogues, brochures, advertisements, flyers, logos, newsletters & direct mail pieces. **Qualifications:** BA/BS in graphic design; minimum three yrs. exp. as a graphic designer; thorough knowledge of computer design & Macintosh equipment & programs; exp. with Quark Xpress, Aldus PageMaker, Aldus Freehand, Adobe Illustrator, Adobe Photoshop; ability to develop creative concepts, interact with clients in a consultative mode, handle multiple projects, maintain budgets & meet deadlines. **Grade:** P4; **Range:** \$26,986-35,123 2-10-97 Publications

**PUBLIC SAFETY DISPATCHER** (40 HRS) (02176SH) (02178SH) Monitor, facilitate & maintain status of all police & radio transmission & requests from units on street; answer phones, maintain, monitor & react to all alarm & card access systems; operate security related monitoring devices & computer, monitor 511/DGS fire alarm & Quick Alert alarm systems; evaluate calls; notify city officials & depts. of details of calls; dispatch orders & relay messages & special instructions to mobile crew & other departments; direct & coordinate units on assign-

ments; maintain logs, control numbers & summary sheets; do routine clerical tasks. **Qual.:** H.S. grad or equiv.; two yrs. computer & data entry exp.; demonstrated ability to comprehend & present instruction; demonstrated math aptitude; ability to clear investigation background. **Grade:** G11; **Range:** \$23,425-29,723 2-10-97 Public Safety

**UNIT LEADER I** (02157SH) Assist with responsibilities & training of all employees in customer service, quality control, operational efficiency, food preparation & presentation, health code compliance, HACCP guidelines (serv-safe), sanitation & safety; must be sanitation certified; responsible for key control, opening, closing, lock-up & security systems procedures when scheduled; complete & reconcile weekly summary reports of cash sales, cash deposits & customer counts. **Qualifications:** H.S. grad; at least two yrs. food service exp. **Grade/Range:** Union 2-10-97 Dining Services

**P-T (PUBLIC SAFETY DISPATCHER)** (20 HRS) (02177SH) (02179SH) Monitor, facilitate & maintain status of all police & radio transmission & requests from units on street; answer phones, maintain, monitor & react to all alarm & card access systems; operate security related monitoring devices & computer, monitor 511/DGS fire alarm & Quick Alert alarm systems; evaluate calls; notify city officials & departments of details of calls; dispatch orders & relay messages & special instructions to mobile crew & other departments; direct & coordinate units on assignments; maintain logs, control numbers & summary sheets; perform routine clerical tasks. **Qualifications:** H.S. grad or equiv.; two yrs. computer & data entry experience; demonstrated ability to comprehend & present instruction; demonstrated math aptitude; ability to clear investigation background. **Grade:** G11; **Range:** \$11,262/hr-14,290/hr 2-10-97 Public Safety Accountant I (9702154SH) P2; \$22,351-29,098 2-7-97 Comptroller

Benefits Specialist II (9702159SH) P4; \$26,986-35,123 2-7-97 Benefits Office

Exec. Chef (40 HRS) (0140SH) Blank 2-3-97 Faculty Club Sr. Training & Development Consultant (9702160SH) P10; (to be commensurate with experience) 2-7-97 Training and Development

## GRAD SCHOOL OF EDUCATION

*Specialist: Clyde Peterson*

**COORDINATOR III** (02156CP) Coordinate collection & electronic dissemination of educational materials in the field of fathers & families; develop coherent system to attain manuscript material from non-profit agencies funded by the Casey Foundation; edit all manuscripts to provide clear, accurate, consistent content in user-friendly electronic format; maintain & develop all content contained within HandsNet subforum so that it is consistent with other similar entities in terms of style, design & content; provide strategic direction & analysis for the future development of the project. **Qualifications:** BA/BS in social science; MA preferred; knowledge of issues in field of fathers & families; two yrs. exp. working with manuscripts in preparation for publication; strong communication & interpersonal skills; proven ability to work well with people; technical ability; familiarity with on-line services & Internet; Mac-literate; some database development, network administration background a plus. (One year contingent on funding) **Grade:** P3; **Range:** \$24,617-31,982 2-10-97 NCOFF

## GRAD SCHOOL OF FINE ARTS

*Specialist: Clyde Peterson*

Coordinator II (0183CP) (End date: 1/30/98) P2; \$22,351-29,098 1-2-97 Architectural Archives

## LAW SCHOOL

*Specialist: Clyde Peterson*

**DIRECTOR IV** (02187CP) Responsible for external communications, public media relations in support of Law School's development & alumni relations programs; enhance public recognition for Law School & its role as a leader in America legal education; promote School's faculty, programs & develop & implement strategic plan which positions Penn Law as a recognized national leader in the area of scholarship, research, teaching & expertise; serve as counsel to other Law School departments in connection with their publications & communications needs; design, create, implement, administer & manage all publications & communication programs that provides information, news & items of professional & personal interest Law School alumni, other Law School constituencies & the general public in support of Law School programs & priorities; design & execute strategies & initiatives that are consistent with University of Pennsylvania's policies & procedures & which advance



the goals & mission of the Law School. **Qualifications:** BA/BS required; graduate degree preferred; five yrs. experience in public or media relations, marketing & communications; knowledge of publications design & production; outstanding writing, editorial & oral communications skills; superior interpersonal skills; demonstrated success in program & budget management; demonstrated success in creating & directing comprehensive communications programs with significant external responsibilities are highly desirable. **Grade:** P7; **Range:** \$36,050-46,814 2-12-97 Law Dev. & Alumni Relations

## MEDICAL SCHOOL

*Specialist: Ronald Story/Janet Zinser*

**FISCAL COORDINATOR I/II** (0177JZ) Prepare proposal budget & documents for submission; administer grants in compliance with sponsor policies; monitor budget expenses & prepare journal entries; run, reconcile & interpret financial reports; prepare, analyze & distribute expenditure reports; prepare & submit close-out documents for Sponsored Program projects; process all purchasing & reimbursements; assist in annual University/CPUP budget preparation & initial projections; design/maintain spreadsheets & databases; serve as liaison with Business Services, Comptroller's Office, Research Accounting, ORA & vendors; process weekly payroll; oversee facilities & equipment & initiate service requests. **Qualifications:** BA/BS or equivalent exp., pref. in business or accounting; working knowledge of FinMis pref.; familiarity with Univ. policies & procedures; excellent computer skills (Windows, Lotus, WordPerfect or MS Word); ability to prioritize work, handle multiple tasks, & exercise sound judgment; demonstrated initiative; strong communication & interpersonal skills. **FISC. COORD. I:** exp. in research-oriented business office pref. **FISC. COORD. II:** one-three yrs. exp. in research-oriented business office pref. **Grade:** P1/P2; **Range:** \$20,291-26,368/\$22,351-29,098 2-12-97 CET

**HEALTH SYSTEMS PHYSICIAN** (02183RS) Serve as primary care physician; provide on-going & continuity care to older adults in variety of UPHS clinical settings including office based practices, nursing homes & the ACE Units; assist living personal care & other hospital settings; participate in home visits & multi-disciplinary comprehensive geriatric assessment; develop programs designed to meet the needs of older adults in managed care settings; provide lectures to med students; teach in ACE Unit & Nursing Homes. **Qualifications:** Penna. MD license & willingness to acquire NJ license; 7-10 yrs. overall exp. incl. 3-5 yrs. practice exp. as medical dir. of nursing home pref.; fellowship training in geriatric medicine. **Grade/Range:** Blank 2-12-97 Medicine-Geriatrics **RESEARCH COORDINATOR** (02191RS) Serve as administrative to Center's research & clinical programs; oversee & coordinate several research programs; oversee grant administration; assist in grant preparations; oversee Center's financial accounts & budgets; serve as Center's liaison with department & University offices; purchase supplies & equipment; supervise office staff & oversee personnel matters; coordinate clinical patient & study patient schedules; communicate extensively with patients. **Qualifications:** BA/BS or higher degree; admin. experience pref.; exp. in research environment; excellent organizational & time management skills; ability to prioritize multiple responsibilities & meet deadlines; strong writing & oral communication skills; excellent interpersonal skills; demonstrated ability to work collaboratively & independently; supervisory experience & financial management experience helpful. **Grade:** P3; **Range:** \$24,617-31,982 2-13-97 Ophthalmology

**RESEARCH SPEC. I** (02198RS) Assist PI, in studies involving role of cell adhesion molecules in inflammation; perform cell culture, protein biochem., molecular bio., incl. (DNA & RNA) & use of animal models; supervise student workers; coordinate biosafety procedures; order supplies; perform general lab maintenance; willingness to work with animals & potentially infected human material. **Qual.:** BA/BS with science major; one-three yrs. research exp. &/or exp. in research lab; familiar with molecular bio. techniques, protein biochem., tissue culture & radiolabeling; demonstrated communication skills; & ability to work independently. **Grade:** P2; **Range:** \$22,351-29,098 2-13-97 Medicine

**RESEARCH SPECIALIST III** (02181RS) Expertise in biochemical techniques (protein purification by column chromatography & HPLC, gel electrophoresis & Western blotting; responsible for new protocol development & supervision of trainees in biochem. lab; computer knowledge; ability to summarize experimental procedures & results for publication. **Qual.:** BA/BS in scientific field; MS pref.; three-five yrs. lab exp.; skill in computer, math & interpersonal communications. **Grade:** P4; **Range:** \$26,986-35,123 Path. & Lab Med.

**RESEARCH SPECIALIST III** (02182RS) Conduct advanced research projects related to somatic gene transfer; perform advanced techniques in virology, recombinant DNA & cell culture; keep detailed logs work; refine protocols for maximum efficiency & consistency of results; conduct research on development of new gene transfer technologies, including experimental/study, development & execution of protocols, perform experiments & production of report findings; conduct research in various small animal models to include, but not limited to rodents & rabbits; interact with scientific collaborators in the discovery & use of gene transfer vectors; teach/train research assistant; assist in the planning & writing of documents, including manuscripts. **Qualifications:** BA/BS required; MS preferred in biological sciences; three-five yrs. experience or equivalent; ability to work independently & coordinate many projects & activities concurrently; strong writing, verbal & interpersonal skills are essential; highly organized & motivated to implement progressive changes; keep pace with expanding technologies associated with gene therapy. (End date: 2/28/99) **Grade:** P4; **Range:** \$26,986-35,123 2-12-97 IHGT

**RESEARCH SPECIALIST IV** (02197RS) Provide senior level technical support in the Cell Morphology Core; train junior level technicians; assist in the training of principal investigators; perform molecular biological techniques for preparation of the RNA & DNA probes; both isotopic & non-isotopic for in situ hybridization; perform analysis by molecular biological, protein & immunological assays to include, PCR, SDS-PAGE, Immunofluorescent Staining, in situ hybridization & other techniques; interface with faculty & investigators; use EM scope & graphics equipment to train investigators & staff; ensure proper maintenance of EM scope & graphics. (End date: 2/28/99) **Grade:** P6; **Range:** \$32,857-42,591 2-13-97 Molecular Cellular Engineering

**ADMIN. ASSISTANT II** (121547JZ) Administer year long seminar series; contact speakers; arrange itinerary, travel, hotel, reimbursements, seminar set-up & catering; along with Assistant Director, administer grad group recruiting; provide support for Admissions committee; set up recruiting interviews, itineraries, travel accommodations, catering & reimbursement; support neuroscience courses; disseminate information to students via email or student boxes; provide secretarial support to Director & Associate Directors. **Qualifications:** Completion of H.S. business curriculum or equiv.; two yrs. AA I exp.; type 55 wpm; exp. with word processing & database packages; ability to organize & prioritize; good at handling interaction with large number of faculty & students. **Grade:** G10; **Range:** \$19,261-23,999 2-10-97 Neuroscience

**RESEARCH LAB TECH III** (02193RS) Tissue culture, immune cell function assays; maintain written & computer records of experiments; help maintain tissue culture facility. **Qual.:** BA/BS in science or engineering. **Grade:** G10; **Range:** \$19,261-23,999 2-12-97 Path. & Lab Med.

**RESEARCH LAB TECH III** (02192RS) Assist PI in conducting experiments in molecular & biochemical mechanisms of lymphocyte signaling; collaborate in the preparation of routine grant proposals; assist/demonstrate techniques to students; perform library bibliographic searches, attend group meetings; monitor expenses; maintain lab equipment & supplies. **Qual.:** BA/BS in scientific or related field; exposure to lab work. **Grade:** G10; **Range:** \$19,261-23,999 2-21-97 Path. & Lab Medicine

**SECRETARY IV** (02161JZ) Do secretarial duties requiring use of specialized/tech terminology; type & proofread standard & complex materials; maintain records & files; answer phones & handle inquiries; schedule mtgs.; handle mail & compose correspondence; arrange calendar & coordinate appts.; operate standard office equipment; use dictation equip. **Qual.:** H.S. grad, business curriculum or equiv.; two-four yrs. increasingly responsible secretarial exp.; demonstrated ability to communicate effectively; 60-70 wpm pref.; computer literate; understanding of advanced features of Microsoft Word for Windows; spreadsheet familiarity pref. (End date: 1/31/98) **Grade:** G9; **Range:** \$20,130-25,133 2-10-97 Anesthesia

**CLINICAL DEPT. ADMINISTRATOR I** (01131JZ) P6; \$32,857-42,591 2-5-97 Inst. for Environ. Med. **Coord. II** (02151RS) P2; \$22,351-29,098 2-7-97 IOA **Health Systems Physician** (01139RS) (End date: 5/1/98) Blank 2-4-97 General Medicine **Programmer Analyst II** (01135JZ) P6; \$32,857-42,591 2-6-97 Medicine; Prog. Analyst IV (111472JZ) P8; \$39,655-52,015 Genetics; Prog. Analyst IV (01171JZ) P8; \$39,655-52,015 General Medicine

**Research Spec., Jr.** (01127RS) (On-going contingent upon grant funding): P1; \$20,291-26,368 2-4-97 Psych. **Research Spec., Jr.** (01136RS) P1; \$20,291-26,368 2-4-97 Medicine Pulmonary

**Research Spec., Jr.** (97021263RS) P1; \$20,291-26,368 2-7-97 Pathology

**Research Spec., I** (01137RS) (On-going contingent upon grant funding) P2; \$22,351-29,098 2-4-97 Med/Gastro.

**Research Spec., I** (02162RS) P2; \$22,351-29,098 2-7-97 Pathology

**Research Spec., I** (02145RS) P2; \$22,351-29,098 2-7-97 Environmental Medicine

**Research Spec., I** (01126RS) P3; \$24,617-31,982 2-4-97 Neurology

**Research Spec., II** (01128RS) P3; \$24,617-31,982 2-4-97 Radiology

**Research Spec., II** (01129RS) (End date 4/30/99) P3 \$24,617-31,982 2-4-97 IHGT

**Research Spec., II** (02169RS) P3; \$24,617-31,982 2-7-97 Genetics

**Research Spec., II** (02150RS) P3; \$24,617-31,982 2-7-97 Gastroenterology

**Clinical Tech Tech** (40 HRS) (01138RS) G11; \$23,425-29,723 2-5-97 Dermatology

**Research Lab Tech III** (40 HRS) (02146RS) G10; \$22,013-27,427 2-7-97 Psychiatry

**Research Lab Tech III** (40 HRS) (02147RS) G10; \$22,013-27,427 2-7-97 Psychiatry

**Research Lab Tech III** (40 HRS) (02148RS) G10; \$22,013-27,427 2-7-97 Psychiatry

**Research Lab Tech III** (40 HRS) (9702149RS) G10; \$22,013-27,427 2-7-97 Psychiatry

**Secretary IV** (091152JZ) G9; \$17,614-21,991 9-24-96 Institute for Neuroscience

**Secretary V** (37.5) (02168JZ) G10; \$20,637-25,713 2-7-97 Psychiatry

## NURSING

*Specialist: Ronald Story*

**Assoc. Dir.** (0126RS) P7; \$36,050-46,814 1-14-97 Nursing **Assoc. Dir. V/VI** (101251RS) P7/P8; \$36,050-46,814/\$39,655-52,015 11-6 -96 Nursing

**Admin. Ass't. II** (40 HRS) (111393RS) G10; \$22,013-27,427 12-4-96 Nursing

**Admin. Ass't. III** (40 HRS) (111420RS) (End date: 8/31/99) G11; \$23,425-29,723 11-15-96 Nursing

**Admin. Ass't. III** (40 HRS) (0157RS) G11; \$23,425-29,723 1-20-97 Nursing

**Secretary IV** (40 HRS) (08910RS) G9; \$20,130-27,251 8-13-96 Nursing

**P-T (Admin. Ass't. I)** (20 HRS) (07826RS) G9; \$9,678-12,083 7-30-96 Nursing

**P-T (Secretary IV)** (21 HRS) (0140RS) G9; \$9,678-12,083 1-18-96 Nursing

**P-T (Secretary IV)** (20 HRS) (101233RS) (Some weekend work may be required) (End date: 6/30/00) G9; \$9,678-12,083 10-8-96 Nursing

## PRESIDENT

*Specialist: Sue Hess/Janet Zinser*

**EXECUTIVE DIRECTOR, AFFIRMATIVE ACTION**

(02164SH) Implement, articulate & advocate for Penn's policies, procedures & priorities in the areas of equal opportunity & affirmative action; monitor effectiveness of equal opportunity & affirmative action policies & procedures to ensure compliance with federal, state & University of Pennsylvania policies; develop & maintain programs that enhance the representation of women, minorities, people with disabilities & Vietnam era & disabled veterans in all aspects of the University's life; responsible for administration of programs for faculty, staff & students with disabilities, including providing advice on accommodations, investigating complaints of discrimination & ensuring that the campus is accessible; leadership in developing, implementing & participating in training & development efforts that enhance relations in the University's community; investigates, mediates &/or attempts to resolve formal & informal complaints of discrimination. **Qualifications:** Advanced degree required; experience & understanding of Civil Rights Law preferred; four-five yrs. experience in the administration of a comprehensive equal opportunity affirmative action program in an academic setting & experience in University administration preferred; exceptionally strong oral & written communication skills necessary; demonstrated ability to work effectively with a wide range of constituencies necessary; sound judgment, keen analytical skills, supervisory ability, flexibility & demonstrated commitment to equal opportunity & affirmative action required; demonstrated ability to supervise professional & support staff members effectively required. **Grade:** P11; **Range:** \$56,135-70,246 2-10-97 Office of Affirmative Action

**ADMIN. ASS'T I** (40 HRS) (02200JZ) Order general office & kitchen supplies; submit dept. facility & telecommunication requests & ensure completion; coordinate time sheet process; maintain office equipment; process payments to vendors; assist with maintenance of financial records; coordinate mailings for special events; establish guidelines for receipt of registration forms; schedule meetings & arrange travel plans; update lists &

ensure accuracy of mailings; answer phones; assist with errands. **Qual.:** H.S. grad; two yrs. admin. clerical exp.; knowledge of Univ. financial policies & procedures a plus; sensitivity to confidential materials; able to handle multiple projects simultaneously; excellent organizational & interpersonal skills; proficient in use of Mac computers & related database/office software (FileMaker Pro, Label Maker, Microsoft Office-Word & Excel); willingness & availability to work occasional evenings & weekends. **Grade:** G9; **Range:** \$20,130-25,133 2-13-97 Dev. & Alum. Rels. **ADMINISTRATIVE ASSISTANT II** (02199JZ) Support development & alumni activities of the Graduate School of Fine Arts; prepare solicitation mailings & acknowledgments; provide support for special events & projects; process all gifts & maintain tracking system; utilize development gift & communication systems; maintain departmental budget; facilitate payments to vendors & lectures; compose, type & proofread correspondence & other materials; organize & maintain files. **Qualifications:** H.S. grad; some college preferred; two yrs. experience at the AAI level, office management & filing sensitivity to confidential materials; excellent telephone, interpersonal & communication skills; knowledge of event planning helpful; proficient in Microsoft Word, WordPerfect for Windows & Excel; familiar with database programs; willingness & availability to work occasional evenings & weekends. **Grade:** G10; **Range:** \$19,261-23,999 2-13-97 Dev. & Alumni Relations Clerk V (01109JZ) G8; \$16,171-20,240 2-6-97 Development & Alumni Relations

## PROVOST

*Specialist: Clyde Peterson*

**INFO. MANAGEMENT SPECIALIST II** (0175CP) Provide micro-computing & networking support for the students & staff at client site (Athletics department); install, configure & support network cards & related software; advise & assist users in planning, selection & use of computing hardware & software; provide training to end-users on supported hardware & software; serve as liaison to integrate other central IT services & resources; serve as necessary on internal & inter-departmental teams. **Qualifications:** BA/BS or equivalent exp.; four yrs. exp. with variety of computer systems with at least three yrs. supporting computing in networked environment, pref. at a University; support-level skills in Windows networking hardware & software (including IPX & IP protocols) & Internet service (Internet & e-mail systems); broad-based knowledge of Windows 3.1/95 desktop computer hardware, operating systems, mainstream software & peripherals; strong communication, interpersonal & organizational skills; customer orientation; ability to work independently & as part of a team; knowledge of Novell or NT a must. **Grade:** P6; **Range:** \$32,857-42,591 2-10-97 ISC Business Manager II (01113CP) P5; \$29,664-38,677 2-3-97 Annenberg Center Office Admin. Ass't I (01120CP) G9; \$17,614-21,991 2-3-97 Museum Tech, Electronic III (01101CP) G11; \$20,497-26,008 2-4-97 IS/ACS

## VETERINARY SCHOOL

*Specialist: Ronald Story*

**ASS'T DIR., FACILITIES/PLANNING & CONSTRUCTION** (111442RS) Coordinate definition of project scope; assist in selection of design professional; prepare project budgets & manage expenditures; supervise project design development schedule & monitor progress; prepare bidding documents & select constructors; monitor progress of construction; review request for payment of construction services; handle change orders & close-out of projects; keep user group informed as to project process at all phases. **Qualifications:** BA/BS in engineering or equiv. pref.; three yrs. related construction management exp.; excellent planning, organization & communication skills; computer accounting & purchasing skills required. (Position in Kennett Square, PA; no public transportation) **Grade:** P5; **Range:** \$29,664-38,677 2-13-97 NBC/Admin. Svcs. **DAIRY MANAGER** (0124RS) Responsible for management of Dairy facility; supervise two full-time employees; work with Agriculture Manager & Dairy Advisory committee, faculty & research personnel in planning & carrying out research & teaching programs in conjunction with New Bolton Center; identify needs & obtain supplies; perform fill-in duties; assist Agriculture Manager with budget management, long term facility planning & forecasting future need. **Qualifications:** BA/BS or advanced degree in Animal Science or closely related field; five yrs. exp. in managing large dairy herd in a free stall/milking parlor environment; three yrs. exp. supervising dairy employees; strong interpersonal/communicative skills, good organizational skills; knowledge & skill in

operation of PC based herd management software. (Position in Kennett Square, PA; no public transportation) **Grade:** P3; **Range:** \$24,617-31,982 2-13-97 NBC **MAINTENANCE MECHANIC/MAINT. MECH., SR.** (40 HRS) (06581NS) Schedule, plan & supervise or accomplish maintenance & repairs on buildings, building heating, ventilating & air conditioning systems & lab & clinic equipment; oversee work done by maintenance contractor personnel on special equipment & systems; order parts & maintenance for performance of work done by himself &/or subordinates; supervise two or more maintenance mechanics; inspect buildings & equipment for repair & maintenance requirements & report to management; request technical & engineering assistance from building & grounds department or others when required. **Qual.:** H.S. grad or equivalent; apprenticeship or other training leading to journeyman status in the electrical or air conditioning & refrigeration mechanic trade. **MAINT. MECH., SR.:** five-ten yrs. of journeyman level experience in maintenance of electrical & mechanical equipment, exposure to majority of types of equipment at New Bolton Center; ability to read blueprint, to perform arithmetic calculations & effective written & oral communication skills. (Position in Kennett Square, PA; no public transportation) **Grade:** G12/G13; **Range:** \$25,371-32,686/\$27,886-35,886 2-13-97 Admin. Services/NBC **NURSE VET ASS'T/NURSE VET ASS'T II** (40 HRS) (0154RS) Act as assistant or primary operator of high speed treadmill; duties in treadmill, ultrasound & cardiology include patient record; maintain, schedule & coordinate movement of horse through specialty areas; prepare patient for exams, meet clients, owners & trainers; assist/perform exams, echocardiograms, EKG's, radiotelemetry EKG's & Holter ECG monitoring; assist in maintenance of equipment & supplies; interact with & teach fourth yr. Vet students, interns & residents; assist in research applications & studies. **Qual.:** H.S. grad; able to prioritize effectively; familiarity with general computer use & spreadsheets; good interpersonal skills with ability to communicate effectively, both orally and written; position may involve the use of radioactive materials; exp. in general and diagnostic ultrasound pref. exp. in general and diagnostic ultrasound pref. **NV ASS'T.:** Minimum one year exp. handling & working with horses in a Large Animal Hospital environment; **NV ASS'T.:** Minimum three yrs. exp. handling & working with horses in a Large Animal Hospital environ. (Schedule may require some occasional overtime) **Grade:** G5/G7; **Range:** \$14,714-18,069/\$17,068-21,247 2-13-97 Large Animal Hospital **SECRETARY III** (40 HRS) (0101RS) Perform routine secretaries/clerical duties for vacationing &/or absent secretaries; perform a variety of secretarial duties including typing of letters, charts & memos from dictating equipment or handwritten material on hospital cases; type grant proposals & manuscripts for research grants, hand-out for classes, prepare exams & grades as directed by clinicians; arrange appts., conferences, schedules, make travel arrangements; open & screen mail; compose routine correspondence; maintain records & files. **Qualifications:** H.S. grad with advance course work in business/secretarial courses desirable; two-four yrs. exp. with computer/word processor; exp. with PowerMac 6100 system or equivalent req.; familiarity with MS Office; knowledge of medical terminology plus excellent spelling & typing req.; ability to work under pressure with minimum supervision; good organizational skills; ability to work with confidential material. (Position in Kennett Square; no public transportation) **Grade:** G8; **Range:** \$18,481-23,132 2-13-97 Large Animal Hospital-NBC Ass't Dir., Fac./Planning & Construction (111442RS) (Position in Kennett Square, PA; no public transportation) P5; \$29,664-38,677 1-17-97 NBC/Admin. Svcs. Dairy Mgr. (0124RS) (Position in Kennett Square; no public transportation) P3; \$24,617-31,982 1-5-97 NBC Research Lab Tech III (02172RS) G10; \$19,261-23,999 2-7-97 Pathobiology Research Lab Tech III (02167RS) G10; \$19,261-23,999 2-7-97 Pathobiology Tech, Vet I (40 HRS) (02173RS) (Position in Kennett Square; no public transportation). G8; \$16,171-20,240 2-7-97 Large Animal Hospital

## VICE PROVOST/UNIVERSITY LIFE

*Specialist: Clyde Peterson*

Info. Management Specialist II (08922CP) P6; \$32,857-42,591 8-19-96 OSIS Prog. Analyst II (08921CP) P6; \$32,857-42,591 8-16-96 OSIS Sr. Placement Counselor (0102CP) P5; \$29,664-38,677 1-6-97 CPPS Staff Ass't V (05424CP) P5; \$29,664-38,677 2-24-96 VPUL Ltd. Svc. (Office Admin. Ass't II) (121517CP) G10; \$10,583-13,186 12-17-96 OSLAF

## WHARTON SCHOOL

*Specialist: Janet Zinser*

**INFORMATION SYSTEMS SPECIALIST I** (02175JZ) Support administrative users primarily & provide reliable computing environment at both the server & desktop levels; ensure timely system backups; resolve server & desktop hardware problems; assist users with operating system & application software problems; ensure & facilitate user access to data, applications & IS tools to support their business needs; participate in basic programming, testing, implementation & evaluation of software systems or data conversions. **Qualifications:** BA/BS, preferably in computer science or MIS or equivalent; one-two yrs. progressively responsible experience in computing support preferably in an end-users computing environment; manage conflicting priorities; demonstrated ability to provide timely solutions to user IS challenges; experience with Windows trouble-shooting; knowledge of word processing, spreadsheet, electronic mail & database packages, Novell networks &/or Windows NT & programming languages; excellent communications skills required. **Grade:** P3; **Range:** \$24,617-31,982 2-10-97 WCIT **INFORMATION SYSTEMS SPECIALIST II** (02189JZ) Support in use of IBM compatible PS hardware, software & UNIX workstations; troubleshoot problems & implement solutions; conduct investigations of new products, initiate purchase process & follow-up with vendors; act as assistant UNIX system administrator; perform routine UNIX system administrative tasks; responsible for small PC computer lab. **Qualifications:** BA/BS in computer science/information systems or equivalent experience; two-three yrs. related experience; excellent interpersonal & communication skill; ability to learn quickly & work independently; extensive experience with IBM compatible PC hardware & software. (Application deadline date: 2/18/97) **Grade:** P5; **Range:** \$29,664-38,677 2-12-97 Finance **PROGRAMMER ANALYST II/III** (02170JZ) Provide research & instructional computing expertise & coordinate WCIT services & resources; manage all phases of computer-oriented initiatives including recruiting staff & leading project-management meetings; design, test & implement computing & networking strategies in micro-computer labs that meet local needs & concur with University standards; make software & networking recommendations & mentor other computing persons; act in leadership role for School in University-wide computer implementation issues; represent School in University-wide special interest group; serve as faculty & student liaison in support of instructional software. **Qualifications:** BA/BS in computer science or MIS or equivalent; excellent interpersonal skills; ability to manage all phases of computer-oriented projects; communicate with clients having a wide range of technical expertise; install & administer multiple server-based LAN's in a complex open environment; able to program in at least one computer language; explore new technologies & integrate various operating environments; work independently & as member of team; expertise in DOS batch file programming & complex windows configuration & working with core networking protocols IPX & TCP/IP & related products; familiarity with end-user computing requirements in an academic environment such as: C, Excel, Word, Communications & graphical applications and statistical packages; knowledge of IBM PC compatibles & Macintosh including peripherals & printers. **P.A. II:** Two yrs. progressively responsible experience as a computer specialist. **P.A. III:** Four yrs. progressively responsible experience as a computer specialist. **Grade:** P6/P7; **Range:** \$32,857-42,591/\$36,050-46,814 2-10-97 WCIT Coord. III (01141JZ) P3; \$24,617-31,982 2-5-97 WFIC Info Sys. Spec. III (01241JZ) P5; \$29,664-38,677 2-5-97 WCIT Manager IV (01125JZ) P5; \$29,664-38,677 2-5-97 CEBS Media Tech Spec. (121577JZ) P6; \$32,857-42,591 2-4-97 WCIT Programmer Analyst II (02152JZ) P6; \$32,857-42,591 2-6-97 WCIT Admin. Ass't I (01122JZ) G9; \$17,614-21,991 2-5-97 Real Estate Admin. Ass't III (01123JZ) (Ongoing contingent on grant funding) G11; \$20,497-26,008 2-5-97 Health Care Systems

## Classified

**VACATION:** Pocono Chalet, 3BR/1B, near Jack Frost/BB; Firewood incl. \$375/week-end, 215-898-9928.



**Odadaa!** A group of musicians and dancers from Ghana, led by the pioneering master-drummer, composer and choreographer Yacub Addy, will perform on February 22 at 8 p.m. at International House. The 11-member troupe's repertoire includes traditional rhythms, songs and dances from Ghana's many ethnic groups. Tickets: \$15, \$13 for students, and senior citizens, \$10 for I-House members; call Upstages at 893-1145.

### The University of Pennsylvania Police Department Community Crime Report

**About the Crime Report:** Below are all Crimes Against Persons and Crimes Against Society from the campus report for **February 3 through 9, 1997**. Also reported were **Crimes Against Property**, including 39 thefts (including 1 burglary, 2 theft of auto, 2 thefts from auto, 3 of bicycles & parts, 4 incidents of criminal mischief & vandalism; 3 incidents of trespassing & loitering; 2 of forgery & fraud. Full crime reports are in this issue of *Almanac* on the Web ([www.upenn.edu/almanac/v43/n22/crimes.html](http://www.upenn.edu/almanac/v43/n22/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 **February 3 and February 9, 1997**. The University Police actively patrol from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

#### Crimes Against Persons

##### 34th to 38th/Market to Civic Center: Threats & harassment-7

2/4/97	12:56 AM	Brooks Dorm	4 unwanted calls received
2/4/97	1:03 AM	Class of 28 Dorm	Unwanted call received
2/4/97	1:37 AM	Class of 28 Dorm	Unwanted call received
2/4/97	9:53 PM	Nichols House	Unknown person yelled at complainant
2/5/97	12:53 AM	Cleeman Dorm	Unwanted calls received
2/6/97	3:26 AM	Magee Dorm	Unwanted calls received
2/7/97	1:41 AM	Graduate Dorm	Unwanted calls received

##### 38th to 41st/Market to Baltimore: Robberies (& attempts)-1; Aggravated assaults-1;

##### Threats & harassment-3

2/4/97	1:25 AM	4006 Spruce	Complainant assaulted/2 arrests
2/5/97	2:07 PM	Low Rise North	Unwanted calls received
2/6/97	8:27 PM	3925 Walnut St.	Store robbed by suspect w/ gun/no injury
2/7/97	11:04 PM	Harrison House	Unwanted calls received

##### 30th to 34th/Market to University: Threats & harassment-1;

2/6/97	6:52 PM	3300 Blk Walnut	Slurs shouted by passing motorist
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##### Outside 30th 43rd/Market Baltimore : Threats & harassment-1

2/7/97	12:40 PM	South St. Bridge	Unknown male made threat
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#### 18th District Crimes Against Persons

10 Incidents, 3 Arrests reported between **February 3 and 9, 1997**, by the 18th District; covering Schuylkill River to 49th Street, Market Street to Woodland Avenue.

2/3/97	1:00 PM	4400 Market	Robbery
2/3/97	4:28 PM	309 48th St.	Robbery
2/5/97	6:35 PM	4400 Sansom	Aggravated Assault
2/5/97	7:16 PM	4400 Sansom	Robbery
2/5/97	9:30 PM	4207 Chester	Rape/Arrest
2/6/97	3:54 PM	200 48th St.	Aggravated Assault/Arrest
2/6/97	8:27 PM	3925 Walnut	Robbery
2/7/97	8:00 PM	4800 Market	Robbery/Arrest
2/7/97	11:20 PM	4900 Chester	Robbery
2/9/97	1:05 AM	4700 Chestnut	Robbery

# Update

FEBRUARY AT PENN

## TALKS

**19** *Neutrino Astronomy and Supernova 1987A: The Birth of a New Science*; Alfred Mann, physics; 4 p.m.; Rm. A1, DRL (Physics).

**20** *The Kamiokande and Superkamiokande Neutrino Telescopes*; Masa-Toshi Koshiba, University of Tokyo; 4 p.m.; Rm. A1, DRL (Physics).

*The Bible's Earliest Interpreters*; James Kugel, Harvard/Bar Ilan University, Israel; 4 p.m.; B-26, Stiteler Hall (Jewish Studies).

*Heart, Bones and Hormones: An Update in Women's Health*; J.A. Grisso, epidemiology & biostatistics; noon; Smith-Penniman Rm., Houston Hall (Women Fac. & Administrators).

**21** *What We learned About Physics and Astrophysics from Supernova 1987A*; Michael Turner, Chicago; 4 p.m.; Room A1, DRL (Physics).

**24** *Women-Only Learning Environments: A Dilemma for NGO's*; Niti Seth, Harvard; 3-5 p.m.; Rm. 103-105, Williams Hall (South Asia Regional Studies).

*The Depth of Surfaces*; David Leatherbarrow, architecture; 6 p.m.; Room B-3, Meyerson Hall (GSFA).

**Deadline:** The deadline for this weekly column is the Monday of the week prior to publication (e.g., *February 17* for the February 25 issue).



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3600 Chestnut Street, Philadelphia, PA 19104-6106  
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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. Its electronic editions on the Internet (accessible through the PennWeb) include HTML and Acrobat versions of the print edition, and interim information may be posted in electronic-only form. Guidelines for readers and contributors are available on request.

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

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## Teaching Teachers at Penn: Mentoring Programs

by Larry Robbins and Herb Levine

Recent *Almanac* articles have described important efforts to improve teaching at Penn. The University is clearly interested in creating an environment that promotes effective teaching and learning. One such initiative involves the concept of mentoring.

A mentoring program has existed for over five years at Wharton and has subsequently been extended to SEAS and some departments in SAS. Two and half years ago, the chair of the Economics Department created a departmental mentoring program.

The basic aim of a mentoring program is to enable teachers to observe their own techniques of instruction and to make appropriate changes. The mentoring program has three components: 1) an exploratory conversation about teaching issues important to the instructor; 2) videotaping of a class; and 3) a discussion between mentor and teacher about the videotaped class.

Some of the individuals who participate in the mentoring program believe or have been told that they have some kind of problem. An effective mentoring relationship will certainly deal with problems but should also address some generic issues of teaching: for example, how to create a syllabus that encourages learning within a discipline and how to present intellectual material in a way that stimulates students to think analytically.

The thought of videotaping elicits a negative response from some teachers: "Not only will it be an intrusion in my class, but I'm afraid of what I'll see, and it might be used against me." To counter these fears, a truly effective mentoring program must be completely confidential. The videotape immediately becomes the property of the teacher and will be seen only in the follow-up consultation with the mentor. As for being an intrusion in the classroom, today's students are generally used to the concept of video and do not pay much attention a camera in the back of a room. Those who are aware of the camera usually appreciate the teacher's efforts to improve the learning experience for the whole class. The videotape is a useful tool because it provides an accurate image. Most people are surprised that they "look as good as they do," and if distractions are evident—nervous pacing, too many "uhs" or "oks"—the remedy becomes easier when an individual can hear the "uhs" and see the non-deliberate movement.

While the class is being videotaped by a cameraperson, the mentor takes notes on the process of teaching: how and how soon the class begins, interaction between teacher and class, cross-talk among students, general organization including summaries and transitions, the way the class ends and, of course, presentation skills. When viewing the tape, the teacher is asked to make similar notes, concentrating both on organization and presentation.

The final part of the process is the interview with the mentor. At that meeting, teacher and mentor go over the notes each has made, referring to the videotape for verification. If problems show up, the mentor should directly and forthrightly discuss them and offer suggestions for improvement. A mentor who is too complimentary

loses the confidence of the teacher, but one who only finds fault no doubt misses some of the positive attributes of a teacher. With the combination of the videotape record, the mentor's analysis of the class and the teacher's own observations, a plan for improvement should emerge. For maximum benefit, it is often a good idea to repeat the process, if not immediately then in succeeding semesters.

In this model, the mentor does not necessarily have to be an expert in the teacher's discipline. However, departmentally based programs can provide the important dimension of dealing with issues specific to an academic subject. This presents certain advantages but also some disadvantages.

Knowing the field enhances the mentor's ability to comment on how the material is being presented. For example, if the mentor observes that a new assistant professor is drawing too much on advanced techniques recently learned in graduate school, the message might be: "Keep it simple, go for the basics, try to develop an understandable, coherent picture, and then perhaps suggest more advanced problems and scientific disagreements."

Although "speaking the same language" creates a comfortable environment, it also has its drawbacks. When the Economics Department announced its program, most junior faculty responded positively, grateful that someone within the department was interested in them and willing to help improve teaching quality. However, a few in the initial conversation with the mentor were uneasy about exposing their teaching to a member of their own department, worrying that this might have a negative effect on their chances for promotion. Even though the mentoring relationship is confidential, if a teacher is uncomfortable,

arrangements should be made to work with someone outside the department.

Mentoring programs, whether internal or external, help teachers identify their own strengths and weaknesses. To be effective instruments of change, mentors themselves must be conscientious in learning how to assist their colleagues in the delicate process of improving teaching. A mentor who says or implies, "do it my way," may do more harm than good because individuals need to develop their own style. Certainly, there are some constants in good teaching—organization and enthusiasm are essential—but each academic discipline has its own way of looking at the world, and each instructor should develop a unique method of communicating knowledge. A mentor, therefore, should concentrate on showing others how to observe their own skills and how to find ways to improve learning.

Our experience has shown that teaching effectiveness can be improved. Yet there are limits to the extent of improvement possible. Neither mentor nor teacher should have unrealistic expectations, for these may lead to feelings of frustration and even failure, preventing potentially good teachers from achieving the level of improvement that is attainable.

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*A mentor who says or implies, "do it my way," may do more harm than good because individuals need to develop their own style.*

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*The Talk About Teaching series is a joint project of the College of Arts and Sciences and the Lindback Society. This month's authors are members of SAS and the Wharton School. Dr. Levine is professor of economics and Dr. Robbins is adjunct professor of management and director of the Wharton Communication Program*



# Supplement to the University of Pennsylvania Faculty/Staff Telephone Directory 1996-97

## Corrections to White Pages

• = New Addition to 1996-97 Directory

**Bold** - Change/Additional Information

ADAMS, THOMAS ----- 8-6902  
ASST DIR ENGLISH LANG PROG; INSTR EDUC  
15 BEH/6274 [email:tomadams@SAS]  
1818 PEMBERTON ST, PHILA, PA 19146  
(215)735-5936

AMADO, RALPH D, DR ----- 8-8147; 8-7236  
PROF PHYSICS; **VICE PROVOST FOR RESEARCH**  
2N4 DRL/6396; **212 CH/6303**  
[email:amado@WALET.PHYSICS]  
(CAROL STEIN) 509 LATMER RD,  
MERION STATION, PA 19066 (610)664-4317

ANDERSON, HARRY L, DR ----- 662-7320  
ASST PROF SURG & ANESTHESIA; **MED DIRECTOR SURGICAL ICU** [Fax:349-5917]  
DIV TRAUMA/CRITICAL CARE  
**3440 MARKET 1ST FL/3306**  
[email:hlanders@MAIL.MED]  
2117 GREEN BRIER DR, VILLANOVA, PA 19085

ASHTON, JANICE ----- 8-6323  
BUS ADM ENGLISH LANG PROG  
22 BEH/6274 [email:jmashton@SAS]

• ASKEW, ANTHONY C ----- 8-3913  
ASST DIR CTR OF EXCELLENCE ON  
MINORITY HEALTH  
RM 249 3508 MARKET ST/3357

BALAMUTH, DAVID P, DR ----- 8-7320; 8-8144  
ASSOC DEAN SAS; **PROF PHYSICS** [Fax:8-0821]  
116 CH/6377; 2E1 DRL/6396  
[email:balamuth@PILOT.SAS]  
(MARGARET) 115 OVERBROOK PKWY,  
WYNNEWOOD, PA 19096 (610)896-5846

BECK, ROBIN H ----- 8-7581  
**ASSOC VICE PRES ISC**  
265C 3401 WALNUT/6228 [email:beck@ISC]  
(BILL) ONE LLANFAIR CR, ARDMORE, PA 19003  
(610)649-7838

BENDER, ROSS, DR ----- 8-8869  
LANGUAGE SPEC ENGLISH LANGUAGE  
PROG  
11 BEH/6274 [email:rbender@SAS]

• BENDIAN, MARC ----- 8-5859  
ADM ASST REG DEV  
637B FB/6285

• BENJAMIN, JR., WALTER ----- 3-3565  
TECH TRAINING CONSULTANT CRC  
3732 LOCUST WK/6269  
[email:walterb@POBOX]

BENNETT, JEAN, DR ----- 8-0915  
ASST PROF OPHTHALMOLOGY  
**310 STELLAR-CHANCE LABS/6069**  
(DR ALBERT MAGUIRE) 182 FISHERS RD,  
BRYN MAWR, PA 19010 (610)527-3563

• BENTAL-ROOF, MICHAL, DR ----- 8-0048  
SCIENTIFIC DEV ADM IME [Fax:3-7227]  
3508 MARKET ST, STE 380/3357  
[email:michal@POBOX]

BENTON, DONALD, DR ----- 3-3230  
RES ASSOC PHYSICS  
2N42 DRL/6396  
[email:benton@DEPT.PHYSICS]  
(MIRJAM CVETIC) 549 WINCHESTER DR,  
YARDLEY, PA 19067 (215)321-0738

BERNEMAN, LOUIS ----- 3-3446  
MANAGING DIR CTR TECH TRANSFER [Fax:8-9519]  
STE 300 3700 MARKET ST/3147  
[email:berneman@MAIL.RESTECH]  
10630 SUMMERSWEET CT,  
FAIRFAX STATION, VA 22039 (703)239-2013

• BEVAN, JULIE ANNE ----- 662-6431  
CLIN RES COORD GASTRO  
602 CRB/6140

BILLMYER, KRISTINE, DR ----- 8-1990  
DIR ENGLISH LANG PROG; ADJ ASST PROF  
EDUC  
21 BEH/6274 [email:billmyer@SAS]  
2414 SPRUCE ST, PHILA, PA 19103 (215)735-5331

BODE, SHARON ----- 8-8809  
INTENSIVE PROG COORD ENGLISH LANG  
PROG  
21 BEH/6274 [email:sbode@MAIL.SAS]  
1828 FITZWATER ST, PHILA, PA 19146 (215)731-0954

BOLINGER, LIZANN, DR ----- 662-4466; 662-3057  
ASST PROF RADIOLOGIC PHYSICS  
**BASEMENT RHOADS BLDG/4283; MRI CENTER RADIOLOGY/4283**  
[email:lizann@NMRS.G.MMRCC]

• BOLTON, KRISSA ----- 8-8445  
DIR PARENTS PROG PENN FUND  
615 FB/6285

BONTA, HILARY ----- 8-6009  
COORD ENGLISH LANG PROG [Fax:8-2684]  
21 BEH/6274 [email:hbonta@SAS]  
(MARK BOWERMAN) 330 S HICKS ST,  
PHILA, PA 19102 (215)545-5479

• BOORSE, MICHAEL ----- 8-4045  
PUBLIC INFO INTERN MUSEUM  
249 MUSEUM/6324 [email:mboorse@SAS]

BRANDT, BRIAN ----- 662-9395  
DIR FIN OPHTHALMOLOGY  
SCHEIE EYE INST/2689  
[email:brandtb@MAIL.MED]

BURSTEIN, ELIAS ----- 8-8160  
MARY AMANDA WOOD PROF PHYSICS  
EMER [Fax:8-2010]  
2N13D DRL/6396  
[email:burstein@DEPT.PHYSICS]  
(RENA) (610)664-1840

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•MCCARRON, MARY ----- 8-5285  
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•MEMBRENO-ZENTENO, ELSEKE ----- 8-4661  
ADMISS COORD INT'L PROG  
133 BEH/6275

•MILLER, JULI ----- 3-7764; 3-6016  
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•PLUTA, CHRISTINE ----- 8-4841  
DONOR RELS COORD NURS DEV  
468 NEB/6096

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112 TOWNE (LAB)/6315



- RATAJCZAK, LORRAINE ----- 8-5029  
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ADM ASST BIDDLE LAW LIB  
LAW / 3406  
BOX 228 GRAD B 3650 CHESTNUT ST,  
PHILA, PA 19104 (215)417-4459
- REED, JANET E, DR ----- 3-4508  
DIR INTELLECTUAL PROPERTY CTR TECH  
TRANSFER [Fax:8-9519]  
STE 300 3700 MARKET ST / 3147  
[email:reed@MAIL.RESTECH]
- REYNOLDS, SCOTT ----- 8-1030  
BIOMED GRAD STUDIES COORD  
240 JOHN MORGAN / 6064;  
3720 HAMILTON WK  
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- RHOADS, JONATHAN E, DR ----- 662-2008  
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SILVER / 4283  
3300 DARBY ROAD, HAVERFORD, PA 19041  
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YORK HOSPITAL 1001 S GEORGE ST,  
YORK, PA 17405  
(717)951-2202
- RICHARDSON, SHAWN R ----- 3-7247  
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415 CURIE BLVD235 CRB/6142  
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RES SPEC ASIAN SECTION MUSEUM  
509 MUSEUM / 6324 [email:psabloff@SAS]
- SAFADI, M FAYEZ, DR ----- 8-4425; 8-0391  
POST-DOCTORAL FELLOW GENETICS & MED  
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APT #E-1401 PARK TOWNE PLACE  
2200 BEN FRANKLIN PKWY, PHILA, PA 19130
- SALAND, MICHELE ----- 8-2681  
COORD VOLUNTEERS MUSEUM  
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- SANCHEZ, LAURA, DR ----- 243-2809  
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- SANDERS, NANCY A, DR ----- 8-3776  
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- SCHEIBE, SANDRA L ----- 3-4510  
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- SCHENCK, HELEN ----- 8-0023  
EDITOR EXPEDITION MUSEUM  
360 MUSEUM / 6324
- SCHEPPLE, KIM LANE ----- 8-7674  
PROF LAW [Fax:3-2025]  
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- SCHILLINGER, DON ----- 662-4654; 662-3346  
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432 A FB / 6285
- SHEN, BENJAMIN S, DR ----- 8-7199  
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- SHOCKLEY, MELINDA, DR ----- 8-0418  
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- SONSTEIN, AMY ----- 8-8203  
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257 CHEM / 6323 [email:amyson@A.CHEM]
- SPAETH, JULIE ----- 8-8185  
OFC ADM ASST DEV ADM SVCS  
414 A FB / 6285
- STANTON, ARLENE, DR ---- 349-8706; 662-2886  
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3600 MARKET ST, 7TH FL / 2648
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500 3440 MARKET / 3325
- THOMAS, GEORGE ----- 662-6921  
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219 Myrtle Ave., Havertown, PA 19083

Knaur, Georg N. ... Classical Studies  
The Quadrangle, Apt. 3206, 3300 Darby Rd., Haverford, PA 19041-1069 (address)

Palmer, Robert E. A. ... Classical Studies (addition)  
1045 Montgomery Ave., Narberth, PA 19072

Smith, Wesley D. ... Classical Studies (addition)  
3408 Hamilton St., Phila., PA 19104

Thackray, Arnold ... History & Sociology of Science (addition)  
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Zurmuhle, Robert ....Physics (addition)  
24 University Mews, Phila., PA 19104

### Honorary Societies

Phi Beta Kappa (address)  
MEZZ/3246 8-6341

# Corrections to Yellow Pages

## Arts and Sciences, School of (SAS)

*Administrative and Financial Services* 112 CH/6377 FAX: 8-0821  
(correction of fax number)

## Arts and Sciences, School of, Computing Facilities and Services

### Customer Services and Planning

#### Help Desk

Coord.: T.B.A. (deletion)  
Ofc. Syst. Adm.: T.B.A. (deletion)

*Desktop Computing Support (DCS)* 3E3 DRL/6396 (mail code)

Mgr.: T.B.A. (deletion)  
Email Support Spec.: Ed Gutierrez (addition)

PC Support Spec.: Rick Haverkamp (addition)

*Technology Integration Services (TIS)*

Ofc. Syst. Adm.: T.B.A. (deletion)

### Social Science Computing (SSC)

Software Mgr.: T.B.A. (deletion)  
Consultant: Edward Horn (addition) 353 McNeil/6209 8-6454

## Cell & Molecular Biology,

**Graduate Group in** 237 Anat/Chem/605 8-4360

(change of department listing and address)

Graduate Group Chr.: Charles P. Emerson, Jr.

Coord.: Wendy L. Hammett

Dynita S. Washington

Adm. Asst.: Faye J. McKoy 8-8935  
FAX: 3-2104

**English Language Programs** 21 BeH/6274 8-8681

Assoc. Dir.: Dr. Gay Washburn 23 BeH/6274 8-2049

Asst. Dir.: Thomas Adams 15 BeH/6274 8-6902

Asst. Dir.: Dr. Mary Ann Julian 15 BeH/6274 8-6199

#### Admissions Office

Adm. Asst.: Marguerite Conroy (name) 8-8681

Adm. Asst.: T.B.A. (deletion)

Bus. Adm.: Janice Ashton 22 BeH/6274 8-7358

(addition of phone numbers)

#### Programs

Coord., Bus. Eng. Prog.: Nora Lewis 6 BeH/6274 8-6617

Coord., Intensive Prog.: Sharon Bode 1B BeH/6274 8-8809

Coord., Evening Prog.: Felicia Porter 12 BeH/6274 8-6529

Coord., Special Events: Hilary Bonta 12 BeH/6274 8-6009

(new category)

Language Specialists 2B BeH/6274

Dr. Ross Bender 8-8869

Joanne Mooney 8-8851

(addition of phone numbers)

## Institute for Medicine and

**Engineering (IME)** 117 Hayden Hall/6392 3-6813

OFFICE FAX: 3-6815

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Staff Asst.: Marvin Jackson 117 Hayden Hall/6392 3-6813

Adm. Mgr.: Karen Grasse 117 Hayden Hall/6392 3-6814

Grants & Financial Mgr.: Janell Petzko 117 Hayden Hall/6392 3-6063

Scientific Dev Adm.: Dr. Michal

Bental-Roof 3508 Market St., Ste. 380/3357 8-0048

Science Mgr.: Dr. Denise Polacek 3508 Market St., Ste. 380/3357 8-0419

*Laboratory*

**University City Science Center**

3508 Market St., Ste. 380/3357 8-0418

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(complete listing of department)

**Philadelphia Center for Early American Studies** 8-92512203 SH-DH/6369

Bus. Adm.: Neal A. Hebert (name) Ste. 500, 3440 Market/3325 8-1551

**Wharton Ethics Program** 8-1166

(change of Director)

Dir.: Thomas Donaldson 2203 SH-DH/6369 8-6859

## Standing Faculty of the University of Pennsylvania

### Anthropology (revised listing)

Ashmore, Wendy A.

Barnes, Sandra T.

Dibble, Harold L.

Erickson, Clark L.

Hammarberg, Melvyn

Harding, Robert S. O.

Hiebert, Frederick T.

Huss-Asmore, Rebecca

Johnston, Francis E.

Keane, E. Webb

Kopytoff, Igor

Mann, Alan E.

Paley, Julie

Possehl, Gregory L.

Preucel, Robert W.

Routledge, Bruce

Sabloff, Jeremy A.

Sanday, Peggy R.

Schuyler, Robert L.

Spooner, Brian J.

Urban, Gregory P.

Wailles, Bernard

Zettler, Richard L.

**Corrections/Additions to the Faculty/Staff  
Telephone Directory are invited.**

Changes to telephone directory information, (**printed name, campus address, home address, phone number and spouse info**) can be submitted:

- online via the Telephone Directory Update Form at (<http://www.upenn.edu/bus-svcs/instr.html>),
- in a type written letter to:  
Business Services Office  
Suite 440A  
3401 Walnut Street/6228,
- or submit a type written fax to 8-0488.

Campus address and phone changes will also be reflected in the online directory within 2 weeks. Other information will be included in the next printed telephone directory.

Faculty and Staff with PennNet ID's can update their **e-mail address, home page URL, or privacy settings for e-mail or URL** using the Directory Update Form (<http://directory.upenn.edu/update.html>). These changes will be reflected in the online directory immediately.

**Office of the Vice President  
For Business Services  
Phone: 8-9155 Fax: 8-0488**

For additional information, please refer to the Directory Services home page at <http://directory.upenn.edu/> or call the Business Services office.