

Almanac

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Almost Over

SEC and Council have had their last spring meetings (pp. 4-6), the Pennsylvania Legislature has spoken (good news: [page 6](#)), and over 3000 students and their families are getting ready to celebrate the 241st Commencement not only on Franklin Field but in a dozen School ceremonies (see [back page](#)). The dancer here, Desiree Rina, is one of 14 who will be at the Annenberg Center later this week, wrapping up the Philadanco series ([page 8](#)) as the Center prepares for the International Festival of Children's Theatre to start May 21.

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To Georgetown: Barbara Stevens

Barbara Ray Stevens, Vice President and Secretary of the University, will leave Penn at the end of June to join the office of Georgetown University Vice President Michael Kelly.

Ms. Stevens, who joined Penn in 1984 as a member of President Sheldon Hackney's staff, interrupted her Penn career to serve as Executive Director of the New Haven Downtown Council in New Haven for 2 years, then returned to Penn in 1991 as Secretary of the University, the position that shelters University trustee liaison, University Council affairs, the annual Commencement and related events, and numerous special projects. In 1991 the vice presidency was added when Ms. Stevens took responsibility for University Relations. In that role she had oversight of news and public affairs, developed the mechanisms for Penn's institutional presence on the Internet, and advised on the experimental merger of *Almanac* and *Compass*.

President Judith Rodin said she expects to begin a search for a successor to Barbara Stevens in the very near future. "It will be difficult to find someone to fill Barbara's shoes, but we expect to conduct a thorough search to find a superb new Secretary of the University," said Dr. Rodin. "Barbara has done an exceptional job, serving Penn with great energy, intelligence, care and—always—grace."



Barbara Stevens

To Mayor's Office: Mike Nardone

Michael Nardone, the Penn Health System's associate executive vice president for government relations, has joined the Rendell Administration as deputy managing director for special needs housing—a post that includes coordinating several programs that make up the City's "safety net" for the poor, such as homeless services and the city's response to state and federal welfare cuts.

Chief Public Affairs Officer Lori Doyle will be interim associate executive vice president for government relations during a search for his successor; she will also lead the search.

As PennMed's principal liaison in Washington and Harrisburg, Mr. Nardone was "an ideal person to convey our message," said Dean William N. Kelley. "He made the case for Penn, and for academic centers in general, articulately and yet with a light touch. He brought government officials at every level to campus so that they could hear the Health System's story directly from our physician-scientists and our leadership. Less visibly, but no less importantly, he helped set our priorities on legislative and regulatory issues. He analyzed the impact of governmental trends and sudden shifts in direction. And he was singularly successful in developing and implementing strategies, both individually and in concert with other academic health centers...to deal with the emerging health care picture."

Commonwealth Funding

The new state budget gives Penn's requested appropriation in full. See page 7 for details.

Teaching Awards in Nursing . . .

Faculty Teaching Awards: Ms. Klinck-Krendel and Ms. Kolb

Winners of the 1997 School of Nursing Faculty Teaching Award are Katherine Klinck-Krendel, clinical lecturer, and Susan Kolb, clinical lecturer for the Nursing of Children Graduate Program. Recognized with them are Nancy Hodgson as the Teaching Assistant Award winner and Dr. Zoriana Malseed, winner of the Undergraduate Advisor Award.

Ms. Klinck-Krendel is an advanced practice nurse specializing in child and family mental health who received her master's degree in 1996 from Penn Nursing, and has practiced nursing for nearly three decades. In nominating her for the teaching award, students enrolled in her community health course spoke of her "wisdom and years of experience as a stabilizing force" and said "She cared for us beyond the scope of a clinical instructor by using personal resources to help us accomplish our goals." Ms. Klinck-Krendel is a member of Sigma Theta Tau International Honor Society.

Susan M. Kolb, GNu '82, is a clinical nurse specialist/nurse practitioner in pediatric pulmonology practicing at St. Christopher's Hospital for Children's Pediatric Pulmonology and Cystic Fibrosis Center. As a researcher she is involved in several multidisciplinary projects focusing on children with acute and chronic pulmonary disease. "Susan has been a matchless inspiration and role model for each of us," said students. "She expects our best, facilitates our autonomy, and is always available as a resource."



Katherine Klinck-Krendel



Susan Kolb



Nancy Hodgson



Zoriana Malseed

TA Award: Ms. Hodgson

Nancy Hodgson, GNu '88 is a teaching assistant and clinical instructor for students enrolled in Nursing in the Community, and a clinical instructor for psychiatric/mental health nursing courses. This year she led the first clinical groups of students from Penn working with the Albanian community in Fishtown, and also served as an advisor to senior nursing students involved in an independent study of this community. Said students: "She helped us to formulate goals for the independent study, complete projects, and gave us insight into the culture of this community...She is a source of guidance and encouragement throughout our senior year at Penn, and has fostered our growth as students, our critical thinking skills, and our independence as nurses." Ms. Hodgson currently is working towards her Ph.D. degree in nursing with a research interest in grief and the homebound elderly.

Undergraduate Advisor Award: Dr. Malseed

Dr. Zoriana Malseed, associate professor of nursing, teaches anatomy and physiology on the undergraduate level, and, on the graduate level, lectures on special topics in immunology and physiology. Currently Dr. Malseed serves as the coordinator for the School of Nursing/School of Arts and Sciences joint nutrition minor. In nominating Dr. Malseed for the 1997 Undergraduate Advisor Award, one student said, "She devotes extra time and energy to her students and advisees and is truly interested in what is going on in your life." Another student spoke of her as "instrumental in shaping my Penn experience...her guidance, support and encouragement...gave me the strength and courage to become involved in many campus activities, pursue a minor, and study abroad."

A member of the School's faculty since 1971, Dr. Malseed won the Lindback Award in 1981 and the School of Nursing Teaching Award in 1996.

Note: The School of Nursing also made awards to staff this year; please see page 9.

Remembering Dr. Thompson: May 15

There will be a Celebration of the Life of Dr. Henry Thompson on Thursday, May 15 at 4 p.m. in the auditorium (street level) of the Nursing Education Building.

Dr. Thompson, a scholar, ethicist, and pastoral counselor died April 24 at the age of 65. He had been teaching at the School of Nursing since 1981, and was a founding member of the School's Ethics Committee who also served on the Ethics Committee of HUP (*Almanac* April 29).

... and the Dental School

Members of the senior class gave four prestigious awards for teaching during the annual Alumni Faculty Senior dinner held in March at the Doubletree Hotel. The awards and their recipients:

The Earle Bank Hoyt Award was given to Dr. Thomas Therrien, associate professor of restorative dentistry. The award is given annually to a graduate of the School who is a full-time junior clinical faculty member and who has exemplified the teaching spirit for which Dr. Hoyt was well-known. Dr. Hoyt, a member of the Class of 1918 at Penn Dental, was a distinguished clinician and educator. The Award that was established by a grateful patient in honor of Dr. Hoyt's dedication and excellence in teaching.



Thomas Therrien



Nathan Kobrin

The Robert E. DeRevere Award was given to Dr. Nathan Kobrin, B.D.S. Dr. DeRevere, for whom the award is named, graduated from the University of Pennsylvania Dental School in 1945. As a faculty member at the School, he had charge of dental services at the Children's Heart Hospital of Philadelphia and Philadelphia General Hospital, in addition to his usual teaching duties. First awarded in 1982, the Robert E. DeRevere Award has come to be a coveted recognition for excellence in pre-clinical teaching by a part-time faculty member.



Ronald Piddington



Farideh Maddani

The 1997 Basic Science Award was given to Dr. Ronald Piddington, associate professor of oral medicine. Named for Dr. Joseph Appleton, a 1914 Penn Dental alumnus who was Dean of the School from 1941 to 1951, the award is the students' way of saying "thank you" to the individual who most exemplifies the spirit and quality of teaching that Dr. Appleton represented in his 66 years' close relationship with the School—as a student, faculty member in bacterio-pathology, dean, and as a full professor after the deanship. The Award is given each year to a part-time faculty member whose excellence in clinical teaching has developed students' skills and enriched their lives.

The Joseph L.T. Appleton Award was given to Dr. Farideh Madani, clinical assistant professor of oral medicine. Named for Dr. Joseph Appleton, a 1914 Penn Dental alumnus who was Dean of the School from 1941 to 1951, the award is the students' way of saying "thank you" to the individual who most exemplifies the spirit and quality of teaching that Dr. Appleton represented in his 66 years' close relationship with the School—as a student, faculty member in bacterio-pathology, dean, and as a full professor after the deanship. The Award is given each year to a part-time faculty member whose excellence in clinical teaching has developed students' skills and enriched their lives.

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Residence Operations: Larry Moneta, Associate VP

Dr. Larry Moneta, associate vice provost for University Life since March 1992, is moving to a new post as Associate Vice President for Campus Services, reporting to Vice President for Business Services Steven D. Murray.



Larry Moneta

He will have primary oversight of the Residential Operations Department, which includes occupancy administration; facilities operation and its services such as housekeeping, maintenance, mail, etc.; and the administration of assignments and finances. A director will be sought to report to Dr. Moneta for these functions.

The Dining Services operation, headed by Bill Canney and Don Jacobs, will also report to Dr. Moneta. This includes all dining halls and retail operations such as Chats, Stern and McClelland Marketplace.

He will also be responsible for the Sheraton Hotel, which will continue to be managed by Criterion Management Company working on behalf of the University, Mr. Murray said. "This linkage is an important one as we begin to physically implement the new vision of the residential system contained in the Biddison Hier and Brownlee reports," he noted, "since the Sheraton will play a key role as swing space and guest housing quarters during the implementation process. By combining all these functions under Larry's leadership," Mr. Murray continued, "we will have an opportunity to enhance the conference business provided by the University, particularly during summer months when we can leverage the hotel, eating and residential facilities that are underutilized during summer months."

He will take a leadership role with Mr. Murray, VPUL Valarie Swain-Cade McCoullum, Provost Stanley Chodorow, EVP John Fry, VP Facilities Art Gravina and key faculty including Dr. David Brownlee and Dr. Al Filreis to "put together the master plan for implementation of the vision articulated in the Biddison Hier and Brownlee reports," Mr. Murray said. "This will be a difficult, complex and exciting process as we oversee the effort of combining the program elements envisioned by Dave, Al, Val and others with the physical and financial realities existent in the residential system, and put together a master plan that will be the blueprint for residences for the next generation. Larry is highly respected as one who understands the needs of students and can mobilize the efforts of all constituencies to get things done. I'm delighted that he will be working as part of our team to help spearhead this effort."

Desktop Computing Hardware Standards: 1997-98 Update

The desktop standards document, published annually by Information Systems and Computing in collaboration with the Penn community, is available on the Penn web at <http://www.upenn.edu/computing/arch/standards/desktop-97-98.html>. The document provides recommended and minimum standards for new, institutionally owned, desktop computers; recommendations for new laptop computers; advice on mixed Macintosh-Windows 95 environments; and pointers to related information and followup contacts. Some highlights of the 1997-98 recommendations:

- The desktop recommendations distinguish between general-purpose systems for standard tasks such as e-mail, word processing, and spreadsheet calculations, and "Cornerstone systems" for accessing administrative applications.
- All users should consider Intel-based, Cornerstone-compliant computers for new purchases to ensure compatibility with new campus systems.
- Newly purchased Macintosh systems may not be fully functional for all Cornerstone administrative systems for the full life of the guaranteed support period. In addition, support for new general-purpose Macintoshes is extended only until July, 2000; that is, for three, not for four, years as in the past.
- Windows 95 should be installed on new Intel-based computers
- The recommended Macintosh strategy continues to be one of caution, not, in most cases, of migration away from the Macintosh. Recognizing that an increasing number of Macintosh-oriented offices will introduce Windows 95 computers into their workgroups and that mixed offices may be more challenging to support, ISC will give providers of computing support additional services targeted at platform migration and mixed Macintosh-Windows workgroups.

—Noam Arzt, Executive Director,
Administration and Information Technology Architecture

PennNet Guest Access Changes

Eligibility rules and application procedures for PennNet guest IDs will change on July 1, 1997. These changes will affect University offices that wish to provide dial-in PennNet access to non-University collaborators and friends.

Under the new policy, guest access will be limited to individuals who need to access PennNet in support of instruction, research, or administration. The fee will be \$300/year. All requests must be submitted via the director of computing of the appropriate school or center; ISC will no longer accept direct requests from individuals or departments. Please note that existing guests will continue to have access until their terms expire, at which time a renewal request must be submitted under the new policy guidelines.

For details and rationale, please review the text of the policy at <http://www.upenn.edu/computing/netid/guest.html>.

—Monir Shahpari, Accounts Administrator,
ISC Networking

The following statement is published in accordance with the Senate Rules. Among other purposes, the publication of SEC actions is intended to stimulate discussion among the constituencies and their representatives. Please communicate your comments to Senate Chair Vivian Seltzer or Executive Assistant Carolyn Burdon, Box 12 College Hall/6303, 898-6943 or burdon@pobox.upenn.edu.

Actions Taken by the Senate Executive Committee Wednesday, May 7, 1997

1. Academic Planning and Budget Committee and Capital Council.

Since the last report there have been four meetings of the Academic Planning and Budget Committee. Two sessions were devoted to presentation and review of the School of Veterinary Medicine and the special issues of state appropriations. The third session was presented by Executive Vice President John Fry on the University Special Services District and Sansom Commons. The final meeting of the year revealed the University and school budgets.

Capital Council has approved six projects as follows: Writers House, Lighting Master Plan Phase I, Wharton 38th and Walnut facility, two Medical School laboratories, and the School of Arts and Sciences PennNet Pathways Phase II.

2. Chair's Report. Faculty Senate Chair Peter Kuriloff reviewed issues facing the Faculty Senate next year. He said he enjoyed the year as Faculty Senate Chair in part due to the great support of Past Chair William Kissick and Chair-elect Vivian Seltzer and in part due to the support of Executive Assistant Carolyn Burdon. He also said how much he appreciated the work of Secretary David Hackney. He closed by saying how moved he had been by the high-spirited, lively and collaborative nature of SEC this year and how much he looked forward to working with them again next year as Past Chair. An expanded report from the Faculty Senate Chair to the faculty will be published in a future *Almanac*.

Old Business

3. Proposed Vendor Policy. Vice President Carol Scheman reviewed the details and status of the proposed policy and satisfied most questions raised by SEC. It was agreed that Vice President Scheman would keep the Faculty Senate informed about the progress of the ordinance introduced* into City Council and the affect of the policy on vendors.

4. New Faculty Appointments. SEC considered two proposals for the creation of new faculty positions, one for the position of Practice Lecturer in Education in the Graduate School of Education, one for the position of Practice Professor in the Wharton School. These proposals had been reviewed by the Senate Committee on the Faculty, which recommended approval provided that the name of the position in GSE be changed to Lecturer in Educational Practice, that administrators from both schools clarify the conditions of appointment for holders of these positions, and that no more positions of this kind be approved without a full-scale study of this employment category, which presents wide-ranging and serious concerns, including the possible creation of a two-tiered faculty and the increasing separation of theory and practice in instruction. Associate Dean Kenneth George of GSE and Deputy Dean Janice Bellace of Wharton answered specific questions about the terms of the positions. After discussion, the two proposals were voted on individually and both passed, subject to the conditions stipulated by the Committee on the Faculty.

SEC approved both proposals. It was agreed that SEC has serious concerns about the proliferation of non-standing faculty positions and what that means to the future of the University. The Senate will begin an in depth review of the matter early in the fall.

Senate Chair Kuriloff, noting the importance and gravity of the issues raised by various members of SEC, invites interested faculty and SEC members to send their comments and concerns on this topic to the Faculty Senate Office to inform those who will conduct the review in September.

5. Report of Senate Committee on Students and Educational Policy. Committee chair Alice Kelley presented the report (*Almanac* May 6, 1997). She noted it is different from reports of recent years that gave specific recommendations. Instead, the committee tried to track the process and progress of previous recommendations. It discovered that this is the only faculty committee overseeing University-wide educational

policy and the committee has a responsibility to ensure that considerations at the University-wide level are not ignored in the process of school-based budget negotiations. Professor Kelley emphasized the need for the administration to respond publicly to reports of the committee. SEC approved the report and voted on one of the committee recommendations as a motion.

"The Senate Executive Committee calls for a formal process of administrative response to Faculty Senate committee reports be instituted. By the opening of the fall semester in any year, beginning in the fall of 1997, the University community would receive, through publication in *Almanac*, a point by point reaction to recommendations contained in the report from the previous spring."

The motion is intended to apply to all reports of the Faculty Senate transmitted to the administration directly or through publication in *Almanac*. The motion was adopted unanimously.

6. Report of Senate Committee on Administration. The report (see *Supplement* in this issue) was outlined by Committee chair David Brownlee. A SEC member stressed the usefulness of the annual publication of the University budget by the administration. SEC approved the report.

7. Review of Affirmative Action. Committee Chair Sheila Murnaghan reported that the Senate Committee on the Faculty had spent much of the year on a review of the University's report on affirmative action and a series of tables prepared by Professor Paul Shaman (see *Supplement* in this issue). The review shows there has been steady but uneven hiring of women and minorities over the last decade, with marked improvement in the clinical departments of the Medical School. The committee urged vigilance and expanded efforts to hire more women and minority faculty, and the importance of addressing diversity early in the hiring process at the point of developing definitions of a specialty or subfield. SEC approved the report.

New Business

8. Message of Thanks. Incoming Faculty Senate Chair Vivian Seltzer thanked Outgoing Chair Peter Kuriloff and Past Chair William Kissick for their support, David Hackney for his minute-taking, and acknowledged SEC members whose terms ended with conclusion of Old Business.

9. Council Steering Committee. SEC elected four faculty to serve on the University Council Steering Committee for 1997-98. Those elected will be invited to serve.

10. Technical Revisions to Policy on Misconduct in Research. Chair of the Senate Committee on Academic Freedom and Responsibility Larry Gross stated that SCAFR had reviewed technical changes in the policy recommended by the Office of Research Integrity of the U.S. Public Health Service, which had been referred to the Faculty Senate by Vice Provost for Research Ralph Amado. SCAFR found no academic freedom concerns raised by the addendum and recommended approval. In passing, Professor Gross noted that though the material had arrived at the University some months ago, the Faculty Senate had received an urgent request to review it and approve it shortly before a response was needed. He urged that it would be considerate if, in the future, the administration would give the Faculty Senate more time to work on such important issues.

A motion was made to approve the recommended addendum. It was approved unanimously.

11. Parting Words. Outgoing Past Chair William Kissick noted that the past chair had the last word. He stated he had met regularly in a quartet and found the quartet as follows: Peter Kuriloff was ebullient, Vivian Seltzer had equanimity, Bill Kissick was ecumenical, and Carolyn Burdon was exacting.

Note: An eight-page *Supplement* to this issue contains not only the above-mentioned reports (Administration and Affirmative Action), but also the Report of the Committee on the Economic Status of the Faculty and the text of the Faculty Exit Questionnaire approved by SEC on April 16.—Ed.

* At week's end it was reported that the proposed ordinance was not introduced at City Council on Thursday as had been announced.—Ed.

Council April 30: Community Service, Campus Projects, and an Advising Web

At Council's final meeting of 1996-97, April 30, President Judith Rodin opened with comment on the just-concluded Presidents' Summit for America's Future, which involved a number of Penn students, faculty and staff:

I thank all of you who participated and made such a wonderful showing for the University. It's important to recognize, though—as I'm sure we all do in this room—that Penn's involvement in community service doesn't begin or end with the Summit. We have committed to enhance and expand our already vast voluntary service efforts. Penn was the only institution in Philadelphia that made commitments in all five of the Summit areas, and we will continue to play a leadership role in community service. As part of our pledge to the Summit we will increase our numbers and implement new ways to contribute even more to our community in the following strategic areas:

- Clean and safe streets and neighborhoods
- Community partnerships to increase economic opportunity
- A significant improvement in public education
- And high-quality, diverse housing choices.

Ben Franklin founded the University with the belief that the true purpose of education is to promote service to the larger society. This institution will continue to work with that purpose in mind.

NCAA Update: The committee that conducted Penn's recertification review not only found Penn to be in substantial compliance with NCAA rules and regulations, but commended the University for integrating all aspects of athletic programming with student life, the President reported. "As a member of the Ivy League, Penn's standards are higher in fact than those of the NCAA, but the positive NCAA report reaffirmed that the University strikes a very good and fair balance between athletics and academics," she said.

Campus Master Plan: The Biddison Hier and Brownlee reports "give us a well-defined and exciting guide to enrich and invigorate our on-campus residences," Dr. Rodin said (see also the Provost's remarks at right). Retail changes will complement the newly energized residences, she added: "Scheduled for a grand opening in September is Mad4Mex, a highly successful chain of well-appointed and well-priced Mexican restaurants that will begin operations on the Italian Bistro site. And of course La Terrasse opens later in the month of May." Returning students and others will also see in the fall progress on Sansom Common—particularly on the Bookstore—and on the Perelman Quad, plus "a tremendous change in lighting" as work proceeds over the summer.

PPSA Officers Elected

At the May 9 annual meeting, Terri White of Academic Support Programs was chosen as chair-elect and Alicia Brill of Human Resources as vice chair-elect. The full roster of PPSA officers for 1997-98:

Chair, *James Bean*, manager, Mail Services
Vice Chair, *Thomas McCoy*, operations supervisor, Telecommunications
Chair-elect, *Terri White*, director, Academic Support Programs
Vice Chair-elect, *Alicia Brill*, manager, Recruitment Services, Human Resources
Past Chair, *Marie Witt*, director, support services, Business Services
Past Vice Chair, *Janet Ansert*, assistant University registrar for academic records

Members At Large: Newly elected
Patricia Frederick Burns, office manager, Social Work
Anna Loh, director, Human Resources, Wharton
Michele Taylor, coordinator, biochemistry, Dental

Members At Large: Continuing
Sheila Armstrong, assistant to the director, Afro-American Studies Program
Thea Diamond, director of education, Annenberg Center
Mark West, manager, administration and finance, SEAS

"When Council convenes again in the fall, there will be changes around this table," the President continued, congratulating Noah Bilenker, the new chair of the Undergraduate Assembly, and Victoria Tredinnick, the new chair of GAPSA and adding "A very significant thanks from all of us to Tal Golomb, the outgoing chair of UA, and to Alex Welte, the outgoing chair of GAPSA. I think we have all experienced during this year both the work of these two fine people on campus and the leadership roles that they played in their organizations.

"I'd like to congratulate Vivian Seltzer, the chair of the Faculty Senate for 1997-98. I am looking forward also to working with John Keene, of city and regional planning, as the new chair-elect. A special word of thanks to outgoing past chair Bill Kissick for three years of great work as a wonderful service to Council and the University. Finally, thanks and congratulations to Peter Kuriloff for your leadership this year; it's been great working with you and it will be great to continue working with you as past chair—and to David Hildebrand, for once more being pressed into service as he has in so many different ways and at so many different times in this University."

"This has been a stimulating and productive year," the President concluded. "I think our discussions have been rich and fruitful, and honest and deliberative, and I am very appreciative for the advice and counsel."

Residential Communities and the Advising Web

Provost Stanley Chodorow joined the President in appreciation of the outgoing Council members and in welcoming the new ones. His update on the 21st Century Project focused on creating an interface between advising and residential planning, citing the Brownlee and the Biddison Hier reports as "the culmination of a year-long effort to get a very clear view of the physical and financial condition of our residences and then to follow up on the PCUE Report of a couple of years ago, thinking again about the programming and organization of the residences."

The Brownlee and Biddison Hier reports, which appeared in *Almanac* April 29 and were reported widely in the *D.P.*, "require now a good deal of detailed work over the summer," the Provost said, "work that has to do with actually walking around and looking at the residences—looking at the way in which they are organized, in great detail; looking at the financial consequences of various part of the Brownlee report; and coming to a view so that early in the fall we can come back not only to Council but to the community at large with a more complete set of recommendations and a plan and proposal for timelines.

"In addition to residential planning, other aspects of the 21st Century Project have focused this year on advising. David Williams, who is a professor of psychology, has led a committee that has been developing the concept of the PENN-In-Touch and other aspects of the advising web for students that would expand the amount of information and flexibility and capacity of the information and systems that students have for making plans about their programs, for getting information about various offices on the campus where they can find help, for making contact with that help, and so on. PENN-In-Touch through the year has been continuously worked on and has been improved, and will continue to improve. The Williams committee also has produced a sketch plan for the advising web and we are now undertaking a study that will show what the scope of that project might be so that it can be considered in the priority ordering of projects which include both student services projects and administrative projects, and will be done over the next several years.

"The Brownlee report linked up with the Williams committee in several ways, because the Brownlee committee proposed that the residences become one of the sites, one of the platforms we might say, for advising. It agreed with some of the ideas that were put forth earlier this year by UA's Task Force on Advising, and thinks that the residences can become a very important site, particularly for first entry or first contact for students in getting into the advising system of the campus. The two, David Brownlee and David Williams, have met and begun to develop the ways in which the two reports and committees intersect. We expect that during the fall we will continue to develop that idea and follow up on it.

"All of this must be done with an eye to what is possible—in timeline and finances and organizational issues—and that we are paying a great deal of attention to."

Acceptable Use: The Provost noted that the *Acceptable Use Policy*, which Council has looked at several times in the past, was published Of Record in *Almanac* [April 29] and will go into effect on July 1, 1997.

Next page: Dr. Kuriloff's Message to Council

A Message from the Council Steering Committee Chair

I have three or four major points to share with you today.

First of all, several issues have come before Steering that require changes. We agreed to abolish the Student Fulbright Awards Committee as a committee of University Council and to exchange it for a broad University-based, faculty-based committee that would help Penn students achieve the kind of success in obtaining national and international awards that they really deserve. So, we've developed a plan for doing that, but it requires abolishing the Student Fulbright Awards Committee. That requires Council action and vote. It goes to the whole question of quorums. One issue before Steering at the beginning of next year will be work toward changing the quorum so it's more realistic and so we can have votes and important questions that don't get interrupted and squelched. That's one of the pieces that must be on the agenda for next year.

Another piece of work for next year is the question of ensuring fair and democratic elections among all the constituencies. And in order to do that, I'm going to recommend to Steering next year that at its first meeting it take up the following resolution, that Council should address. It will read something like:

In order to implement the requirement of the University Council bylaws that constituent organizations having representation on the University Council be democratic in both practice and principle, any such organization shall supply at the beginning of each year, as a condition of its representatives' being authorized to sit as members of Council, a clear statement of its current election procedures and a description of the most recent elections, practices, procedures and results.

In the meantime, in light of the serious questions that have been raised regarding last year's elections among the A-3 Assembly, I've appointed a committee consisting of Howard Lesnick, Larry Gross and Alex Welte, who will offer their good offices to assist in the structuring of the upcoming A-3 Assembly elections so that they will be fair and democratic.

My recommendation for Steering action goes to all constituencies, while the ad hoc election commission will address the upcoming May

elections for the A-3 Assembly, hopefully with the collaboration and good will of all parties concerned.

The third thing I want to say is that I feel University Council has been spotty in its success this year. The bad news is that I don't think we have had the kind of stimulating intellectual discourse that we could have at all times, and that we should have, to serve our role of providing information to the President and the Provost regarding the sentiments of the various constituencies around key issues facing the University. And I urge both Steering and ourselves to work towards making our discussions next year much more lively, much more engaged, and much more directed towards providing the full range of thought and ideas that can help the President and Provost understand where the constituencies stand. We did work on this at Steering this year, but Steering is open to your advice about how to do it better next year. I have been at the University long enough that I can remember a time when University Council looked like the British Parliament, and it sometimes got out of hand but was always fun and always engaging, and I think we can strike a balance between that and some of our more boring sessions this year. Now, that isn't to say that all our sessions were boring; I do agree with the President that on some occasions we managed to engage actively around central issues. I just urge us to do better and work harder next year. When all is said and done, I believe fully in our capacity. I enjoyed meeting and working with all of you this year. I think that there is enormous ability around the room. I think it is fully possible for us to engage in lively intellectual debate about important issues and to have those be fruitful and useful. And I want to appreciate the opportunity I've had to get to know all of you. It's been wonderful, a great addition to my own education and to my own experience as a human being, and I look forward to working with all of you again next year.

Peter J. Kuriloff, Chair
University Council Steering Committee

Commonwealth Funding FY1998: Vet, Med and Dental Awards plus Others

House Bill 883, Penn's non-preferred appropriation for Fiscal Year 1998, was signed yesterday by Governor Tom Ridge, after passing last week in the Senate by a vote of 50-0 and in the House by a vote of 182-17. HB 883 provides a total of \$35,470,000 in funding broken down as follows: \$30,498,000 for the Veterinary School; \$4,034,000 for the Medical School and \$938,000 for the Dental Clinics.

As the chart here indicates, the FY 1998 appropriation has eliminated General Instruction support and shifted that funding to the Veterinary School. The final appropriation for the Medical School is \$610,000 above the Governor's recommended level, and the Dental Clinics appropriation is \$143,000 more than the Governor's recommendation.

The Legislature approved additional funding for University programs through separate non-preferred bills—\$181,000 for the University Museum and \$132,000 for Cardiovascular Studies at HUP. Also, as part of the General Appropriations (GA) Budget, \$550,000 of funding was approved for the Hospital's Cancer Center. The GA budget also includes \$5.4 million in Museum Assistance Grant funding for museums and cultural institutions not receiving direct grants. It is expected that the Morris Arboretum will receive at least \$100,000 through this program.

Finally, the General Assembly approved \$6 million in funding, for higher education equipment. Last year Penn received \$277,000 through the equipment program.

— From a report by
Paul Cribbins, Director
Commonwealth Relations

University of Pennsylvania Commonwealth Appropriation
History of Non-Preferred Appropriation since FY 1993
(in thousands of dollars)

	FY1993	FY1994	FY1995	FY1996	FY1997 HB 2742	FY1998 Request	FY1998 Gov. Rec.	FY1998 HB 883
Instruction	\$8,026	\$11,838	\$15,489	\$9,489	\$9,089	\$ 0	\$ 0	\$ 0
Med Instruction	2,218	3,326	4,280	4,280	\$4,280	4,430	3,424	4,034
Dental Clinics	515	773	994	994	994	1,029	795	938
*Vet Instruction	7,456	7,456	7,456	10,420	10,420	14,686	—	—
*New Bolton Ctr	1,894	2,840	4,154	7,118	7,518	10,476	—	—
*Food & Animal Clinical Services	1,020	1,529	1,968	1,968	1,968	2,037	—	—
*Ctr. for Animal Hlth & Productivity	623	934	1,201	1,201	1,201	1,347	—	—
*Ctr. for Animal Genetics & Germ Cell Research	—	—	—	—	—	1,500	—	—
*Programs in Aquaculture	—	—	—	—	—	150	—	—
Total Vet Medi	\$10,993	\$12,759	\$14,779	\$20,707	\$21,107	\$30,196	**\$30,498	**\$30,498
Total University	\$21,752	\$28,696	\$35,542	\$35,470	\$35,470	\$35,655	\$34,717	\$35,470

* Veterinary School line item

** Governor's Budget and HB 883 combine Vet School appropriations into one line item entitled Veterinary Activities.

Compressed Gas Users: AHF Hazard Alert

Old carbon steel cylinders containing liquid anhydrous hydrogen fluoride (AHF) were identified as a potential hazard in a letter published in the April 28, 1997, *Chemical & Engineering News*. A representative of the Chemical Manufacturers' Association reports that AHF reacts with the iron in the steel cylinder releasing hydrogen gas. This can lead to a pressure increase in the lecture cylinder. One 14-year-old cylinder of AHF was estimated to contain a pressure of 2400 psig. Normal pressure for this lecture cylinder is less than 15 psig.

Environmental Health and Radiation Safety (EHRS) recommends that all labs inventory their lecture and full-size cylinders to determine if old carbon steel cylinders of anhydrous hydrogen fluoride are present. Contact Kyle Rosato (Ext. 8-4453) at EHRS, if you find old cylinders of anhydrous hydrogen fluoride. *Do not handle or attempt to vent these lecture cylinders.*

— Joe Passante, Environmental Health and Radiation Safety

Reaching Wistar after May

To all our friends and colleagues at Penn, HUP and CHOP:

Starting June 1, 1997, the Wistar Institute will be managing its own phone system. Therefore, it is important that we remind you when dialing Wistar from an on campus phone you will need to dial the number as if you were dialing from off campus. To reach Wistar's main switchboard for example, instead of dialing 8-3700, after June 1, dial 9 followed by 898-3700.

— Heidi Boorstein, The Wistar Institute

Speaking Out

Deficit in Provider Info

As a health care consumer deciding which health plan to choose, I have concluded that the information I really need to make a good decision is not available. The brochures are clear enough; the meetings are helpful. I can compare the features of each plan, but I would like to know more. My questions are the kind that *Consumer Reports* might ask:

1. Can the plan doctors' referrals be overruled? How frequently does this occur?

2. Are the doctors limited in the treatments they can recommend?

3. Do primary care physicians treat illnesses that would be better referred to a specialist, either because of the plan's policies or because the physician wishes to avoid the hassle of making a referral? Are there financial rewards for not making referrals?

4. How many referral decisions are appealed? What are the outcomes of the appeals?

5. How do current subscribers evaluate the care they receive?

6. What is the experience of subscribers who have chronic illnesses?

Like everyone else, I will make a decision based on the information the Benefits Office provides and on a vast amount of hearsay evidence garnered from friends and colleagues. It is not the Benefits Office's job to provide consumer information on the health plans or to recommend one choice over another. I have to be realistic about the incomplete information that I have for this decision and work to make more consumer information available in the future.

— Margaret Rohdy, Head of Research, Training & Quality Management
Van Pelt-Dietrich Library Center

The following was sent to Clint Davidson, Vice President for Human Resources, and to Almanac for publication.—Ed.

Protesting Benefits Mailing

Two Saturdays ago I spent almost a whole morning trekking to my post office through a rubble strewn ghetto of substandard housing (and people) in dubious safety to pick up a package the yellow call slip claimed was too large for my mailbox.

It was a fortunate coincidence that this was one of the six or seven Saturdays in every

calendar year that I have "free." The post office keeps such items only 10 days before returning them to sender.

How shocked I was to find the package was—the health provider choice packet from your office.

Sir, I am enraged! How dare you—how dare you—inconvenience us in this manner regarding policies detrimental to us, imposed on us by your department without our consent?

How dare you spend \$4.00 per packet of University money—that is, *our* money to send these packets (and the open enrollment information which preceded them and went to far more University employee addresses) during a period when whole departments and units of the University are being eliminated, and University employees terminated in large numbers?

What of employees with second and third jobs, or young children and elderly relatives to care for—people with no "free," Saturdays at all? They will most likely never get their packets or open enrollment information at all, and will be severely handicapped in choosing appropriate health care for themselves and their families.

I hope your desk is *inundated* with undeliverable and returned envelopes of both mailings.

How can you ethically call yourself a human resources executive and have no understanding of how people live—and no compunction about wasting the funds of the institution whose good you were pledged—however briefly—to protect and maximize

— Frances G. Hoenigswald
Library Clerk, Biddle Law Library

Response to Ms. Hoenigswald

I am advised the mailing of benefits materials to the homes of faculty and staff prior to open enrollment has been the preferred communication mechanism for many years. We know that many of our employees do not have individualized office mailing addresses and sometimes receipt of mail at work is not easily assured. Additionally, many have said that spouses receive and handle family business matters such as benefits, therefore mailing to the homes better insures the proper inclusion and participation of the spouse. Lastly, presently there is not a confirmed

office location mailing for all staff. Given the importance of the receipt of open enrollment information this year and the knowledge that many of our staff would need information in order to make a timely selection decision, these mailings were, again, sent to homes.

The distribution mechanism of open enrollment material is a topic that will be reviewed following open enrollment, including decisions with our health care providers and vendors. The concerns you raised will be shared. Thank you.

— H. Clint Davidson,
Vice President, Human Resources

Kudos for Kindness

The current exhibit of the work of Irish Artist, John Kindness, at the I.C.A. here on Penn's campus, is a tour-de-force.

Not since visiting the restoration of Pompeii have I seen the classic media of ceramic mosaic and of fresco painting used so effectively to depict urban everyday lifestyles and human experience.

John Kindness' use of color is a pleasure to observe. But beyond the aesthetic response his work evokes, the social commentary painted on his fresco tablets will strike the viewer on a personal level. His messages derive from his own observation of the human condition in Belfast, his native city, but Kindness demonstrates that they apply equally to our own decaying urban centers as well.

I think the I.C.A. merits a high score for bringing the brilliance of John Kindness to Philadelphia. It remains on view until June 29th. Don't miss it.

— Maurice S. Burrison
Director, Faculty Club Art Gallery

The following was received in response to criticism by Graduate Student Alan Lee (Speaking Out April 22) that the "perfect baby" on the cover of Almanac April 1 "is inevitably white."—Ed.

Imperfect Baby

Not only was the pictured baby white, he/she was obese, couldn't sit properly, and had a sad expression on its puffy little face.

Mr. Lee missed the point.

— Janet Butler, Area Resident

Speaking Out welcomes short, timely letters on University issues. During weekly publication they are accepted by Thursdays at noon for the following Tuesday's issue, subject to right-of-reply guidelines. The deadline for letters in the combined May 20/27 issue is Friday, May 16. Please see the staff box on page 19 for email and fax addresses.—Ed.

HONORS & Other Things

Humboldt Award: Dr. Lahiri

Dr. Sukhamay Lahiri, professor of physiology in the School of Medicine, is the recipient of Germany's Humboldt Research Award for Senior U.S. Scientists in recognition of his past achievements in research, where he is noted for his work in the cellular mechanisms of oxygen-sensing organs and the biology of chronic hypoxia. The award includes an opportunity for an extended research stay in Germany, to promote scientific cooperation between the two countries.

Arts & Sciences Academy: Dr. Bailey

Dr. Elizabeth E. Bailey, the John C. Hower Professor of Public Policy and Management at the Wharton School, was inducted last month as a Fellow of the American Academy of Arts and Sciences.

Taking Office

Dr. Amos B. Smith, III, the Rhodes-Thompson Professor of Chemistry, has been named chair of the Medicinal Chemistry Study Section for NIH's Division of Research Grants. He will serve from July 1 until June 30, 1999.

Dr. Virginia A. LiVolsi, professor of pathology and laboratory medicine at PennMed and vice chair of the Division of Anatomic Pathology, has been elected president of the Association of Directors of Anatomic and Surgical Pathology. She will serve a two-year term as head of the organization, created in 1989 to speak to

the needs of the subspecialty within an academic setting. Dr. LiVolsi's work is in cancer of the thyroid, breast and cervix, and she is the principal investigator for the Cooperative Human Tissue Network, Eastern Division.

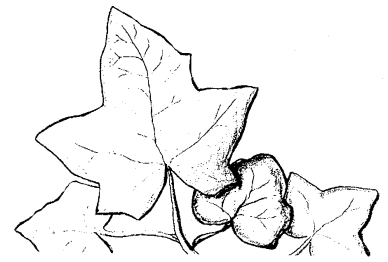
Dr. John Q. Trojanowski, professor of pathology and laboratory medicine and director of Penn's Center for Neurodegenerative Diseases, will begin next month his one-year term as president of the American Association of Neuropathologists. Dr. Trojanowski, who also directs the National Institute of Aging's Alzheimer's Disease Center here, is the fourth Penn scientist to head the organization; his three predecessors are Dr. Nicholas Gonatas, Dr. Lucy Rorke and Dr. William Schlaepfer.

Team Ophthalmologist: Dr. Brucker

The Philadelphia KIXX soccer team, the city's newest franchised professional sports team, has named *Dr. Alexander J. Brucker* of PennMed as team ophthalmologist. Dr. Brucker, an internationally known professor of ophthalmology who is based at the Scheie Eye Institute, is a two-time recipient of PennMed's Golden Apple Award for Outstanding Teaching, and of the Albrecht von Graefe Award for distinguished contributions in ophthalmology.

Penn Relays Wall of Fame

Four athletes and four relay teams have been selected for induction onto the Penn Relay Carnival Wall of Fame which was started in 1994 at the 100th running of the Relays. This year's



The 1997 Ivy Stone (*detail above*) will be dedicated on Saturday, May 17, in front of College Hall at approximately 5:30 p.m., after the 4:30 p.m. Ivy Day ceremony in Irvine Auditorium.

This year's Ivy Stone is by Rebecca Waranch, C'97, a Design of the Environment major who is treasurer of the Senior Class Board.

individual inductees competed at the Relays over a span of nearly 50 years, from 1937 to 1984. The relay teams inducted this year are the 1916 *Cornell Four-Mile Relay*, the 1939 *Mercersburgh Academy 440-Yard Relay*, the 1967 *Tennessee Shuttle Hurdle Relay* and the 1989 *Camperdown High School girls' 4 x 100 Meter Relay*.

The individuals selected are: *Don Lash* (Indiana '37, unattached '38) who set a four-mile Carnival Record that lasted 21 years; *Lennox Miller* (Kingston College Jamaica High '65) the star of the first Jamaican team to compete at Penn; *Bruce Collins* (Chester PA High '69; Penn '74, Philadelphia Pioneer Club '76) a hurdler and sprinter who anchored winning shuttle hurdle teams in his three varsity years at Penn; and *Randy Givens* (Florida State '84) who set a pair of Carnival Records, earned seven watches in her career and was the women's star of the 1983 Carnival.

Three for HERS

This year Penn will send to the Summer Institute for Women in Higher Education *Anita Gelburd*, director of faculty administration at the Wharton School; *Donna Milici*, director of academic computing services, ISC; and *Isabel Sampson-Mapp*, assistant director of the African American Resource Center. The national institute, co-founded at Penn and held at Bryn Mawr College, is in its 22nd year as a national training ground for women faculty and staff to prepare for advancement in higher education administration.

On the Cover:

Dance Nearing a Sell-Out

For Philadanco's 28th Annual Spring Concert Thursday through Saturday, two of the matinees are sold out (Thursday and Friday) but tickets are available for the 8 p.m. shows each evening and for Saturday's 2:15 matinee at the Annenberg Center's Zellerbach Theatre. Tickets are \$25 for the evening performances on May 15-17; \$20 with PENNcard. Tickets for this Saturday's "Family Matinee" are \$15 for an adult and child combo; each additional adult or child is \$8. Call the box office at 898-6791 for tickets.



Nursing Staff Appreciation Day Awards

At the School of Nursing's Staff Appreciation Day celebration last month, nine were honored in four categories. Eight of the nine are shown here with Dean Norma Lang (*center*). Flanking her, left to right, are:

"Team Spirit Award" winners *Debbie Tiller*, administrative assistant of Division Service Group I, and *Janet Tomcavage*, marketing coordinator in the Center for Professional Development;

Two of the three winners of the "Feather in Your Cap Award for Excellent Service—Office Move Project," *Donna DiSciullo*, director of facilities, and *Brian Lang*, administrative assistant/Facilities (not shown is *Steve Schneyder*, building coordinator);

Winners of the "GEM Award for Going the Extra Mile," *Sylvia Johnson*, administrative assistant, Penn Nursing Network, and *Joanne Lyon*, manager of office administration, Division Service Group II; and

Winners of the "Life Saver Award for Distinguished Service," *Ann Marie Franco*, assistant director, Office of the Dean, and *Adrienne Hodell*, academic coordinator, Office of Academic Affairs.

Writers House: Resident Coordinator Kerry Sherin

Kerry E. Sherin, a Penn alumna now a doctoral candidate and teaching assistant at Temple, will become Resident Coordinator of the Kelly Writers House on July 1, the House's director, Dr. Alan Filreis, has announced. She will succeed Shawn Walker, C'96, who received the Thouron Award in 1996 which she deferred for a year in order to help establish Writers House.

Ms. Sherin was a religious studies major, C'87, active in the poetry scene, who with a few friends ran a funded weekly reading series called Fresh Fish (bringing to campus Margaret Atwood, Amiri Baraka and Olga Broumas, among others). She also edited *34th Street's* book review section and produced a national newsletter on computers in the arts. After graduating, she took an M.A. at the special writing program at Hollins College, and then a second M.A. when she joined the graduate program at Temple. As a graduate student she has taught a number of writing seminars, winning a Temple Distinguished Teaching Award in 1992. She also won the Associated Writing Programs (AWP) Award for Poetry in 1990.

Her publications include reviews in the *Philadelphia Inquirer*; poems such as the four published recently in *Mandorla: New Writing from the Americas*; and fiction including "A True Story" published in the book *From Elvis to Oz*. In addition to teaching a poetry writing workshop at Temple she has for several years taught a special evening course there called "Calling All Fiction Lovers," in which students discuss novels by writers appearing in Philadelphia. Before joining Temple's program she worked as an assistant to the film director Jim Jarmusch in New York City, helping particularly with the film *Mystery Train* and arranging for Jarmusch's showing at the Cannes Film Festival. Faculty advisor to Temple's student literary journal, *Parable*, she has served as judge in best screenplay contests, at student film festivals, and this term in the undergraduate essay contest at Penn.



Kerry Sherin

Collaborative Teaching/Learning about Africa

The University's African Studies Center, in collaboration with the School District of Philadelphia, has received a grant from the National Endowment for the Humanities for enhancing teaching and learning about Africa through the use of Modeling, the Internet and Interactive Distance-Learning.

The \$185,000 grant, which will support the use of interactive television and the World Wide Web to introduce Philadelphia-area teachers to East African history, languages and culture, is one of the first to be funded under NEH's three-year Teaching with Technology Initiative. Dr. Sandra Barnes, professor of anthropology and director of the African Studies Center, will administer the grant, one of only twelve such projects the NEH funded out of a total of 310 applications.

ICA: Top Ten of NEA Matching Grants

The Institute for Contemporary Art also scored high in the national competition for support, with a \$250,000 Planning and Stabilization grant from the National Endowment for the Arts. Only ten of the 125 such grants in the nation came to as much as \$250,000 (others in the top ten included Harvard's Fogg Art Museum, the Whitney, and the fine arts museums of Boston and Houston). ICA must raise \$750,000 under the NEA's 3:1 rule. Coming in a year when NEA awards themselves were significantly fewer (down from 3,656 in 1995 to around 1000 in 1996), the award "signifies the NEA's confidence in the mission and methodology of the ICA," said Director Patrick T. Murphy. "This award forms the foundation for an endowment that will ensure our continued dedication to presenting the art of our time."

Teens Funding Research at PennMed

For the first time in medical history, according to PennMed's public affairs office, a group of teenage students will provide the major funding for medical research of a genetic disease in children: the New Jersey Association of Student Councils raised \$120,000 for the Ian Foundation, which will single-handedly fund a two-year postdoctoral research fellowship at PennMed. Over 5000 high school students attended the conference at Six Flags Great Adventure last week where the NJASC—representing some 300 middle and high-school student councils in the state—presented the award.

The research is to investigate the causes and treatment of Progressive Osseous Heteroplasia (POH), a genetic disorder that strangles normal tissue and turns it to bone, leading to the permanent immobilization of muscles and joints. The Ian Foundation is named for Ian Wheeler, the six-year-old son of Sandra and Richard Wheeler, who set up the foundation in 1995 after their son was diagnosed with POH. Dr. Frederick S. Kaplan, chief of metabolic bone diseases and molecular orthopedics here—and the first to identify POH—called the students fund-raising "testimony not only to the commitment of these young men and women, but also to their foresight and vision."

Dr. Higgins, Biophysicist

Dr. Joseph J. Higgins, associate professor of biochemistry and biophysics in the School of Medicine died of liver complications on May 6. He was 65.

Dr. Higgins taught and did research at Penn for more than 35 years, contributing some of the pioneering work in the use of complex mathematical approaches to solve theoretical problems of biochemistry and biophysics. In 1959, he developed an electronic analog computer (later replaced by digital computers) to advance the study of enzymes. With these tools, he studied enzyme kinetics, complex enzymatic reactions, metabolic regulation and control, and oscillating chemical and biochemical reactions.

Dr. Higgins grew up in Kingsessing, graduated from Northeast High School, and lived in West Philadelphia at the time of his death. He earned two degrees in physics at Penn: a bachelor's in 1954 (with a minor in math) and a doctorate in 1959. He also received a master's in physics from Harvard in 1955.

During his undergraduate years, he was an electronic technician at the Johnson Foundation, and a research fellow there while he was a graduate student. From 1959-1961 he was a postdoctoral fellow at the University Libre de Brussels, University of Copenhagen and University of Uppsala.

Dr. Higgins returned to Penn as an associate in biophysics in 1961. He was assistant professor of biophysics, 1963-67; associate professor of biophysics, 1967-75, biophysics graduate group chair, 1968-73; and associate professor of biochemistry and biophysics from 1975 until the time of his death. From 1975-80, he was also on the science staff of the National Institute on Alcohol Abuse and Alcoholism.

Dr. Higgins is survived by his wife, Eva Christensen Higgins; a son, Joseph J.; four daughters, Janice Duffy, Kathy Pedersen, Deirdre Tullis and Jennifer Yamnitsky; his mother, Clara Higgins; two sisters and 15 grandchildren.

Dr. Porter, Cell Biologist

Dr. Keith R. Porter, a pioneer of cell biology who was a research professor of biology here, died on May 9 of pneumonia, due to complications of Parkinson's disease. He was 84.

A member of the National Academy of Sciences, Dr. Porter won a number of major awards for his work, including the Horwitz Prize in 1970, the National Medal of Science in 1977, and the American Society of Cell Biology's E.B. Wilson Award in 1981.

In 1945, Dr. Porter, along with his colleagues at Rockefeller Institute (now University), Nobelists Albert Claude and Ernest Fullam, published the first electron micrograph of an intact cell in *The Journal of Experimental Medicine*. Dr. Porter grew embryonic chick cells on polyvinyl film, peeled them off and put them on a wire grid, and fixed them with a chemical to keep them from evaporating in the electron microscope's vacuum chamber. The photographs, taken by using subatomic electrons, showed 1,000 times more detail than those using light. The techniques the researchers used are essentially the same as present-day electron microscopy methods.

Dr. Porter received his bachelor's degree from Acadia University in Wolfville, Nova Scotia, and his master's and doctorate in biology from Harvard. He did research at Rockefeller from 1939 to 1961, when he left to head Harvard's biology department. He went to the University of Colorado in 1968, the University of Maryland in Baltimore in 1984, and was at Penn from 1988 to 1995.

Dr. Porter was predeceased by his wife Elizabeth Lindling Porter and their son.

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OPPORTUNITIES at PENN

Where to Find the Job Opportunities—Here and Elsewhere

Listed below are the *new* job opportunities at the University of Pennsylvania. Where the qualifications are described in terms of formal education or training, prior experience in the same field may be substituted.

There are approximately 280 additional open positions for examination at the Job Application Center, Funderburg Information Center, 3401 Walnut St. (215-898-7285). Hours of operation are Monday through Friday, 9 a.m.-1 p.m. New openings are also posted daily at the following loca-

tions: Blockley Hall, the Wharton School and the Dental School.

A full listing of job opportunities is at the Human Resource Services website: www.upenn.edu/hr/. Current employees needing access to the web, may go to the Computer Resource Center at 3732 Locust Walk with your PENNCard to obtain a list of computer labs on campus available for your use.

In addition, almost every public library in the Delaware Valley now provides web

access. In the near future, as our office remodels the Job Application Center, we hope to have computers available for current employees and others to peruse the current job openings. Openings are also mailed to approximately 50 community sites weekly.

—Employment, H.R.

Please note: Faculty positions and positions at the Hospital and Health Systems are not included in these listings. For Hospital and Health System openings, contact 662-2999.

New Jobs for the week of May 13, 1997

ARTS AND SCIENCES

RESEARCH SPEC., JR. (05581SH) Do experiments leading to characterization of genes involved in regulating plant development; construct & analyze plasmid vectors & cDNA libraries; isolate DNA & RNA from plants & analyze by Southern & Northern blotting; do PCR analysis of genetic crosses to map mutations; do genetic transformation of plants; isolate & map mutations affecting plant development; organize genetic stocks; supervise work-study students; order supplies & small equip. & other jobs related to general lab maint. **QUALIFICATIONS:** BA/BS in Bio., Genetics, Biochem. or related field; training in molec. bio.; able to work independently. **GRADE:** P1; **RANGE:** \$20,291-26,368 5-7-97 Biology

ADMIN. ASS'T/II (04569SH) Provide admin. support to Grad Group Chair & oversee all areas of Grad Group operation, incl. admissions & financial aid, student registration & records, job market placement, new student orientation, exams & grad requirements; design, implement & modify Grad Group student database & PC apps. to meet Grad Group requirements; coordinate data collection for surveys & reports; supervise work-study student; ensure proper handling of confidential material; handle inquiries, correspondence, problems & concerns; extensive contact with students & faculty in dept. and staff in Grad School office. **QUALIFICATIONS:** AA I: HS diploma & post-HS training or equiv.; at least 2 yrs. clerical &/or secretarial exp. or equiv.; demonstrated working knowledge of office procedures, practices & methods; type at least 45 wpm; knowledge of specialized material, if applicable; AA II: At least 2 yrs. exp. at AA I level or comparable background; exp. with SRS & html; strong organizational, communication & problem-solving skills; able to prioritize & work well under deadline s. **GRADE:** AA I: G9/AA II: G10; **RANGE:** AA I: \$17,617-21,991/AA II: \$19,261-23,999 5-6-97 English

RESEARCH LAB TECH III (04568SH) Clean & re-code data; do consistency checks, basis programming, file maintenance & clerical support. **QUALIFICATIONS:** BA/BS; fluency in Spanish essential; exp. with SPSS, UNIX & database management a must. **GRADE:** G10; **RANGE:** \$19,261-23,999 5-7-97 Sociology

EXECUTIVE VICE PRESIDENT

DIRECTOR III (04474SH) Responsible for development & implementation of marketing strategies by the Morris Arboretum incl.: build attendance & membership; develop tracking procedures for Arboretum depts.; solicit & develop corporate relationships & government partnerships; build relationships with news media; develop "Morris Arboretum" brand of products; build volunteerism in support of marketing. **QUALIFICATIONS:** BA/BS req.; advanced degree pref.; 3-5 yrs. relevant marketing exp.;

must have excellent communication skills; demonstrated self-starter & team-oriented person. **GRADE:** P6; **RANGE:** \$32,857-42,591 5-7-97 Arboretum

SUPERVISOR II (37.5 HRS) (05585SH) Provide operator services to the University community & general public; maintain on-line directory database & coordinate White & Yellow Pages directory listings & ordering of required directories; coordinate operator's schedules & maintain payroll system; recruit, train & supervise operators on specific job duties, customer service skills & operation of equipment; may provide instructions to end users regarding basic telephone & voice mail features; coordinate multi-party conference calls for users. **QUALIFICATIONS:** HS diploma or equiv.; min. 2-5 yrs. responsible customer service & clerical exp.; telecommunications exp.; commitment to team environment; Univ. exp. helpful; interpersonal skills in supervision, coaching, counseling & training of employees; exp. with labor relations/represented employees; self-directed; experience as operator or operator supervisor; strong customer relations & organizational skills essential; strong attention to detail & good follow-up skills necessary; experience using Mac/PC & data entry terminals. (*position includes overtime, weekends & holidays*) **GRADE:** G11; **RANGE:** \$21,961-27,866 5-8-97 Telecommunications

GRAD SCHOOL OF EDUCATION

ADMIN. ASS'T II (04496CP) Admin. & clerical duties; operate standard office equip.; answer phones for multiline office; coordinate calendar activities for multiple deadlines; maintain office supplies; organize & maintain correspondence, publication, measures & presentation files; generate & edit tables & figures; draft routine correspondences; type & edit reports, manuscripts, maintain info. for reports & budgets. **QUALIFICATIONS:** HS diploma or equiv., some post HS training pref.; able to handle multiple tasks & interact in a professional manner with diverse constituencies; excellent typing skills; knowledge of IBM Windows; exp. with word processing equipment & packages incl. WP 6.1 & presentation software; attention to detail; strong interpersonal & organizational skills. (*contingent on grant funding*) **GRADE:** G10; **RANGE:** \$19,261-23,999 5-8-97 CHANGES/CRESP

MEDICAL SCHOOL

COORDINATOR III (04562RS) Marketing & administration director for Anchor Project; act as CMHPSR/UPenn liaison with software development team; meeting & conference planning; coordinate billing & contracts with outside clients; organize mailing lists & contacts. **QUALIFICATIONS:** BA/BS, preferred in Social Sciences field, Master's-level course work or equivalent desired; knowledge of PC software (MS Word, Access, Excel, PowerPoint, Publisher) & marketing techniques. **GRADE:** P3; **RANGE:** \$24,617-31,982 5-6-97 Psychiatry

PROGRAMMER ANALYST IV (05595RS) Develop new mechanisms for data integration & access from Health System data bases; develop data bases to manage information generated through internal research programs; collaborate with project team on statistical analysis of diverse data elements using SAS; collaborate with researchers to fine-tune criteria used to select populations for clinical research; implement statistical algorithms on collected data using SAS; formulate queries of UPHS data bases to facilitate clinical research; participate in team meetings; contribute to development of manuscripts. **QUALIFICATIONS:** BA/BS in Computer or Information Science, Master's preferred; 5 years experience working with data bases, particularly hospital info. systems; experience in relational data bases (Oracle, Access, Sybase) & SAS programming required; experience in TDS/IDX/Cerner/SMS preferred; excellent interpersonal skills & able to work effectively with colleagues. **GRADE:** P8; **RANGE:** \$39,655-52,015 5-9-97 Internal Medicine

RESEARCH SPECIALIST, JR. (04499RS) Do lab experiments, molecular biology techniques, RNA & DNA purification, PCR, gel electrophoresis & cell culture; maintain lab & order supplies. **QUALIFICATIONS:** BA/BS in biological sciences; experience with lab techniques. **GRADE:** P1; **RANGE:** \$20,291-26,368 5-8-97 Pathology/Lab Medicine

RESEARCH SPEC., JR. (04563RS) Do small animal surgery, incl. animal prep., procedure execution & monitoring recovery; tissue harvesting & histologic prep. & analysis; maintain lab records & results; order supplies. **QUALIFICATIONS:** BA/BS or equiv.; exposure to lab work; computer literate; knowledge of tissue/cell culture techniques, RNA/protein extraction & analysis helpful; able to work independently. (*Contingent on grant funding*) **GRADE:** P1; **RANGE:** \$20,291-26,368 5-6-97 Surgery

RES. SPEC., JR. (04564RS) Do experiments in area of cell death; run protein & DNA gels; do biochem. assays, PCR reactions & screen cDNA libraries; manipulate plasmids & genes; grow cells in cultures; order supplies; attend seminars & scientific meetings in area of cell death; research papers written in this field. **QUALIFICATIONS:** BA/BS in Life Science field req.; Biochem. or molecular background pref.; research background desirable. **GRADE:** P1; **RANGE:** \$20,291-26,368 5-6-97 Pharm.

RESEARCH SPEC., JR. (05577RS) Assist in research projects using molecular bio. cell cultures & immunological procedures; work with small animals; maintain lab records & equip.; do literature searches. **QUALIFICATIONS:** BA/BS or equiv.; light word processing, spreadsheet exp. (*position contingent on grant funding*) **GRADE:** P1; **RANGE:** \$20,291-26,368 5-6-97 Renal Electrolyte

RESEARCH SPEC., JR. (05583RS) Mate transgenic mice; record pertinent information; perform tumor biopsies; analyze biopsy result. **QUALIFICATIONS:** BA/BS in Scientific field; knowledge of biological science. **GRADE:**

P1; **RANGE:** \$20,291-26,368 5-8-97 Pathology/Lab Med. **RESEARCH SPEC. I** (05592RS) Do microsurgical transplant procedures; post-op care, data recording, tissue culture & general lab cleaning & maintenance; library research & management of animal colony; maintain supplies. **QUALIFICATIONS:** BA/BS in scientific area; 1-3 years exp.; expertise in microsurgery required; lab exp. in immunological techniques pref. **GRADE:** P2; **RANGE:** \$22,351-29,098 5-9-97 Surgery

RES. SPEC. II/III (05594RS) Do research to study the molecular bio. of bone development; techniques incl. gene cloning, DNA & RNA isolation, DNA sequencing, gel electrophoresis, Southern analysis, polymerase chain reaction, mammalian cell tissue culture; participate in planning experiments, implementing new protocols, writing detailed lab notes & analyzing data. **QUALIFICATIONS:** BA/BS in scientific field, MS or PhD pref.; exp. in molec. & cell bio., w/previous lab exp. w/tissue culture & transgenic animals desired; exp. w/reporter gene assays, gel mobility shift assays & differential display desirable; strong organizational skills, reliability, able to work independently, good interpersonal skills & knowledge of computers necessary. (*Contingent on grant funding*) **GRADE:** RS I: P3/RS II: P4; **RANGE:** RS I: \$24,617-31,982/RS II: \$26,986-35,123 5-9-97 Ortho. Surgery

RES. SPEC. IV (05571RS) Act as primary specialist for coordination & design of comparative studies of technologies, as well as characterization & use of animal models; work closely with supervisor & other lab personnel to design study protocols; develop overall study design; management of daily operations & oversight of study conduct; oversee study directors (ASU veterinary technicians) & their work; correlate clinical pathology, clinical observations, treatments & results related to studies; collate & summarize data; develop budgets for research studies; work with supervisor to identify appropriate funding sources. **QUALIFICATIONS:** PhD in Biological Sciences required; min. 3 years post-doc. experience, background with an academic lab preferred; previous project management experience & the ability to handle conflict required; must have the ability to prioritize & perform in a busy environment; ability to handle multiple tasks at once; excellent interpersonal, oral & written communication skills necessary; ability to deal with a diverse constituency essential. (*Job contingent upon grant funding*) **GRADE:** P6; **RANGE:** \$32,857-42,591 5-6-97 IHGT

ACCOUNTANT, JR. (08906RS) Do accounting/book-keeping tasks; process invoices for payment; post payment & journal entries; research & resolve problems; correct billing errors; reconcile statements/generate financial reports; interact with internal & external customers. **QUALIFICATIONS:** HS diploma, post-HS training; min. 2 yrs. exp. at sr. acctg. clerk level; thorough knowledge of accounting functions & MS Excel; exposure to FinMIS, Univ. & HUP accounting procedures pref.; excellent interpersonal & communication skills. **GRADE:** G11; **RANGE:** \$20,497-26,008 5-6-97 Continuing Med Educ.

ADMINISTRATIVE ASSISTANT III (40 HRS) (05596RS) Coordinate daily office activities; schedules, extensive travel arrangements, mtgs. & special projects; coordinate patients for the Cancer Risk Evaluation Program & Breast Cancer Evaluation Center; coordinate activities for BCP; interact with patients, faculty, physicians, the Cancer Referral Line, news media & the general public; exercise judgment, creativity & analysis in selecting, modifying & developing office/clerical procedures & prioritizing work; maintain complex records, reports and/or organized systems of information. **QUALIFICATIONS:** BA/BS degree or equiv. pref.; min. 2 years at AA II or equivalent; knowledge of grant preparation & submission; prior contact with breast cancer patients & experience in a breast cancer genetics program highly desired; demonstrated knowledge of Macs & MS Word a must; IDX scheduling a plus. **GRADE:** G11; **RANGE:** \$23,425-29,723 5-9-97 Hematology/Oncology

RESEARCH LAB TECH II (04561RS) Under general supervision, prepare buffers, clean glassware, prepare & pour sequencing gels, autoclave materials, assist in preparation of drosophila media, maintain sequences. **QUALIFICATIONS:** HS diploma, some college course work preferred; lab experience desirable. **GRADE:** G8; **RANGE:** \$16,171-20,240 5-6-97 Genetics

RESEARCH LAB TECH III (04565RS) Do research in signal transduction/molecular oncology, including biochemistry, molecular biology & tissue culture; assist with protein purification, Western blotting, kinase assays; order supplies; maintain lab. **QUALIFICATIONS:** BA/

BS in Biology/Chemistry or related field; previous lab experience preferred. **GRADE:** G10; **RANGE:** \$19,261-23,999 5-6-97 CDB

NURSING

ADMINISTRATIVE ASSISTANT II (40 HRS.) (05584SH) Provide administrative clerical support to the Division Service Group team; respond to inquiries from prospective students about graduate programs & the application & admissions process; coordinate follow-up & compile materials for graduate program recruitment events in liaison with Program Directors & the Office of Admissions; schedule & coordinate meetings; make travel arrangements; compose, type & proofread routine correspondence & materials for presentations; coordinate grant proposed process; recommend innovative improvements in policies & procedures & in the use of technology; participate in cross-training within the team. **QUALIFICATIONS:** HS diploma or equiv.; minimum 4 years office administrative or related experience in a customer service environment; able to work productively in a team-oriented environment; strong verbal & written communication, interpersonal & organizational skills; thorough knowledge of office procedures, practices & methods; type 60 wpm; demonstrated advanced personal computer skills, pref. in a Windows environment; familiarity with SRS system & grant proposal process desired. **GRADE:** G10; **RANGE:** \$22,013-27,427 5-7-97 Nursing

PRESIDENT

ANNUAL GIVING OFFICER II (04542SH) Plan, organize & implement 35th & 40th reunion annual giving campaigns through direct mail, telephone & personal solicitations; identify & cultivate major prospects; coordinate solicitations with regional & school/center staff; recruit, involve & assist volunteers; plan & implement regional phone-a-thons; maintain stewardship of donors; supervise staff. **QUALIFICATIONS:** BA/BS; knowledge of accepted fundraising principles, concepts & techniques; 3-5 years experience in related field required; demonstrated ability to organize & provide direction for fundraising programs; excellent communication skills, both oral & written; supervisory experience; willingness to travel frequently & valid driver's license required. **GRADE:** P5; **RANGE:** \$29,664-38,677 5-5-97 Penn Fund

ASSISTANT MUSIC DIRECTOR, WXPN (05573SH) Do day-to-day coordination & selection of music heard on WXPN; co-produce & provide administration support for syndicated & specialty programs; serve as on-air host; schedule hosts; manage station production & on-air continuity; oversee music database & library. **QUALIFICATIONS:** BA/BS or equivalent; strong communication, organizational & admin. skills; min. 3 yrs. radio broadcasting exp. involving on-air work; general knowledge of programming techniques & music selection software. **GRADE:** P4; **RANGE:** \$26,986-35,123 5-6-97 WXPN

ASSOCIATE DIRECTOR V (04543SH) Cultivate & solicit assigned major gift prospects in the New York region; design & oversee special events; recruit, manage & motivate volunteers; serve as liaison between New York & central campus development services staff on office computing needs, records & list management, research & special event activities; monitor prospect pool activity & coordinate efforts with central campus. **QUALIFICATIONS:** BA/BS; minimum of 5 yrs. progressively responsible development exp. with at least 3 yrs. exp. in major gift solicitation, pref. in higher education; understanding of higher ed., especially major research universities; excellent organizational, interpersonal & communication skills, both oral & written; valid driver's license required. (*position in New York City*) **GRADE:** P7; **RANGE:** \$36,050-\$46,814 5-5-97 New York Regional Program

INFORMATION SYSTEMS SPECIALIST I (04517SH) Provide desktop computer systems support to all Development & Alumni Relations offices; evaluate, maintain & upgrade computer systems; install & configure hardware, both IBM & Mac; install & upgrade software applications; trouble shoot & solve problems on a day-to-day basis; design & maintain department www sites; evaluate new technologies for clients; assist clients in converting & upgrading existing data with updated technologies; develop utilities to improve software support; monitor software & maintain licenses; design databases for desktop use; assist in purchasing hardware, software & peripherals. **QUALIFICATIONS:** BA/BS; minimum 2 years exp. in desktop support; experience with DOS/Windows

& Mac systems essential; some Novell experience preferred; TCP/IP, FTP, Telnet, SLIP & PPP experience; familiarity with the Internet required & HTML programming experience a plus; superior troubleshooting & organizational skills; excellent interpersonal skills. **GRADE:** P3; **RANGE:** \$24,617-31,982 5-5-97 Info. Services

ADMIN. ASSISTANT II (04557SH) Assist in receiving, receipting & reporting of security gifts; maintain internal database; review brokerage & bank statements for accuracy; prepare d-slip & journal entries related to gifts & outside Trust income; prepare & issue Trust Data Sheets; prepare check requests, order supplies, respond to inquiries & filing. **QUALIFICATIONS:** HS diploma with post-HS training or equiv.; 2 yrs. exp. at AA I level; proficient in Lotus, WordPerfect; familiarity with gift system & accounting desirable; strong organizational, oral & writing skills required; attention to detail necessary. **GRADE:** G10; **RANGE:** \$19,261-23,999 5-5-97 Trust Admin.

PROVOST

ASSISTANT COACH I (04556CP) Direct, manage & coach the Women's rowing & work in a combined rowing program; report to the Head Coach of Men's & Women's Rowing programs & work closely with a staff of full/part-time ass't coaches to coordinate the needs of the Men's & Women's heavy/lightweight rowing programs. **QUALIFICATIONS:** BA/BS; previous rowing experience as a participant & coach required, college and/or club level pref.; must possess ability to counsel students & communicate effectively; motivate recruits, athletes, students & alumni to support the program. **GRADE:** P3; **RANGE:** \$24,617-31,982 5-8-97 Women's Crew

How to Apply

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

• **Current Employees** can call 898-7285 to obtain the name of the hiring officer for the available position (please provide your social security number for verification and the position reference number). Internal applicants should forward a cover letter and resume directly to the hiring officer. *A transfer application is no longer needed!*

• **External Applicants** should come to the Application Center to complete an application. Applicants interested in secretarial, administrative assistant, or other office support positions, will have an appointment scheduled for a technology assessment as part of the application process.

Schools and Centers

Penn is a large community made up of many schools and centers which have their own character and environment. The openings listed here are arranged by School or Center.

Staff Recruiters have been assigned to Schools and Centers as follows:

Alicia Brill: Wharton School
Susan Hess: Development, School of Arts & Sciences, Executive Vice President, and Nursing School

Clyde Peterson: Annenberg School, Dental School, Graduate School of Fine Arts, Graduate School of Education, Law School, Provost, School of Engineering & Applied Science, School of Social Work, and Vice Provost for University Life

Ronald Story: Medical School, and Veterinary School

The initials of the Staff Recruiter are indicated at the end of the position reference number.

INFO. SYS. SPECIALIST II (101323CP) Develop database applications; assist in migrating current mainframe admissions system to client-server local based system; assist with www applications; assist network administrator with upgrades & end-user support; provide statistical reporting from local systems & mainframe systems; train end-users; perform system analysis of admissions systems; must have experience with FoxPro, both Mac & Windows & understand a networking environment. **QUALIFICATIONS:** BA/BS in Info. Systems or equiv.; 4 yrs exp. in application development; 2 years experience supporting end-user computing; prior mainframe programming experience helpful; thorough knowledge of desktop computing both Mac OS & Windows 3.1 & 95; exceptional communications skills both written & verbal. **GRADE:** P5; **RANGE:** \$29,664-38,677 5-5-97 Undergrad Admissions

RESEARCH SPEC. II (05574CP) Manage, maintain & demonstrate materials characterization equipment & techniques; keep logs, write lab reports, order supplies & serve internal & external users. **QUALIFICATIONS:** BA/BS in Engineering or Natural Sciences; 1-3 years experience in related field; ability to communicate effectively; ability to design, carry out & interpret scientific experiments. **GRADE:** P3; **RANGE:** \$24,617-31,982 5-6-97 LRSMDirect

STAFF ASS'T V (05598CP) For the Provost, schedule appts., coordinate calendar, arrange complex mtgs.; screen & draft correspondence; answer phone, screen calls; handle inquiries requiring interpretation of policies & procedures; collect & organize info. & materials for mtgs., reports & manuscripts; do research; act as liaison between the office & its internal & external customers; handle various inquiries; obtain info. for problem resolution & to provide assistance; keep Provost informed; coordinate & staff special events; manage, develop & maintain info., records & filing systems; support projects directed by other staff reporting to Provost. **QUALIFICATIONS:** BA/BS or equiv.; 3-5 yrs. progressively responsible exp. with senior admin. duties; demonstrated excellent verbal & written communication, interpersonal & organizational skills; excellent PC skills (word processing, spreadsheet, graphics, presentation, e-mail & calendar data bases); skilled at dealing with diverse customers & demanding situations; demonstrated ability to prioritize & manage multiple, competing priorities; must be able to work in a collaborative, team environment. **GRADE:** P5; **RANGE:** \$29,664-38,677 5-8-97 Provost

SYSTEMS PROGRAMMER III (04567CP) Provide second & third level support to the Network Operations technical staff & user community at large both during work hours & on-call, in regards to the entire network infrastructure (WAN & LAN) for the campus data network PennNet; provide coordination between the Network Operations & Engineering groups as new/existing networking services are developed or enhanced; design & perform operational testing of new & enhanced network services; participate in developing operational plans for technical staff to make changes/upgrades to the network infrastructure; take the lead in implementing operational plans in progression to the future architectures of PennNet. **QUALIFICATIONS:** BA/BS in Electrical Engineering or related exp.; minimum 5 yrs. exp. in design & implementation of data networks, preferably in the Internet connected environment; expert knowledge of TCP/IP suite of protocols & routing protocols OSPF & BGP4; strong router configuration & troubleshooting background & expertise, pref. CISCO products; knowledge of EIA/TIA 568A & fiber optic testing & installa-

tions a plus; good writing & group working skills. **GRADE:** P8; **RANGE:** \$39,655-52,015 5-8-97 ISC Networking

TECH. ELECTRONIC III/TECH. COMPUTER ELECTRONICS, SR. (111434CP) ET III: Test & repair all types of PennNet copper & fiber optic wiring; find & correct faults in all types of interconnections between wiring & installed network electronics; identify & isolate problems down to the individual field-replaceable components, using sophisticated network test equipment & specific trouble-shooting procedures; document diagnostic & corrective actions performed. SCET: Detect & resolve network-related problems with network infrastructure; test & repair network wiring & fiber optic circuits; detect faults with network electronics. **QUALIFICATIONS:** ET III: 3 years experience installing or maintaining data networking components, or related experience; detailed knowledge of standard wiring components & techniques, Ethernet & data-networking electronics; basic knowledge of TCP/IP; expert in troubleshooting complex systems, such as computer networks or equiv.; ability to use & configure personal computers & use UNIX systems to do routine tasks. SCET: Electronics tech school grad with certification in Electronics Technology, or equivalent computer certification; 5-7 years trouble-shooting, configuration, installation of data-networking components, or related experience; broad knowledge of data-networking electronics, such as Cisco routers, Ethernet switches & hubs; knowledge of Ethernet & TCP/IP; experience testing & terminating fiber optic cable. **GRADE:** ET III: G11/SCET: G13; **RANGE:** ET III: \$20,497-26,008/SCET: \$25,132-33,270 5-7-97 ISC

TECH. TRAINING SPECIALIST, SR. (04504CP) Manage daily workgroup operations; develop technology training programs for individuals & work groups; manage client & vendor relations; plan & market departmental services; supervise full/part-time employees; teach courses on computer application software & the Internet; represent unit on projects & teams; supervise client needs assessment program; analyze results; develop effective delivery mechanisms for learning resources; assist in the management, operation & maintenance of computer lab facilities; evaluate emerging learning technologies & equipment. **QUALIFICATIONS:** BA/BS in Education, Instructional Technology, Computer Science or Communications pref. or equiv.; significant computer training exp.; minimum 7 years computer experience with a wide range applications & operating systems/environments (Windows, Mac OS); experience with Internet tools & resources (html) & familiarity with LAN's; experience supervising technology and/or training professionals; significant program development skills; knowledge of adult learning theory & curriculum design; exp. conducting needs analysis & evaluation; excellent communication & customer service skills; ability to organize & manage multiple tasks & priorities; exp. marketing, training & learning services a plus. **GRADE:** P7; **RANGE:** \$36,050-46,814 5-8-97 Tech Learning Services

VETERINARY SCHOOL

RES. SPEC., JR. (05586RS) Do animal handling, tissue culture, cryosectioning, immunohistochemistry, biochem. analysis, data analysis & computer data entry. **QUALIFICATIONS:** BA/BS in Biology or related field; lab exp. pref.; excellent organizational skills; able to work independently. **GRADE:** P1; **RANGE:** \$20,291-26,368 5-9-97 Clinical Studies

RES. SPEC. II (04566RS) Run immunohistochemistry

assays; develop new assays & other diagnostic techniques; assist with research; case & literature searches, bench work; order lab supplies; act as lab safety officer. **QUALIFICATIONS:** BA/BS and/or min. 2-5 yrs. tech exp.; exp. in immunohistochemistry; PCR or histology desired. **GRADE:** P3; **RANGE:** \$24,617-31,982 5-6-97 Pathobio.

LAB ASS'T I (04558RS) Prepare buffers & bacteriological media; sterilize glassware, media & other lab items as instructed; make agarose & acrylamide gels; keep inventory of chemicals & supplies & place orders. **QUALIFICATIONS:** HS diploma with some knowledge of weights & volumes; course work in Lab Science. **GRADE:** G5; **RANGE:** \$12,875-15,811 5-6-97 Animal Biology

SEC'Y TECH/MED, SR. (05587RS) Type letters, manuscripts, student handouts, charts, memos, grant proposals from dictaphone & handwritten material; arrange appts., conferences, schedule & travel; open & screen mail & compose routine correspondence; heavy telephone responsibilities; maintain records & files. **QUALIFICATIONS:** HS diploma, advanced course work in Business/Secretarial Sciences desired; 1-2 yrs. exp. with MS Office & Mac pref.; knowledge of medical terminology, excellent spelling & typing ability required; able to work under pressure with minimal supervision; good organizational & communication skills; ability to work with confidential materials required. (*Position in Kennett Square; no public transportation available.*) **GRADE:** G10; **RANGE:** \$22,013-27,427 5-9-97 Clinical Studies/NBC

WHARTON SCHOOL

ASS'T DIR. IV (04522AB) Work with faculty & assist in the design & implementation of executive education programs; supervise the logistical coordination of executive education programs; monitor formal & informal participant feedback & keep Program Academic Director informed on all programmatic issues; take initiative to solve all problems; organize & complete all financial & budgetary information; manage client relationships. **QUALIFICATIONS:** BS/BA, advanced degree pref., specifically in Business or Education; 3-5 yrs. exp. in coordinating & designing educational or management training progs.; exceptional writing & verbal skills; PC proficient; WordPerfect & Lotus in a Windows environment. **GRADE:** P5; **RANGE:** \$29,664-38,677 5-5-97 Aresty Institute

ASS'T DIR. IV (05575AB) Fully participate in all aspects of MBA recruitment & selection process, including interviewing, evaluating applications, travel & group presentations; develop minority recruitment program & assist with fellowship selection; manage & develop other office initiatives as needed. **QUALIFICATIONS:** BS/BA, Master's pref.; 2-5 yrs. admissions exp. or in a related field; strong interpersonal & presentation skills; must be willing to travel & work non-traditional hours. **GRADE:** P5; **RANGE:** \$29,664-47,689 5-5-97 MBA Admissions

DIRECTOR VI (05588AB) Serve as senior staff of the Division; provide management, academic, co-curricular & financial leadership; develop strategic plans & initiatives for the Division; manage the fiscal operations of the Division; lead & coordinate admissions & recruitment activities; supervise school-based co-curricular activities; identify & manage the use of information systems; conduct institutional research & reports; advise students. **QUALIFICATIONS:** Master's required, MBA pref.; 5-7 years experience in progressively responsible position, preferably in a higher education environment; strong working knowledge of financial & budgetary process & management necessary; FinMIS experience strongly preferred; supervisory experience necessary; understanding of computing technology & ability to lead department in this area; experience in statistics & institutional research highly desired; demonstrated ability to effectively lead a team. (*Applications accepted through 05-16-97*) **Grade:** P9; **Range:** \$43,569-57,217 5-9-97 Undergrad Division

Classifieds

VACATION—Pocono Chalet, 3 BDR/1B, Deck, Swimming, fishing, tennis. \$375/week. 610-356-3488.

FOR RENT—Furnished faculty home. 4 bedroom, 2 1/2 bath Mt. Airy twin with garage, August-December. \$650/month + utilities. 215-848-6246.

To place Classifieds: Ellen Morawetz, 898-3632.

School-to-Work Program

Are you in need of free summer office help? Are you interested in providing a learning and career development opportunity for inner-city youth?

The Office of Human Resource Services/Employment is seeking departments to participate in the School-To-Work summer program, funded through the Federal Youth Works program. The objective of this program is to "provide opportunities for youth to acquire skills, gain an understanding of the demands of the work place and acquire knowledge of related careers." Students are required to work a maximum of 120 hours over a period of six weeks from June 30 through August, 1997. Wages are paid through the program. In addition, students receive coaching on employment expectations and standards. Students will be matched with work sites through the Employment Office.

All that is needed from you is time—to coach and supervise these young people!

To find out more, join us on Wednesday, May 21 from 12-1 p.m. in the Smith Penniman Room of Houston Hall, or call Ron Story, Staffing and Recruitment Specialist at 898-1363, story@pobox.upenn.edu.

— Human Resource Services/Employment

Discussion with Mme. Veil: May 17

The French Institute of Culture and Technology and the World Affairs Council invites the University community to a discussion in French about human rights with Mme. Simone Veil, the 1997 Baccalaureate speaker and an honorary degree recipient. Mme. Veil is the former French Minister of State for Social, Health and Urban Affairs and former President of the European Parliament.

The session will be held on Saturday, May 17 at 4 p.m. in Room 102, Chemistry Building, with a reception at 5:30 p.m. Those interested in attending should call the French Institute at 573-3550.

The Gleitmans in New York City

May 28 is the deadline to RSVP for *The Wit and Wisdom of Drs. Henry and Lila Gleitman*, a dual lecture to be given June 4 in Manhattan under the auspices of the School of Arts and Sciences. Dr. Lila Gleitman's *A Picture is Worth a Thousand Words—But That's the Trouble: Children's Learning of a First Vocabulary* is paired with her husband's *Fifty Years Before the Masses: A Short History of Psych 1* (the introductory course he has taught 100 times at Penn in his 50 years on the faculty).

The lectures will be given at the New York Yacht Club, 37 West 44th Street. Seating is limited, SAS notes; hence the RSVP request (call 898-5262 or e-mail mastroie@ben.dev.upenn.edu).

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 **April 28, 1997, through May 4, 1997**. Also reported were **Crimes Against Property**, including 37 total thefts (including 6 burglaries & attempts, 6 thefts of bicycles & parts, 5 theft & attempt of auto, 11 thefts from autos, 9 criminal mischief & vandalism, 1 forgery & fraud and 1 trespassing & loitering.) Full crime reports are in this issue of *Almanac* on the Web (www.upenn.edu/almanac/v43/n34/crimes.html).—Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department between the dates of **April 28, 1997, and May 4, 1997**. The University Police actively patrols 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: Simple Assaults—1; Threats & Harassment—2
04/28/97 4:23 PM Wistar Institute Complainant reported being harassed by known person
05/02/97 2:44 AM Grad B Tower Disturbance between students
05/03/97 12:24 AM Houston Hall Complainant reports being harassed by guard

38th to 41st/Market to Baltimore: Robberies (& Attempts)—5; Threats & Harassment—1
04/28/97 12:05 AM 3900 Blk Pine Persons held up at gun point/no injuries
04/28/97 12:16 AM 3800 Blk Sansom 5 persons held up at gun point/no injuries
04/28/97 10:41 PM 40th & Pine Unknown person attempted to rob complainant/no injury
04/30/97 10:38 PM 4000 Blk Walnut Complainant robbed/2 males arrested/gun recovered
05/01/97 5:13 PM 40th & Market Complainant robbed of currency by unknown suspect
05/03/97 3:21 PM Harnwell House Unwanted call received

41st to 43rd/Market to Baltimore: Threats & harassment—1
05/01/97 7:18 AM 208 S. 42nd St. Unwanted calls received

30th to 34th/Market to University: Robberies (& Attempts)—1; Simple assaults—1; Threats & Harassment—2
04/28/97 9:31 PM 33rd & Market Robbery by unknown suspect/misc. items taken
05/01/97 7:26 AM Hollenback Center Known suspect threatened to blow up building
05/04/97 1:22 AM Hill House Compl. touched on elbow/private complaint advised
05/04/97 1:25 AM Hill House Unwanted calls in sexual nature received

Outside 30th to 43rd/Market to Baltimore: Threats & Harassment—1
04/30/97 1:43 AM 420 South 42 St. Complainant reports person looking through window

Crimes Against Society

34th to 38th/Market to Civic Center: Weapons offenses—1
05/02/97 10:06 PM 3400 Blk Spruce Vehicle stopped/weapon and ski mask found/arrest

18th District Crimes Against Persons

13 incidents and 1 arrest were reported between **April 28 and May 4, 1997**, by the 18th Police District; covering the Schuylkill River to 49th Street, Market Street to Woodland Avenue

04/28/97	12:01 AM	3800 Sansom	Robbery
04/28/97	12:14 AM	4000 Pine	Robbery
04/28/97	9:32 PM	3400 Market	Robbery
04/28/97	10:44 PM	4100 Pine	Robbery
04/29/97	1:25 AM	4700 Baltimore	Robbery
04/29/97	11:30 PM	4322 Market	Robbery
04/30/97	11:35 PM	4044 Walnut	Robbery/Arrest
05/01/97	5:14 PM	4000 Market	Robbery
05/02/97	9:15 PM	3300 Market	Robbery
05/02/97	10:07 PM	1217 49th	Robbery
05/02/97	10:45 PM	4629 Cedar	Robbery
05/04/97	3:33 AM	4800 Market	Robbery
05/04/97	7:00 PM	3947 Ludlow	Aggravated Assault

Update

MAY AT PENN

CANCELLATION

17 Neal Cutler's talk titled *Social Security, Mutual Funds, and Financial Literacy: Are Baby Boomers Ready for Retirement?* has been cancelled. The lecture was originally scheduled from 9:45-10:30 a.m. as part of the Alumni Faculty Exchange of the School of Social Work.

TALKS

19 *Multiple Pathways of Neuronal Cell Death*; Lloyd Green, Columbia; noon; Room M100, John Morgan Building (Pharmacology).

Analyzing Fiber Space: Troponin T Heterogeneity and Skeletal Muscle Fiber Diversity; Fred Schachat, Duke; 2 p.m.; Physiology Dept. Conference Room, Richards Bldg. (Pennsylvania Muscle Institute).

Deadlines: Summer at Penn, the pullout in *Almanac* May 20/27, will list events for June, July and August at Penn. Copy must be received by May 14.

Back Issues Needed?

Those who anticipate a need for back issues of *Almanac* published during Volume 43 (FY 1996-97) are asked to advise as soon as possible, since the recycling of extras will begin after the May 20-27 issue.

Please email or fax any requests, using the addresses below. —Ed.



Almanac

Suite 211 Nichols House
3600 Chestnut Street, Philadelphia, PA 19104-6106
Phone: (215) 898-5274 or 898-5275 FAX: 898-9137
E-Mail: almanac@pobox.upenn.edu
URL: 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.

ACTING MANAGING EDITOR Libby Rosof
NEWS STAFF Jon Carolus, Phyllis Holtzman, Carl Maugeri, Esaúl Sánchez, Kirby F. Smith, Sandy Smith
DESIGNER Brad Barth
CLASSIFIEDS Ellen Morawetz

The *Compass*, Suite 210 Nichols House,
3600 Chestnut Street, Philadelphia, PA 19104-6106
Phone: (215) 898-1426 or 898-1427 FAX: 898-1203
Classifieds: (215) 898-3632
E-mail: rosf@pobox.upenn.edu
URL: www.upenn.edu/pennnews/

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University Commencement

Monday, May 19

9 a.m.—Franklin Field, Gates Open

9:30 a.m.—Procession Enters Franklin Field

10:15 a.m.—Ceremony Begins

Speaker: Dr. William H. (Bill) Cosby, entertainer and educator

Baccalaureate Service

Sunday, May 18

2:30 p.m.—Concert, Irvine Auditorium

3-4 p.m.—Service

Speaker: Madame Simone Veil, French Minister of State of Social Health and Urban Affairs

Alumni/Faculty Exchanges

Members of the University are welcome at the annual exchanges taking place Friday, May 16, and Saturday, May 17 as part of Alumni Weekend. A schedule of these 31 events is in May at Penn (*Almanac* April 29).

For more information:

www.upenn.edu/commencement/.

Honorary Degree Recipients

- *Dr. Shirley Sears Chater*, former Commissioner of Social Security
- *Dr. William H. Danforth*, former chancellor of Washington University
- *Mr. Gary Graffman*, director of the Curtis Institute of Music
- *The Hon. Richard A. Posner*, chief judge of the U. S. Court of Appeals for the Seventh Circuit
- *Dr. Louis Sokoloff*, Chief of the National Institute of Mental Health, Cerebral Metabolism Laboratory
- *Mme. Simone Veil*, former French Minister of State for Social, Health and Urban Affairs
- *Dr. Charles K. Williams, II*, classical archaeologist
- *Dr. Ahmed H. Zewail*, professor of chemistry and physics at the California Institute of Technology

School Ceremonies

Unless otherwise noted, receptions begin immediately following the School ceremonies, in an adjacent or nearby location.

Annenberg School for Communication

Ceremony: Monday, May 19, 2:30 p.m.

Annenberg School Auditorium

Speaker: Andrea Mitchell (C'67),

chief foreign correspondent, NBC News

Reception: Annenberg School Plaza Lobby

Biomedical Graduate Studies

Reception: Monday, May 19, 12:30-2 p.m.

Clinical Research Building

College of Arts and Sciences

Ceremony: Sunday, May 18, 7-9 p.m.

Franklin Field

Speaker: William Shore (C'77),

founder and executive director of Share Our Strength, an anti-hunger organization

Graduate Division,

School of Arts and Sciences

Ceremony: Monday, May 19, 1 p.m.

Superblock, 39th Street and Locust Walk

Reception: 1920 Commons

College of General Studies

Ceremony and Reception: Monday, May 19,

immediately following Commencement

Class of 1952 Plaza

(at 36th Street, across from Logan Hall)

School of Dental Medicine

Ceremony: Monday, May 19, 1 p.m.

Irvine Auditorium

Speaker: Dr. Paul Goldhaber, Dean Emeritus and Professor of Periodontology, Harvard University School of Dental Medicine

Reception: School of Dental Medicine, 3 p.m.

Graduate School of Education

Ceremony: Monday, May 19, 2:30 p.m.

First District Plaza, 3801 Market Street

Speaker: Dr. Ramon C. Cortines,

Acting Assistant Secretary for the U.S.

Office of Educational Research & Information

Preceded by Reception: GSE Plaza,

immediately following Commencement

School of Engineering and

Applied Science

Ceremony: Monday, May 19, immediately

following Commencement, Palestra

Reception: West Lawn of Towne Building,

(rain location: Towne Building)

Graduate School of Fine Arts

Ceremony: Monday, May 19, 1:30 p.m.

Meyerson Hall Plaza

(rain location: Room B1, Meyerson Hall)

Speaker: GSFA Dean Gary Hack

Preceded by Reception: Meyerson Hall

Galleries, immediately following

Commencement

Law School

Ceremony: Sunday, May 18, 11 a.m.

Academy of Music, Broad and Locust Streets

Speakers: Robert S. Bennett, a pre-eminent Washington D.C. trial lawyer;

Eli M. Rosenbaum (W'77) (honorary fellow), Acting Director, Office of Special Investigations, Criminal Division,

U.S. Dept. of Justice

Reception: Law School

School of Medicine

Ceremony: Monday, May 19, 4 p.m.

Irvine Auditorium

Speaker: Dr. Philip R. Lee, former

Assistant Secretary for Health, DHHS

Reception: University Museum

School of Nursing

Undergraduate Ceremony:

Sunday, May 18, 1 p.m.

Harrison Auditorium, University Museum

Speaker: Dr. Shirley Sears Chater (N'56),

former Commissioner of Social Security

Doctoral Ceremony:

Sunday, May 18, 3:30 p.m.

Auditorium, Nursing Education Building

Reception (all students):

Monday, May 19, 12:30 p.m.

Nursing Education Building,

Street-level reception area

School of Social Work

Ceremony: Monday, May 19, 2 p.m.

Harrison Auditorium, University Museum

Speaker: Dr. Carol W. Williams,

Associate Commissioner, DHHS,

Administration for Children and Families,

Children's Bureau

Reception: Chinese Rotunda,

University Museum

School of Veterinary Medicine

Ceremony: Monday, May 19, 2:30 p.m.

Zellerbach Theater, Annenberg Center

Speaker: Dr. John A. Shaddock, former Dean,

College of Veterinary Medicine,

Texas A&M University

Reception: Annenberg Center Lobby

Wharton School (undergraduate)

and Wharton Evening School

Ceremony: Sunday, May 18, 9-11 a.m.

Franklin Field

Speaker: Alison Y. Chen (W'97)

Reception: Steinberg Hall-Dietrich Hall

Wharton Graduate Division

Ceremony: Sunday, May 18, 1-3:30 p.m.

Franklin Field

Speaker: Laurence Tisch, Co-Chair of Board

& Co-CEO of Loew's Corp.

Reception: Lehman Brothers Quadrangle

and Vance Hall, 3:30- 5:30 p.m.

Wharton Doctoral Division

Ceremony and Reception:

Sunday, May 18, 5:30-9:30 p.m.

Upper Egypt Gallery and Chinese Rotunda,

University Museum

Speakers: Dean Thomas Gerrity, Vice Dean

Janice Bellace, and Vice Dean Mark Pauly

**The Faculty Stenate
Reports of Committees, 1996-97**

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(Committee on Students and Educational Policy: *Published May 6*)

Report of the 1996-97 Faculty Senate Committee on the Economic Status of the Faculty

April 25, 1997

I. Review of the 1995-96 Report and the Provost's Response

In our report for 1995-96 we presented a detailed ten-year review of the salaries paid to Penn faculty. We compared salaries (and total compensation) to those at peer institutions and to the changes in the consumer price index. On average, the faculty was doing at least as well as or better than most other institutions, and were well ahead of the growth in the consumer price index. However, when we examined intra-university equality of salaries and salary raises, we noted that among faculty of identical rank, within schools and broad disciplinary areas, inequalities were substantial. We also noted that some fraction, perhaps 10-15% of the faculty in some areas, had received raises less than the rate of growth in the consumer price index. The available data did not permit us to indicate the extent to which inequalities were inequities, that is that they were not based on experience, productivity, or market forces.

We made a series of recommendations to the administration meant to address some of those concerns.

1. The provost, in consultation with the faculty, should establish a formal policy for salary raises over a multi-year period, analogous to the current one-year policy.

2. There should be publication of distributional information about salaries within broad disciplinary areas to all faculty. This might include the median and the interquartile range (25th percentile and 75th percentile) of both salaries and percentage increase in salaries.

3. Annually the provost establishes a floor for raises acceptable without explicit review by the provost. In years when the available funds permit average raises 1% larger than the CPI, that floor should be the CPI for Philadelphia for the previous 12-month period at the time raises are calculated.

4. In any year in which the entire salary pool is not 1% higher than the CPI increase, then individual schools should implement salary policies which do not exacerbate existing inequalities of salary among faculty who performed at a satisfactory level.

5. Our view is that salary differentials among individuals should reflect real and important differences in productivity and genuine differences in the market. There should not be a situation in which the cumulative effects of year-to-year decisions, over the long run, result in unacceptably large salary differentials among individuals who differ only marginally in productivity (based on the quality of individual scholarship, teaching and citizenship).

Our recommendations may be described as having two thrusts: increasing the amount of information available to individual faculty, and establishing additional principles of compensation having to do with acceptable floors for salary increases over more than one year. If they had been adopted these recommendations would have reduced discretion of administrators to set salaries, both because individual faculty would be better informed about their status relative to others, and because administrators would be further constrained in giving raises below a fixed floor.

In response to our recommendations, the provost agreed to implement a policy of ad hoc examination of the salary histories of faculty who were outliers to make sure that they were not underpaid by unfair accumulation of year-to-year decisions. He rejected all of our other recommendations, in particular refusing to provide any additional information to individual faculty, using the CPI as a basis for defining the floor for raises, or defining a multi-year salary policy.

II. Introduction to the 1996-97 Report

The current report is meant to serve as a focused update to the fuller 1995-96 report. It has three sections: the first provides the most recent information about average salary increases compared to the consumer price index and to peer institutions. The second revisits the discussion of equality of salaries with some additional data. The final section addresses a particularly disturbing pattern reflecting the pattern of small raises given to faculty in the School of Arts and Sciences.

A. The pattern of overall increases

We begin with average results for the entire University excluding the Medical School.

1. Across the University, the increases in average salary for the 1996-97 academic year continued to be larger than the Philadelphia CPI which was 2.6% from September 1995 to September 1996. They were also larger than the budget guideline established by the Provost's office which made 3.5% available for raises during this period.

Increase for Faculty continuing in rank from 1995-96 to 1996-97

	Mean Increase	Median Increase
Full	3.8%	3.1%
Associate	4.3%	3.5%
Assistant	5.0%	3.5%

2. A comparison over the ten years between 1986-87 and 1996-97 shows a similar positive picture. The Philadelphia CPI over that period increased by 46%. The budget guidelines made 52% available in the salary pool over the ten-year period, with individual deans having the authority to supplement the general pool guidelines with additional funds.

Increase for Faculty continuing in rank from 1986-87 to 1996-97

	Mean Increase
Full	72%
Associate	74%
Assistant	79%

3. For the 1985-86 to 1995-96 ten-year period (one year before the current year) Penn's salaries increased at a rate better than the rates of increase at peer institutions.

We do not have publicly available data that compares faculty by discipline. However, private data supplied by the University does make comparisons within four broad disciplinary classifications [engineering, humanities and social sciences, sciences, management] among an elite group of public and private research universities. These data are current only to the 1995-96 academic year.

These data show that in each disciplinary area faculty at the University have done better than the average faculty at other peer institutions over the ten-year period ending in 1995-96. The rates of increase in salaries for Wharton and natural science faculty were particularly better than the rates of increase for faculty elsewhere, while humanities and social sciences faculty did somewhat better and engineering slightly better than comparable faculty elsewhere.

B. The inequality among faculty is substantial.

However, the degree of inequality is not increasing over time. In last year's report we noted that there was a large difference between

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the best paid and least well paid faculty among us, even if we ignore differences across schools. We examined data among full professors within 13 broad disciplinary areas—ten schools of the University (Annenberg, Dental, Education, Engineering, Fine Arts, Law, Nursing, Social Work, Veterinary Medicine and Wharton) and three areas in SAS: humanities, natural sciences and social sciences. We found that the best paid 20% of full professors in each area were paid about 75% more than the least well paid. The absolute level of inequality ratio varied from the least unequal school, where the best paid full professors made about 50% more than the least well paid, to the most unequal schools where they made 100% more.

It was difficult to provide a confident interpretation of these inequality numbers. One interpretation says that the use of broad groupings risks including faculty for whom the University competes in sharply different markets in a single category. Thus the inequality might be market-driven and acceptable. Another view notes that the level of inequality is present even in quite small schools, where the idea that different markets have been blurred is less telling. This view is less accepting of the idea that individuals of similar rank who are asked to do similar work should be compensated at such extremely different rates. We do not have sufficient information to choose sides between these views. However, both sides expressed concern that there might be an increasing level of inequality of salaries over time, within groupings. This might reflect an evolving policy of investing more in star faculty at the cost of the salaries of other faculty. On the basis of anecdotal reports some feared this might be the case.

To be able to answer this question, we looked at these inequality ratios over time. Overall there was no evidence that there was any increase (or decrease) in the level of inequality. The following table presents this ratio for the previous five years. The figures reported are the average inequality ratio across the 13 groupings, weighted by the number of faculty in each grouping. The numbers reported are the ratios of the total salary paid to the top 20% of full professors to the salary paid to the bottom 20%.

Inequality ratio for full professors by year (weighted average)

1992-93	1993-94	1994-95	1995-96	1996-97
1.74	1.82	1.711	1.74	1.75

The relative constancy of the inequality ratio was matched in most of the thirteen groupings, at least when there were enough individuals included in the estimations to make the ratios meaningful. However, in one of the larger groupings, where there were enough full professors included to expect some stability in these estimates, there was evidence of an increase in relative inequality (SAS-social science from 1.84 to 2.02). This increasing inequality, in the context of poor overall raises in SAS, raises troubling issues about policy in that school. We turn to that issue next.

C. A Special Problem in the School of Arts and Sciences

Thus far we have reported about salary gains, on the average, across the University. While the average gain was less than typical in recent history, it could be described as adequate, especially given the low rate of inflation. However, hidden behind the figures for salary raises “on the average” there is some distinctly bad news. The faculty of the School of Arts and Sciences received very low raises in 1996-97. Faculty continuing in rank in the rest of the University received mean raises of 4.5%; in the School of Arts and Sciences mean raises for faculty continuing in rank were only 3.4%. Even worse, the median raise in SAS was just slightly more than 2.5%, less than the Philadelphia CPI change.

In the previous report we used the Philadelphia CPI to define a floor; any raises below that level we considered to be very low raises, since they represent an absolute decline in purchasing power. [We recognize that some may argue that the CPI overestimates increases in the real cost of living; absent any other generally accepted measure we have no choice but to continue to rely on that as our criterion.]

In 1995-96, about 15% of the University faculty received raises at 3% or below. Since the Philadelphia CPI was a little under 3%, we estimated that perhaps 10% of the faculty were below our floor. In 1996-97 the picture was far worse.

Of the 13 groupings defined previously, 6 gave above CPI raises to more than 90% of their faculty; 4 more gave raises above CPI to between

71-88% of their faculties. However, all three SAS areas gave less than half of their faculties raises which met the CPI:

- In the humanities only 25% of the faculty received above CPI raises;
- In social sciences 40% received above CPI raises.
- In the natural sciences 48% received above CPI raises.

Altogether, and largely because of these poor raises given in SAS, about 35% of the entire faculty received raises lower than the CPI.

We do not have 1996-97 comparative data for peer institutions; the comparative data described above ends in the previous year. Thus we do not have systematic data to show whether this decline in real salaries for so many of our faculty was matched in peer institutions. However, we do note that the poor raises seem to reflect the ongoing economic crisis in SAS, and thus it is not likely to be merely a reflection of external market forces. And thus it immediately raises the specter of peer institutions raiding our faculty.

We do need to note that this is a sharp departure from the pattern of the previous years. It is not yet a trend and the absolute level of salaries in SAS does not appear to be low, yet. However, any continuation of this pattern into subsequent years surely will signal a crisis for SAS.

It may be worth noting here that the low salary allocations in SAS were not merely the result of a low total pool for salary increases. In fact, as we noted above the salary pool in SAS for raises for continuing faculty (3.4%) was just slightly below the provost’s guideline of 3.5%. If all money allocated to raises is included, including the faculty who were being promoted, the total pool available for raises was 3.6%, slightly above the provost’s guidelines. However, the administration of SAS chose to allocate these raises in a manner that may be seen to have exacerbated the effects of this moderate shortfall in the total pool. The dean outlined her policy in a memo dated May 20, 1997. Twenty-nine percent of the money available for salary increases (1% of the 3.5%) was reserved for the small number of faculty being promoted, and for those who received outside offers which SAS decided to match. An additional 14% (0.5% of the 3.5%) was reserved for “rewarding exceptional merit.” That left barely 2% for ordinary raises.

There are a variety of possible strategies that a budget with a median salary raise below CPI permits. If all faculty receive equal below CPI raises any faculty who can leave will be sorely tempted, and there will be rapid attrition among the most skilled of our faculty. On the other hand if SAS meets offers for faculty who are in demand elsewhere, but does so out of the common salary pool, then there will be great exacerbation of already existing inequalities, and a likely sharp reduction in morale.

III. Conclusions and recommendations

1. We appreciate the full access to salary information that has been provided to the committee. With that information we are able to consider fairly the economic status of the faculty in general. We know that this free access to information has not always been the policy. We should note that the information we are given does not include individual salaries, and we think this is appropriate. We are then not able to recognize or seek redress on behalf of any individual faculty member, and we should not given the role of this committee.

2. We are disappointed by the response of the provost to our previous recommendations. It appears that the provost believes that individual faculty cannot be trusted with even a relatively small amount of distributional information about salaries, and he also insists that the administration maintain virtually complete discretion in allocating salaries. Our efforts to negotiate some additional explicit guidelines about salary increase floors and about long term guidelines were rebuffed. *This year’s pattern of allocation of salaries in SAS would not have happened had our suggested guidelines been followed.*

While we are pleased that there has been some ad hoc increase in monitoring of outlier salaries we do not believe that this promises enough protection. It is not a systematic process with any guarantee for its continuation in the future. It is designed to capture only extreme inequities but will not capture merely low salaries that are unfair. It continues to depend on the good will of administrators without providing any countervailing structural process for individual faculty to redress concerns.

3. Overall the 1996-97 raises were slightly below the ten-year rate of increase; but they continue to be greater than CPI. However, the overall

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average hides very sharp differences across schools.

4. There has been no exacerbation of inequality among salaries earned by full professors overall during the past five years. However, the absolute level of inequality is high, and there is some evidence of an increase in inequality among social science faculty in the School of Arts and Sciences.

5. SAS has given below CPI raises to more than half of its faculty. While that has been justified on the basis of the continuing financial crisis in SAS, a close look at the salary pool distributed in SAS makes it clear that the financial crisis was not the entire issue. The total pool available closely matched the provost's guidelines. The large number of faculty receiving below CPI raises reflected a deliberate policy on the part of the SAS administration to allocate the pool in such a way as to treat much of the faculty poorly, and a small part of the faculty better.

Nonetheless, we recognize that the poor treatment of much of the faculty of SAS with regard to salary is also a reflection of a broader set of financial problems of that School, and with the particular financial policy which isolates each school from the others in "One University." While a different set of salary allocation decisions within SAS given the available budget might have mitigated this problem, at the cost of other interests, there is clearly a problem in SAS of broader dimension. From the particular perspective of the Committee on the Economic Status of the Faculty we see one reflection of the issue. A continuation of the pattern in salary allocations of the past year will surely wreak havoc; while we

understand that the problem is not to be solved from the salary perspective alone, we do know that this year's pattern must not turn into a trend. Adequate salary raises for all productive faculty need to be a core part of budget planning. Such salary policies should reflect adequate moneys allocated to the salary pool within and across schools and well thought through policies about allocation of raises within schools which include the concept of a floor for raises for productive faculty. Implementation of those policies may well require broader changes in the way SAS is funded, an issue beyond the mandate of this committee.

6. We strongly encourage our successors to monitor the ongoing salary information carefully, and pay particular attention to any decline in position of SAS faculty compared to peer institutions, data which was not available to us at the time of this report.

Committee on Economic Status of the Faculty

Roger M. Allen (Asian & Middle Eastern studies)

Elizabeth E. Bailey (public policy & management)

Joseph Gyourko (real estate)

Robert C. Hornik (communication), Chair

Bruce J. Shenker (pathology/dental)

ex officio: Past Senate Chair William L. Kissick (medicine)

Senate Chair Peter J. Kuriloff (education)

Senate Chair-elect Vivian Seltzer (social work)

Report of the 1996-97 Senate Committee on Administration

May 1, 1997

The Senate Committee on Administration met regularly during 1996-97, and we continued our engagement with the major issues that also occupied us in 1995-96.

Reappointment of Deans

We spoke at length with the Provost about his concerns regarding the proposal made by SEC at the end of 1996 to revise the procedures prescribed in the *Handbook for Faculty and Academic Administrators* for the reappointment of deans. He preferred the existing term limits, the existing role of student representatives in the process, and the continued direct consultation of the President and Provost with knowledgeable colleagues and officials. Although the committee had recommended the shortening of terms, we did not feel that this or any of the other areas of disagreement between the Provost and SEC were matters of great significance. We chose instead to focus the discussion on means for insuring the rigor of reappointment reviews, which was the central purpose of the original recommendations that the committee forwarded to SEC. In this regard, we were generally satisfied by the Provost's description of a review procedure that was carefully integrated with the periodic review of schools and the schools' strategic plans.

We were assured that the element of outside comparison would be part of the review process.

Evaluation of Teaching/Post-tenure Review

We note that SEC has not yet considered the recommendations regarding the evaluation of teaching that we made on April 13, 1996. At the request of the Faculty Senate Chair, we continued our discussion of the broader question of post-tenure review, seeking data about present practices from all of Penn's schools and from other Ivy League universities

(Brown, Cornell, Dartmouth, Harvard, Princeton, and Yale). These data are quite consistent: most of Penn's schools require the presentation of annual faculty reports, and no Ivy university has a formal post-tenure review process beyond that. The committee supports the present use of annual reports, and, after much discussion, its majority strongly opposed recommending new policies for post-tenure review. We will continue to collect information on this subject.

Restructuring Oversight

In fulfillment of the agreement made with the Executive Vice President in January 1996, the committee met regularly with Mr. Fry to discuss the administrative restructuring project, with an eye to insuring appropriate faculty involvement. These discussions were wide-ranging and collegial. In addition to maintaining a general overview of administrative restructuring, we heard more detailed reports on student housing, the bookstore, dining services, and the restructuring initiative as it affects the several schools. At the time of this report, we are engaging Mr. Fry in a discussion of the measurement of administrative size.

Committee on Administration

Leonard Bello (microbiology/veterinary)

David Brownlee (history of art), Chair

Stephen Putman (city & regional planning)

Cynthia Scalzi (nursing)

Henry Teune (political science)

Jerry Wind (marketing)

ex officio: Senate Chair Peter J. Kuriloff (education)

Senate Chair-elect Vivian Seltzer (social work)

1996-97 Senate Committee on the Faculty: Review of Affirmative Action

May 1, 1997

In accord with our charge to monitor affirmative action in faculty hiring, the Senate Committee on the Faculty has spent a good part of 1996-97 analyzing and discussing the information provided in the Affirmative Action Report for the Current Standing Faculty prepared by the Office of Planning Analysis and Institutional Research, based on data available as of Fall 1995. The primary focus of that report is a comparison of the percentage of Assistant Professors hired at the University for the period 1985-1995 who are women to the percentage of women in the reported national pools for the period 1984 to 1994. The tables in the following pages summarize the information from that report on which our conclusions are based and compare the figures from the 1995 report to those in the comparable report for 1988. Like the information in those reports, our analysis pertains only to members of the standing faculty.

Methodological Issues

First, it should be noted that any assessment of progress in affirmative action is limited by the available information. It is almost impossible to draw meaningful conclusions concerning members of ethnic and racial minority groups because our principal source of information about the available pools from which faculty members are hired, the National Research Council's figures on Ph.D.'s awarded in various fields, do not specify racial categories for non-citizens. As a consequence, we have been forced to focus mostly on the hiring of women. Second, the task of evaluating the success of individual departments and schools by comparing the rate of hiring with the proportion of women in the available pools is made more difficult by the fact that the pools are differently defined in different areas: for example, for most SAS departments, the pools are defined as all Ph.D. recipients as reported by the NRC; for the Law School, the pool is defined as those law students who show an interest in law teaching by signing up with the Association of American Law Schools Teaching Registry; for the clinical departments of the Medical School, the pool is defined as M.D.'s employed in U.S. medical schools. Finally, the information gleaned from this and comparable reports should be supplemented by an analysis that would track changes and progress over time, and we urge the University to make such a longitudinal study a regular part of each annual report on Affirmative Action.

Conclusions

It is evident that some progress has been made over the last decade in increasing the representation of women on the Penn standing faculty: as Table 1c shows, in the seven-year period from 1988-1995, the percentage of women on the faculty increased from 17.1 to 22.3. Many schools and departments have hired women faculty members at rates that match or exceed the proportion of women in the relevant pool. Where the hiring of members of minority groups is concerned, the numbers are small, but there has been slight improvement, most markedly in the clinical departments of the Medical School. But Penn still falls far short of having achieved a truly representative or diverse faculty. What progress there has been remains modest for several reasons. In some areas, the number of

new faculty members hired over that period is low. There are many fields in which the number of women and members of minorities in the available pool remains small. And, finally, not all areas of the University have shared in this progress: in particular, basic science departments in the Medical School and natural science departments in SAS have tended to hire fewer women than would be expected given the size of the relevant pool.

The committee strongly affirms the urgency of continued and expanded efforts to hire more women and minority faculty throughout all parts of the University. Building a broadly diverse faculty is essential, not only to provide all of our students with strong role models, but also for the quality of intellectual life at the University, which can only be strengthened by continued expansion of the range of perspectives and experiences represented on the faculty. The administration must make this a top priority and should take vigorous steps to ensure that attention to the hiring of women and minority faculty becomes, not simply a matter of bureaucratic procedures, but an integral element in the way schools and departments go about hiring. The provost should issue through the deans explicit statements to everyone involved about the central importance of hiring more women and members of minorities. Questions of diversity should be addressed at every stage of a search, starting at the point at which a position is requested and authorized. Specifically, diversity should be considered in the initial identification of the specialty and subfield in which a search will be conducted. In many disciplines, particular subfields have significantly fewer women and minority group members, and there is a danger that, by defining a position in terms of a traditional strength or of the interests of the person being replaced, a school or department may miss a valuable opportunity for increased diversity. We recognize that departments and schools are under heavy pressure to achieve excellence by maintaining and extending their established strengths, and we hope that this conflict can itself be discussed and addressed at all levels of the University. Finally, it should be required that chairs' letters proposing individuals for appointments include discussion of how the candidate's presence would help to broaden the diversity, as well as to enhance the intellectual strength, of the department.

Committee on the Faculty

Janet A. Deatrick (nursing)

Jack Ende (medicine)

John C. Keene (city & regional planning)

Rob Roy MacGregor (medicine)

Sheila H. Murnaghan (classical studies), Chair

Paul Shaman (statistics)

ex officio: Senate Chair Peter J. Kuriloff (education)

Senate Chair-elect Vivian Seltzer (social work)

Tables begin next page

Tables 1a & 1b, 1996-97 Senate Committee on the Faculty Review of Affirmative Action

Table 1a

Department	Fall 88 Standing Faculty		Asst. Prof. New Hires 82-88			All New Hires 82-88		Pool % 81-87*
	M	F	M	F	EF†	M	F	
SAS Humanities								
American Civilization	4	3	1	1	10.7	1	1	35.2
Oriental Studies	21	2	5	2	2.6	6	2	37.3
Art History	8	4	1	3	2.8	1	3	70.8
Classical Studies	9	0	2	0	0.8	3	0	37.5
English	26	14	8	6	7.6	11	7	54.6
Folklore/Folklife	5	1	1	1	1.0	2	1	47.9
German	6	0	0	0	0.0	1	0	55.8
History	26	8	3	2	1.6	4	4	31.6
Linguistics	8	2	4	0	2.0	4	0	50.2
Music	13	0	4	0	1.3	4	0	31.9
Philosophy	11	0	3	0	0.6	6	0	21.4
Religious Studies	4	1	0	0	0.0	0	0	20.0
Romance Languages	12	8	0	3	1.9	4	5	62.6
Slavic Languages	3	1	0	1	0.5	0	1	51.0
South Asia Studies	4	1	0	0	0.0	0	0	47.9
SAS Social Sciences								
Anthropology	15	5	3	3	2.9	3	3	47.9
Economics	37	3	19	1	3.1	27	1	15.7
History/Sociology Sci	6	3	0	0	0.0	0	0	33.5
Political Science	14	3	8	1	2.2	10	1	24.4
Regional Science	7	2	0	0	0.0	0	0	38.2
Sociology	18	7	4	4	3.4	5	5	42.3
SAS Natural Sciences								
Astronomy	3	0	0	0	0.0	0	0	13.7
Biology	23	4	3	1	1.2	6	1	31.0
Chemistry	24	2	4	1	0.9	6	1	17.9
Geology	6	0	2	0	0.4	2	0	17.7
Mathematics	29	0	10	0	1.5	14	0	14.7
Physics	40	1	13	0	1.0	15	0	8.0
Psychology	22	5	5	3	3.8	6	3	47.6
Nursing	0	49	0	29	27.9	0	38	96.2
Wharton								
Accounting	14	0	9	0	2.2	15	0	24.1
Decision Sciences	18	1	9	1	1.5	9	1	14.9
Finance	37	2	17	0	2.0	22	0	12.0
Health Care Systems	2	1	0	0	0.0	1	1	41.7
Insurance	6	0	2	1		5	1	
Legal Studies	9	2	8	0	0.7	8	0	8.6
Management	34	3	9	4	2.1	21	4	16.2
Marketing	18	2	5	1	1.6	10	1	26.8
Public Policy/Mgt	7	2	3	0	1.1	4	1	38.1
Statistics	14	0	3	0	0.6	4	1	19.1
Engineering								
Bioengineering	11	0	2	0	0.3	3	0	13.0
Chemical Engr	12	0	1	0	0.1	2	0	7.9
Computer/Info Sci	21	3	10	1	1.0	14	1	8.7
Electrical Engr	21	2	4	2	0.2	6	2	3.6
Materials Science	14	1	2	1	0.4	2	1	11.7
Mechanical Engr	12	0	4	0	0.1	5	0	3.0
Systems	11	0	3	1	0.2	3	1	4.4
Fine Arts								
Architecture	10	2	3	1		6	1	
City Planning	11	1	1	0		2	0	
Fine Arts	3	0	0	0		0	0	
Landscape Architecture	7	3	1	1		2	2	
Education	18	8	3	9	6.1	7	10	51.1
Social Work	9	6	1	2	1.7	2	2	58.2
Annenberg	9	2	0	1	0.4	2	1	42.8
Law	22	7	8	4	3.6	19	7	29.9
Dental Basic Sciences								
Biochemistry	4	1	0	0	0.0	0	0	30.8
Histology/Embr/Anat	4	0	0	0	0.0	0	0	62.6
Microbiology	4	0	0	0	0.0	0	0	34.0
Pathology	4	0	1	0	0.3	1	0	29.9
Medical Basic Sciences								
Anatomy	17	2	2	0	0.7	3	0	35.3
Biochem/Biophys	18	4	3	1	1.2	3	1	29.2
Human Genetics	10	2	4	2	2.6	4	2	43.0
Microbiology	9	3	3	0	1.1	3	1	35.6
Pharmacology	10	2	8	0	2.4	9	0	30.1
Physiology	17	1	1	0	0.3	1	0	27.3
Veterinary Basic Sciences								
Animal Biology	24	0	3	0	0.5	3	0	15.9
Pathobiology	18	4	4	2	1.8	4	2	29.9
Dental Clinical	31	2	13	5		18	5	
Medical Clinical	598	111	311	100	68.8	383	106	16.7
Veterinary Clinical	48	15	20	12		22	12	

Table 1b

Department	Fall 95 Standing Faculty		Asst. Prof. New Hires 85-95			All New Hires 85-95		Pool % 84-94*
	M	F	M	F	EF†	M	F	
SAS Humanities								
Asian/ME Studies	15	5	1	5	2.4	4	5	39.9
Art History	8	6	0	4	2.7	1	7	68.6
Classical Studies	7	2	2	1	1.2	4	2	41.0
English	22	16	12	11	13.4	17	12	58.1
Folklore/Folklife	4	2	1	1	1.1	2	1	53.0
German	5	1	0	0	0.0	1	1	57.1
History	27	9	9	6	5.2	12	8	34.5
Linguistics	7	3	6	1	3.7	7	1	52.9
Music	12	3	2	3	1.8	3	3	35.2
Philosophy	10	2	3	2	1.2	5	3	24.0
Religious Studies	4	2	1	0	0.2	1	0	21.8
Romance Languages	12	8	4	5	5.9	9	7	65.7
Slavic Languages	2	0	0	1	0.5	0	1	52.8
South Asia Studies	4	1	0	0	0.0	0	0	46.7
SAS Social Sciences								
Anthropology	19	6	5	4	4.8	9	5	53.0
Economics	29	3	28	3	6.1	37	4	19.8
History/Sociology Sci	6	5	0	2	0.8	1	2	37.7
Political Science	16	4	8	1	2.4	12	3	26.3
Sociology	15	8	4	3	3.4	5	4	48.0
SAS Natural Sciences								
Biology	21	6	6	2	2.9	8	2	36.7
Chemistry	28	2	8	0	1.9	10	0	23.3
Geology	7	0	1	0	0.2	1	0	19.5
Mathematics	26	2	8	1	1.7	14	2	18.5
Physics	36	2	11	1	1.3	14	1	10.6
Psychology	22	4	8	4	6.7	10	5	56.1
Nursing	1	46	0	37	35.5	1	47	96.0
Wharton								
Accounting	14	2	12	4	4.9	17	4	30.8
Operations/Info Mgt	14	3	8	2	2.3	9	2	22.8
Finance	29	2	15	1	2.2	21	2	13.9
Health Care Systems	3	1	1	0	0.5	2	1	51.3
Legal Studies	10	3	9	3	2.2	9	3	18.5
Management	33	5	18	8	6.0	32	8	22.9
Marketing	18	4	7	3	2.9	13	4	28.8
Public Policy/Mgt	7	2	4	0	1.5	4	1	37.6
Statistics	15	1	4	1	1.1	9	2	22.7
Other (Ins, Real Est)	8	4	1	1		4	2	
Engineering								
Bioengineering	11	1	2	1	0.6	2	1	19.3
Chemical Engineering	8	1	1	1	0.2	1	1	12.0
Computer/Info Sci	20	4	15	1	1.3	18	1	8.0
Electrical Engineering	14	1	4	2	0.4	5	2	6.0
Materials Science	12	2	2	2	0.5	2	2	13.4
Mechanical Engineering	11	0	4	0	0.2	4	0	4.5
Systems	12	0	3	0	0.2	3	0	6.8
Fine Arts								
Architecture	6	3	1	4		5	5	
City Planning	4	0	2	0		3	0	
Fine Arts/GFA/Hist Pres	3	1	0	0		2	1	
Landscape Architecture	4	3	2	2		5	3	
Education	17	12	3	10	7.3	7	15	56.3
Social Work	10	8	1	6	4.4	6	9	63.3
Annenberg	9	3	1	2	1.4	5	3	45.4
Law	25	7	11	4	4.2	22	6	28.1
Dental Basic Sciences								
Biochemistry	3	2	0	0	0.0	0	0	36.1
Histology/Embr/Anat	5	1	0	1	0.4	2	1	40.6
Microbiology	5	0	1	0	0.4	2	0	38.1
Pathology	5	0	1	0	0.4	1	0	35.1
Medical Basic Sciences								
Cell/Dev Biology	10	6	4	4	3.1	6	4	38.4
Biochem/Biophys	13	3	7	1	2.8	9	2	34.5
Genetics	10	3	5	2	3.2	6	2	45.7
Microbiology	11	4	7	0	2.8	8	3	40.5
Molec/Cell Engineering	7	0	5	0	2.0	6	0	40.2
Neuroscience	12	2	7	1	3.1	8	1	38.4
Pharmacology	10	5	10	2	4.3	11	3	36.0
Physiology	17	1	6	0	2.0	8	0	33.9
Veterinary Basic Sciences								
Animal Biology	18	2	5	2	1.2	7	2	17.1
Pathobiology	17	6	7	5	4.2	8	5	35.1
Dental Clinical	35	7	25	11		36	11	
Medical Clinical	675	176	527	218	177.2	651	231	23.8
Veterinary Clinical	49	18	26	21		30	21	

*/+ Notes to tables 1a and 1b are on page S-7

Tables 1c, 1d & 2, 1996-97 Senate Committee on the Faculty Review of Affirmative Action

Table 1c. Standing Faculty: Women

	Fall 1988				Fall 1995			
	Asst	Assoc	Full	All	Asst	Assoc	Full	All
SAS Humanities	19	9	17	45	25	13	22	60
SAS Social Sciences	8	5	10	23	8	5	13	26
SAS Natural Sciences	2	4	6	12	3	4	9	16
Nursing	19	20	10	49	14	21	11	46
Wharton	4	5	4	13	16	2	9	27
Engineering	4	1	1	6	3	4	2	9
Education	5	2	1	8	4	3	5	12
Fine Arts	2	1	3	6	5	0	2	7
Social Work	3	1	2	6	4	2	2	8
Annenberg	1	1	0	2	1	1	1	3
Dental Basic Sciences	0	0	1	1	1	1	1	3
Dental Clinical	2	0	0	2	7	0	0	7
Law	3	3	1	7	1	0	6	7
Medical Basic Sciences	3	3	8	14	10	4	10	24
Medical Clinical	74	22	15	111	123	32	21	176
Veterinary Basic Sciences	2	1	1	4	5	2	1	8
Veterinary Clinical	11	3	1	15	11	6	1	18
Total	162	81	81	324	241	100	116	457

Comparison between 1988 and 1995

	Fall 1988			
	Asst	Assoc	Full	All
Women	162	81	81	324
Men	424	392	759	1575
Total	586	473	840	1899
Female Percentage	27.6	17.1	9.6	17.1

	Fall 1995			
	Asst	Assoc	Full	All
Women	241	100	116	457
Men	470	351	768	1589
Total	711	451	884	2046
Female Percentage	33.9	22.2	13.1	22.3

	Asst	Assoc	Full	All
Female Percent Increase, 1988-95	48.8	23.5	43.2	41.0
Male Percent Increase, 1988-95	10.8	(10.5)	1.2	0.9
Total Percent Increase, 1988-95	21.3	(4.7)	5.2	7.7

Table 1d. New Hires: Women

School	1982-1988		1985-1995	
	Asst	All	Asst	All
SAS Humanities	19	24	40	51
SAS Social Sciences	9	10	13	18
SAS Natural Sciences	5	5	8	10
Nursing	29	38	37	47
Wharton	7	10	23	29
Engineering	5	5	7	7
Education	9	10	10	15
Fine Arts	2	3	6	9
Social Work	2	2	6	9
Annenberg	1	1	2	3
Dental Basic Sciences	0	0	1	1
Dental Clinical	5	5	11	11
Law	4	7	4	6
Medical Basic Sciences	3	4	10	15
Medical Clinical	100	106	218	231
Veterinary Basic Sciences	2	2	7	7
Veterinary Clinical	12	12	21	21
Total	214	244	424	490
Female Percentage	26.7	23.9	32.0	29.0
Female Annual Average	30.6	34.9	38.6	44.6
Male Annual Average	83.9	110.7	82.0	108.8

Table 2. Standing Faculty: Minorities

	Fall 1988				Fall 1995			
	Asst	Assoc	Full	All	Asst	Assoc	Full	All
Black								
SAS Humanities	2	2	3	7	4	3	2	9
SAS Social Sciences	1	0	1	2	1	1	1	3
SAS Natural Sciences	1	0	0	1	0	1	0	1
Nursing	2	1	0	3	1	2	0	3
Wharton	2	0	1	3	1	1	0	2
Engineering	0	0	0	0	0	0	0	0
Education	2	0	0	2	2	0	1	3
Fine Arts	0	0	0	0	0	0	0	0
Social Work	0	4	0	4	1	3	0	4
Annenberg	0	1	0	1	0	0	1	1
Dental Basic Sciences	0	0	1	1	0	0	0	0
Dental Clinical	1	0	0	1	3	0	1	4
Law	0	3	0	3	0	1	2	3
Medical Basic Sciences	0	0	1	1	0	0	0	0
Medical Clinical	12	3	3	18	10	6	2	18
Veterinary Basic Sciences	1	0	0	1	0	1	0	1
Veterinary Clinical	0	0	0	0	0	0	0	0
Total	24	14	10	48	23	19	10	52
Asian								
SAS Humanities	0	0	0	0	5	0	0	5
SAS Social Sciences	2	0	5	7	4	0	2	6
SAS Natural Sciences	4	1	4	9	0	3	5	8
Nursing	0	0	0	0	0	0	0	0
Wharton	12	4	1	17	4	5	2	11
Engineering	11	0	4	15	4	5	3	12
Education	0	0	0	0	0	0	0	0
Fine Arts	0	0	0	0	1	0	0	1
Social Work	0	0	0	0	1	0	0	1
Annenberg	0	0	0	0	0	0	0	0
Dental Basic Sciences	0	0	0	0	0	0	0	0
Dental Clinical	1	1	0	2	2	0	1	3
Law	0	0	0	0	0	0	0	0
Medical Basic Sciences	1	0	5	6	5	0	3	8
Medical Clinical	8	10	2	20	22	8	10	40
Veterinary Basic Sciences	1	0	3	4	0	0	2	2
Veterinary Clinical	0	0	0	0	0	0	0	0
Total	40	16	24	80	48	21	28	97
Hispanic								
SAS Humanities	1	1	2	4	4	1	2	7
SAS Social Sciences	1	0	3	4	1	0	1	2
SAS Natural Sciences	1	0	0	1	0	0	0	0
Nursing	0	0	0	0	1	0	0	1
Wharton	0	0	0	0	1	0	0	1
Engineering	1	1	1	3	0	2	1	3
Education	0	0	0	0	1	0	0	1
Fine Arts	0	0	0	0	0	0	0	0
Social Work	1	0	0	1	0	0	0	0
Annenberg	0	0	0	0	0	0	0	0
Dental Basic Sciences	0	0	1	1	0	0	0	0
Dental Clinical	0	0	0	0	0	0	0	0
Law	0	0	0	0	0	0	0	0
Medical Basic Sciences	1	1	0	2	0	0	0	0
Medical Clinical	2	4	4	10	7	3	4	14
Veterinary Basic Sciences	0	0	0	0	0	0	0	0
Veterinary Clinical	0	0	2	2	0	0	1	1
Total	8	7	13	28	15	6	9	30
Summary								
Black	24	14	10	48	23	19	10	52
Asian	40	16	24	80	48	21	28	97
Hispanic	8	7	13	28	15	6	9	30
White	514	437	793	1744	625	405	838	1868

See Table 3, New Hires of Black, Asian and Hispanic Faculty, [next page](#)

Notes to Tables 1a and 1b, page S-6

* Percentage of women among Ph.D.'s awarded, from National Research Council data, with several exceptions. For the Law School students who register with the Association of American Law Schools Teaching Registry and thereby express an interest in the teaching of law are counted. For the Dental School clinical departments enrollees in Advanced Dental Education Programs, compiled by the Department of Educational Surveys of the American Dental Association, are used. For the Medical School clinical departments M.D.'s employed in U.S. medical schools in 1994 are counted. For the Veterinary School clinical departments the figures represent graduates of veterinary medical school programs, from American Veterinary Medical Association reports.

† Expected number of female hires, based upon the total number of Assistant Professor hires during 1985-95 and the pool percentage figure.

SENATE Committee Reports

Committee on the Faculty Review of Affirmative Action

continued

Table 3. New Hires: Minorities

School	1982-1988		1985-1995	
	Asst	All	Asst	All
Black				
SAS Humanities	4	5	6	9
SAS Social Sci	2	2	2	2
SAS Natural Sci	1	1	1	1
Nursing	1	1	2	3
Wharton	2	2	4	4
Engineering	0	0	1	1
Education	3	3	4	5
Fine Arts	0	0	0	0
Social Work	0	0	1	1
Annenberg	0	1	0	1
Dental Basic Sci	0	0	0	0
Dental Clinical	1	1	5	6
Law	0	1	0	1
Medical Basic Sci	0	0	0	0
Medical Clinical	13	14	22	25
Veterinary Basic Sci	1	1	1	1
Veterinary Clinical	0	0	0	0
Total	28	32	49	60
Black Percentage	3.5	3.1	3.7	3.6
Black Annual Av.	4.0	4.6	4.5	5.5
White Annual Av.	101.6	130.1	105.7	135.5
Asian				
SAS Humanities	1	1	6	6
SAS Social Sci.	2	3	3	4
SAS Natural Sci.	4	4	5	7
Nursing	0	0	0	0
Wharton	15	19	16	20
Engineering	12	12	13	13
Education	1	1	1	1
Fine Arts	0	0	0	0
Social Work	0	0	1	1
Annenberg	0	0	1	1
Dental Basic Sci.	0	0	0	0
Dental Clinical	0	0	2	3
Law	0	0	0	0
Medical Basic Sci.	1	1	6	6
Medical Clinical	12	16	32	42
Veterinary Basic Sci.	1	1	1	1
Veterinary Clinical	2	2	0	0
Total	51	60	87	105
Asian Percentage	6.4	5.9	6.6	6.2
Asian Annual Av.	7.3	8.6	7.9	9.6
White Annual Av.	101.6	130.1	105.7	135.5
Hispanic				
SAS Humanities	1	2	6	7
SAS Social Sci.	1	2	2	3
SAS Natural Sci.	1	1	0	0
Nursing	0	0	1	1
Wharton	0	0	1	1
Engineering	1	2	2	3
Education	0	0	1	1
Fine Arts	0	0	0	1
Social Work	1	1	1	1
Annenberg	0	0	0	0
Dental Basic Sci.	0	0	0	0
Dental Clinical	1	1	0	0
Law	0	0	0	0
Medical Basic Sci.	1	1	1	1
Medical Clinical	4	6	11	13
Veterinary Basic Sci.	0	0	0	0
Veterinary Clinical	0	0	0	0
Total	11	16	26	32
Hispanic Percentage	1.4	1.6	2.0	1.9
Hispanic Annual Av.	1.6	2.3	2.4	2.9
White Annual Av.	101.6	130.1	105.7	135.5

The Faculty Senate Faculty Exit Questionnaire

[facsimile based on the form adopted by SEC April 16, 1997]

This questionnaire is voluntary and confidential. The data will be reported in a way that will not identify individual respondents. The results will be analyzed by the Senate Committee on the Faculty which is charged with monitoring the treatment of faculty at the University. If you have questions about this questionnaire, please call the Faculty Senate Office at (215) 898-6943. You are also invited to discuss your experience at Penn in a confidential interview with a faculty member from a panel selected by the Faculty Senate Executive Committee. If you would like to arrange such an interview, please contact the Faculty Senate Office at (215) 898-6943.

Date: _____

- How many years have you been on the standing faculty at Penn? _____
 - Your rank when you first came to Penn _____
 - Your rank now _____
 - Length of time in your current rank? _____
 - Are you a clinician-educator? _____
- In what school? _____

___ Arts and Sciences ___ Engineering ___ Medicine ___ Wharton ___ Other
- Do you have tenure? ___ Yes ___ No
- What is your sex? ___ Male ___ Female
- To what racial/ethnic group do you belong? _____
- What is your age? _____
 - How many years were you in full-time academic employment before coming to Penn? _____
- How would you rate the support you received to advance your career?

	Excellent	Good	Fair	Poor	N/A
A. Adequacy of Mentoring					
1. Teaching	_____	_____	_____	_____	_____
2. Research, including collaboration opportunities	_____	_____	_____	_____	_____
3. Becoming part of department/school community	_____	_____	_____	_____	_____
B. Help in obtaining research funds	_____	_____	_____	_____	_____
C. Adequacy of support services	_____	_____	_____	_____	_____
D. Becoming part of the University community	_____	_____	_____	_____	_____
Comments:	_____				
- How would you rate your conditions of employment?

	Excellent	Good	Fair	Poor	N/A
A. Work load					
1. Teaching	_____	_____	_____	_____	_____
2. Research	_____	_____	_____	_____	_____
3. Other department duties	_____	_____	_____	_____	_____
B. Fairness in consideration for promotion & tenure	_____	_____	_____	_____	_____
C. Salary	_____	_____	_____	_____	_____
D. Fringe benefits	_____	_____	_____	_____	_____
Comments:	_____				
- How would you rate your department in the following categories?

	Excellent	Good	Fair	Poor	N/A
1. Atmosphere	_____	_____	_____	_____	_____
2. Supportiveness	_____	_____	_____	_____	_____
3. Intellectual stimulation	_____	_____	_____	_____	_____
 - How would you rank your school in the following categories?

	Excellent	Good	Fair	Poor	N/A
1. Atmosphere	_____	_____	_____	_____	_____
2. Supportiveness	_____	_____	_____	_____	_____
3. Intellectual stimulation	_____	_____	_____	_____	_____

Comments: _____
- What was your reason for leaving?
- Did any of the factors in questions 7, 8, 9 contribute to your departure?
- Do you feel that you were subject to bias or unfair treatment?
 - In relation to tenure or promotion?
 - In any other aspect of your employment?
- What has been your most valuable experience here?
- What would you like to change?
- If you left to take a better position elsewhere, what are the aspects of your new job that you find most attractive relative to your position here?
- What, if any, aspects of your work experience here were unsatisfactory?
- Was any information given to you before you came that you now consider misleading?

NOTE: You are invited to write further comment on the back of the questionnaire and to attach additional pages.