

Almanac

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September 24, 1996
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Last Call

All members of the University are invited to join Penn astrophysicists on Bower Field Thursday night (September 26) to watch the lunar eclipse—the last one to be seen between now and the year 2000.

This is the first public event since Astronomy and Physics merged last year. With binoculars and a Mead telescope brought down from DRL's rooftop observatory, Drs. Steven Myers and Paul Steinhardt and others will act as informal tour guides to the celestial show. The gathering starts at 9 p.m.; the department will provide refreshments. In case of rain, the event will be cancelled; if in doubt, call 898-5995.

Below, from Astrophysics's computer lab, an imaged map of the the sky as it will look at the time of the eclipse, looking south toward Saturn and the constellation Pegasus.

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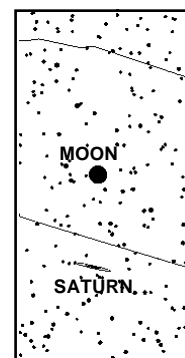
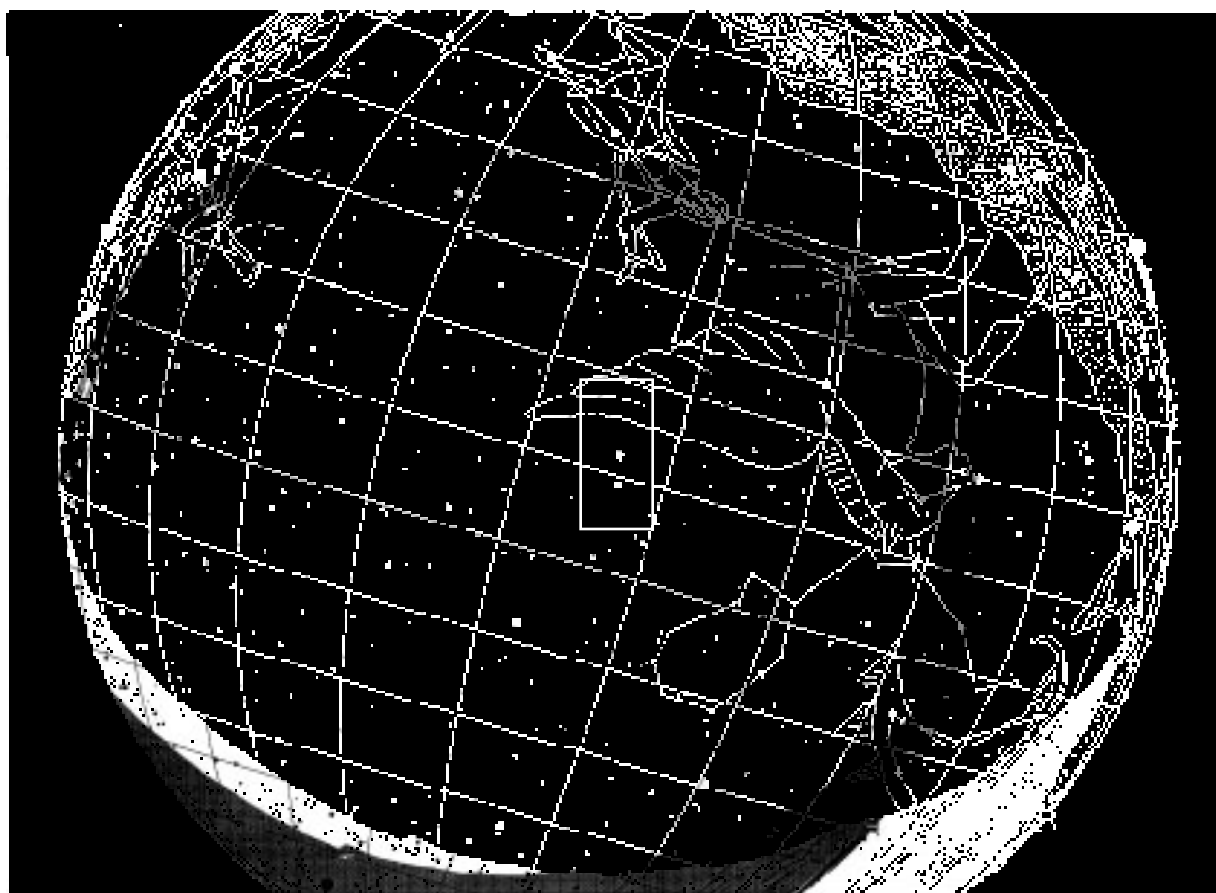
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NEWS IN BRIEF

Gene Therapy Firm on Walnut

Genovo, a gene therapy company founded by Dr. James M. Wilson of the School of Medicine with partner and CEO Marann Grossman in 1992, has bought from the University the old Hajoca Building at 3025 Walnut Street, to establish the company's headquarters in West Philadelphia.

The company will have priority on commercializing gene therapy discoveries of the Institute for Human Gene Therapy directed by Dr. Wilson, who is the John Herr Musser Professor at the School of Medicine and professor and chair of molecular and cellular engineering.

The Hajoca building, bought by the University in 1988 for \$1.9 million, has housed miscellaneous units over the years, frequently as "swing space" during renovations and constructions.

Genovo bought the property for \$1.45 million plus a deferred maintenance credit of \$450,000, according to Executive Vice President John Fry.

New Research Foundation Guidelines

Guidelines for application to the University's internally-funded Research Foundation have been revised. They will be published by Vice Provost for Research Ralph Amado in the coming issue of Almanac (October 1, 1996).

Faculty/Staff Appreciation: October 19

The President, Provost and Executive Vice Presidents invite faculty and staff to attend a celebration in their honor—Faculty/Staff Appreciation Day will be held on Saturday, October 19.

Events are free for the faculty and staff and tickets are \$2 each for family and friends. A brochure will be sent out this week with all the details concerning the day's schedule and how to obtain tickets.

This year's event will include a picnic lunch, the Penn/Lehigh football game, entertainment by the Glee Club, clowns and face painting; health screenings and information; the *Ghosts, Goblins and Graveyards* at the University Museum.

(Details in a future issue.)



In Memory of Barbara Jordan

Penn's September 26 celebration of the life of the late Barbara Jordan (left), begun by a bipartisan team of women interested in the late Senator's message of inclusiveness in American political processes, has now gathered, among its sponsors, the offices of the Provost, VPUL, African American Resource Center, Penn Women's Center, and student groups including the Greenfield Center. The program, which includes reminiscences by Penn people who knew her as leader or as scholar, and excerpts from some of the major addresses given by Senator, is open to the University and the community, 5 to 6 p.m. Thursday in Room 110 of the Annenberg School.

Redesign of Benefits for Faculty and Staff

The President, Provost and Executive Vice President have charged a Benefits Redesign Advisory Committee to oversee a thorough review of the University's benefits programs and to report back to them by January of 1997.

The committee is to consider ways to respond to concerns about compliance with federal regulations and concerns about costs and complexity of Penn's benefits while at the same time maintaining a market competitive program for faculty and staff. The members of the committee are listed below.

— Barbara Lowery and H. Clint Davison, Co-chairs

Dr. David Kozart, Past-Chair, Medical School Faculty Senate Steering Committee
Stephen Golding, Vice President for Finance

Gavin Kerr, Associate Vice President, Human Resources Medical Center

Betty Thomas, A3 Assembly; Executive Secretary to the

Associate Vice President of Finance

Dr. Barbara Lowery, Co-Chair, Associate Provost

Dr. Olivia Mitchell, Professor of Insurance and Risk Management Wharton School

Dr. Michael Wachter, Deputy Provost

Marie Witt, Penn Professional Staff Association; Director, Support Services

Dr. Robert Hornick, Professor of Communications, Annenberg School

Dr. David Hackney, Chair, Personnel Benefits Committee; Associate Professor of Radiology/Medicine

H. Clint Davidson, Jr., Co-Chair; Vice President, Human Resources

Agenda for Excellence: Six Academic Priorities

In the center of this issue, President Judith Rodin and Provost Stanley Chodorow publish For Comment a set of proposals developed with the deans as all-University academic priorities they find "most compelling and strategic" for responding to the challenges of the 21st Century. They ask comment by October 4, with a view to taking the plans to the University Trustees later in October.

To Community Partnerships: Bonnie Ragsdale of EVP Office

The coordinator of PennVIPS, who as a volunteer has spearheaded the organization of others at Penn for volunteer service in the community, has been named Associate Director for Staff, Faculty and Alumni Volunteer Services in Penn's Center for Community Partnerships.

The appointment of Bonnie Ragsdale, who had been staff assistant to Executive Vice President John Fry, was jointly announced by Mr. Fry and Dr. Ira Harkavy, director of the Center for Community Partnerships.

The new post is the first such position in the country, Dr. Harkavy said, and has already brought inquiries from other institutions on establishing similar ones.

Ms. Ragsdale, who studied office management at the Community College of Philadelphia before enrolling in the Wharton School's evening program, took her Associate Degree in Business Administration at Wharton in 1986. She joined the Office of the Executive Vice President in 1989 as an information systems specialist, with responsibility for training and support in computerization of the office. Promoted in 1994 to staff assistant to the EVP, she coordinated EVP units with ISC units and provided financial reports and analyses for those reporting to the EVP.

Soon after joining Penn, Ms. Ragsdale also began serving on numerous committees and projects identified by the then-EVP, Dr. Marna Whittington, for community outreach. With like-minded staff and faculty she began to organize drives to provide food, clothing, toys and school supplies, and built the network known as PennVIPS (for Volunteers in Public Service). The Alumni Relations Office later linked in with an alumni volunteers program that stretches across the nation.

"Bonnie Ragsdale is perfect for this position not only because of what she has done in the past, but because of the impact she will have on the future of volunteerism at Penn," said Dr. Harkavy. "She has done extraordinary service and inspired others to do the same, and she has the insight and tremendous organizational ability to take this program farther as more and more staff, faculty and alumni recognize the part that community service plays in making both Penn and its community the national leaders in the combination of learning and service."



Bonnie Ragsdale



Women on the Walk: Locust House Opening October 3

The Women's Center's new home at 3643 Locust Walk officially opens next week with an Open House and Reception on October 3, from 4:30 -6:30 p.m.

The celebration continues on October 4 with a panel discussion, "Women on the Walk—Women on the Move," from 3:30 to 6:30 p.m. at the Annenberg School Theatre. Participants will include Michelle Fine, CUNY; Peggy Sandy, Penn anthropology; and Jacqui Wade, African-American-American Cultural Center, Austin Peay State University.

The building, known as the Locust House, will house administrative offices for the Women's Center and other student life programs, with a seminar room on the first floor for the VPUL programs.

The brownstone twin, built before the turn-of-the-century, was an empty and deteriorating former fraternity house before it was renovated this year. Especially notable was the denuded front where the roof and support columns of a traditional porch had been removed by the fraternity.

In the renovations done by Voith & Mactavish Architects, the porch is restored with a difference: in the Victorian painted wood style that blends with the house, a winding ramp links to the porch and makes the building accessible to wheel chairs.

Contractor for the renovations was Unkerfer Bros. Kate Stillings, from Penn's Department of Project Management, coordinated the renovation of the three-story building, where the work included the removal of interior partitions, the metal window, and kitchen equipment, and replacement of the old rubber roof. Construction also included new windows and roof, new mechanical systems, upgraded electrical service and lighting, new fire alarm system and reconfiguring the sprinkler system.

The Women's Center began in 1973 and was housed initially in 110 Logan Hall before it resided in Houston Hall. The date of that first Open House, some 23 years ago was also on October 3.

"The place has changed but the program goes on," said Director Elena DiLapi.

The Commonwealth of Pennsylvania's FY1997 appropriation for the University has the same bottom line as last year's, with a modest shift of dollars between two line items (Instruction and New Bolton Center). *Source: University of Pennsylvania Office of Commonwealth Relations.*

University of Pennsylvania Commonwealth Appropriation History of Non-Preferred Appropriation

(in thousands of dollars)

	FY1992	FY1993	F1994	FY1995	FY1996	FY1997
Instruction	\$16,051	\$ 8,026	\$11,838	\$15,489	\$ 9,489	\$9,089
Medical Instruction	4,435	2,218	3,326	4,280	4,280	4,280
Dental Clinics	1,030	515	773	994	994	994
Veterinary Instruction*	7,725	7,456	7,456	7,456	10,420	10,420
New Bolton Center*	3,786	1,894	2,840	4,154	7,118	7,518
Food and Animal Clinics and Services*	2,030	1,020	1,529	1,968	1,968	1,968
Center for Animal Health and Productivity*	1,245	623	934	1,201	1,201	1,201
Total Veterinary Medicine	\$14,786	\$10,993	\$12,759	\$14,779	\$20,707	\$21,107
Total University	\$36,302	\$21,752	\$28,696	\$35,542	\$35,470	\$35,470

* Veterinary School Line Item

PennNet Alert: Changes in Modem Services October 1

Effective at 12:01 a.m. Tuesday, October 1, the following changes in the modem system are being implemented to address difficulties connecting to PennNet caused by the unprecedented demand for access via modem.

New 15-minute "express" modem service—573-9773 (PPP only)

Provides 15 minutes of connection time at 28.8 Kbps for "express" tasks such as checking e-mail, after which your connection will terminate automatically. You will need to monitor connection time yourself. The system cannot issue an alert before terminating your session.

Two-hour time limit on 14.4 Kbps modem service (898-0834)

Your connection will be terminated automatically after two hours. You will need to monitor connection time yourself. The system cannot issue an alert before terminating your session.

One-hour time limit on 28.8 Kbps modem service (573-4777)

Your connection will be terminated automatically after one hour. You will need to monitor connection time yourself. The system cannot issue an alert before terminating your session.

Documentation for accessing "express" service

Documentation explaining how to configure your software for the PPP-only "express" service will be available next week at

<http://www.upenn.edu/isc/windoc.html>
under "PennNet Access"

<http://www.upenn.edu/isc/macdoc.html>
under "PennNet Access"

the Computing Resource Center,
3732 Locust Walk

For assistance: Contact
help@isc.upenn.edu or 573-4778

For discussion of issues:
upenn.net/remote-access/newsgroup

For explanation of changes:

<http://www.upenn.edu/dccs/remote.html>

The impact of these changes will be monitored closely and adjustments will be made as necessary to maximize access and caller convenience.

For updates, call 573-4778 and press 3, or check

<http://www.upenn.edu/dccs/remote.html>.

— Noam H. Arzt
Information Systems and Computing

DEATHS

Eugenia Cook, Former News Officer

Eugenia Bain ("Missy") Cook, a member of the News Bureau staff at the University in the 'seventies, died on September 18 at the age of 51.

A Penn alumna who took her master's degree in journalism and English from Northwestern University, Ms. Cook was a versatile reporter who was responsible initially for arts and humanities, then social sciences, and later medical affairs in what is now the University's Office of News and Public Affairs.

After her stint at Penn she was on the staff of the *Trenton Times* and was a features writer for the *Philadelphia Inquirer*. As a freelance in marketing and technical writing she also worked in communications for the Academy of Natural Sciences and Penn Mutual Life Insurance Company.

Ms. Cook is survived by her sons Hadley and Fritz.

Katharine O'Shea Elsom, Medicine

Dr. Katharine O'Shea Elsom, a former associate professor in the School of Medicine who had taught at Penn for 48 years, died on September 14 at the age of 92.

Dr. Elsom, a University of Wisconsin graduate who took her M.D. at Penn in 1930, joined the faculty in 1931 as an assistant instructor, and taught until 1979. She was variously in departments that offered teaching and research in public health and preventive medicine, community medicine, and research medicine. A private practitioner in internal medicine during parts of her career, she also conducted research at Philadelphia General Hospital on the effects of vitamin B deficiency on human mental capacity, and was a visiting physician at Bryn Mawr College.

She is survived by her daughter, Harriet E. Rothstein; a son, Kendall A. Elsom Jr.; and five grandchildren.

The 'Guide to Student Services' is Online

Dear Colleagues,

I know that many of you in past years have looked forward to the September delivery of an updated *Faculty Resource Guide to Student Services* so that you could find appropriate help for students experiencing various difficulties at Penn.

This year the *Guide* is not available in hard copy—both the need for frequent updating and the cost of publication have sent me to another medium. Currently the guide lives on my homepage (where I can make changes as needed) and can be reached directly at:

<http://www.english.upenn.edu/~akelley/guide.html>.

I have built in links to the homepages of the various services and email links to those who can serve as consultants (including myself), so there is actually more information available in this version than in the paper one.

So, if you have a student having any sort of academic or personal trouble, or one who wishes information about grants or resources available, do turn to the computerized *Guide* for help. It has proved useful to many over these past few years, and I hope it will be as accessible in its electronic form.

Sincerely,

Alice van Buren Kelley
Faculty Liaison to Student Services

To Join the Developmental Disabilities Research Center

The Mental Retardation and Developmental Disabilities Research Center at the University of Pennsylvania was founded in 1990 through a grant from the National Institute of Child Health and Human Development. The Center is now recruiting new members. Qualified faculty are those with appointments in any of the Schools of the University of Pennsylvania who are performing investigations in the area of brain development and function, genetics, or behavioral sciences as applied to developmental disabilities.

Membership results in access to one or more of five research core facilities: Molecular Genetics (a centralized nucleic acid/protein research facility, tissue culture and cytogenetics); Cellular Neuroscience (cellular imaging, confocal microscopy, neuronal cell cultures, neuropathology, and cytoarchitectural studies); Analytic Neurochemistry (mass spectrometry unit for stable isotope studies and HPLC biogenic amine and amino acid assays); Functional Neuroimaging (PET scanning and volumetric analysis of MRI imaging, and compliance training); and Study Design and Statistical Analysis.

Interested individuals who hold federally funded grants (preferably NIH or NSF) may contact me at Children's Seashore House, Department of Pediatrics, 895-3584.

— Mark L. Batshaw, M.D.
Director, Mental Retardation and
Developmental Disabilities Research Center

Research Opportunities

German-American Grants

The German-American Academic Council Foundation manages the Transatlantic Research Cooperation Program (TransCoop), which supports cooperative research projects between German, US and Canadian scholars in the humanities, social sciences, law and economics with up to \$60,000. The US/Canadian research partners must secure matching funds in the amount applied for from the Foundation. The maximum duration of sponsorship for each project is three years. Applicants must at least have a Ph.D. Awards are made twice a year, and the next application deadline is *December 15, 1996*. Application forms are available in the Office of International Programs, 133 Bennett Hall/6275.

The GAAC operates in two main areas of activity and supports numerous projects in these areas: studies of mutual interest to scientists, scholars, and policy-makers in both nations that address social, economic, scientific, technological or other issues programs to develop and sustain permanent networks of cooperative activities among young scientists and scholars in the two countries.

Detailed information about the Foundation, its structure, mode of operation and projects is available from the GAAC Home Page (<http://www.access.digex.net/~gaac/gaachome.html>) and OIP's home page (<http://pobox.upenn.edu/~oip>).

— Office of International Programs

Minority International Research

The Minority International Research Training Program will begin its 1996-97 Recruitment Drive on October 1, 1996 through January 15, 1997. The application deadline is *February 3, 1997*. For more information call 898-5208 or check us out on the internet at <http://www.med.upenn.edu/~mirt/>. E-mail your application requests to: mirt@mail.med.upenn.edu.

Deborah Wallace, Coordinator
Minority International Research Training

Volunteers Wanted

Aides for Turner School Saturdays

The PennVIPS program seeks faculty and staff willing to volunteer three hours a month on Saturdays to work with youth and adults at Turner Middle School, 59th & Baltimore.

Among the projects at hand are a learning center for pre-schoolers and a beautification project for the School's interior and exterior.

The Turner Middle School project is under the aegis of WEPIC (West Philadelphia Improvement Corps). For more information: Bonnie Ragsdale, phone 898-2020; fax 573-2799; or e-mail ragsdale@pobox.upenn.edu.

Guides for 'Museum on the Go'

The University of Pennsylvania Museum of Archaeology and Anthropology seeks volunteers for its in-school program "Museum on the Go." Volunteers, known as Mobile Guides, travel to Philadelphia elementary schools introducing children to actual museum artifacts, as well as reproduction costumes, maps, models and pictures of ancient Egypt, the Classical World and North American Indians. To find out more: the Mobile Guide office at the Museum, 898-4277.

Penn VIPS:

A Questionnaire for the University Community

Penn VIPS is celebrating its sixth year of existence at the University of Pennsylvania. This program began because Penn staff, faculty and alumni wanted to make a difference in our West Philadelphia community. In 1992, Penn VIPS became affiliated with the newly formed Center for Community Partnerships, directed by Dr. Ira Harkavy. On July 1, 1996, I transferred into the Center full time, to coordinate volunteer initiatives involving staff, faculty and alumni.

To ensure that we continue to operate quality programs and offer volunteer opportunities that make a difference in our community, I will need your continued support. Please take a few moments to answer and return this questionnaire. The questionnaire is for informational and planning purposes only. Note that you may check more than one answer to these questions. Thank you!

— Bonnie Ragsdale, *title to come*

Name _____

Campus Address _____

Campus Phone _____

E-mail Address _____

Fax _____

1. Would you be willing to participate...?

☐ 1 hour per month ☐ 3 hours per month

☐ 1 hour per week ☐ Need flexibility

☐ Prefer after work ☐ Prefer weekends

2. What community causes interest you?

☐ Children and Youth ☐ Homelessness

☐ Health ☐ Drug and Alcohol Abuse

☐ Literacy ☐ Arts

☐ Environment ☐ Elderly

☐ Housing ☐ Economic Development

☐ Other: _____

3. Would you be interested in workplace mentoring?

☐ Yes ☐ No

4. What other talents can you share through volunteerism?

☐ Grant-writing assistance and/or training

☐ Organizing ☐ Fund-raising

☐ Marketing ☐ Tutoring Math

☐ Literacy ☐ GED Preparation

☐ Creative Writing ☐ Newsletter

☐ Computer Learning ☐ Arts & Crafts

☐ Home Repair ☐ Career Counseling

☐ Job Search Skills ☐ Resume Writing

☐ Home Buying Tips ☐ Business Plans

☐ Video Equipment ☐ Music

☐ Drama ☐ Interactive Programs

☐ Board Membership ☐ Drill Team Management

☐ Other: _____

Please Return to:

Bonnie Ragsdale
Center for Community Partnerships
133 S. 36th Street Suite 519/3246

COUNCIL From the Communications Committee

Revised Proposal on Student Electronic Privacy

The text below supersedes that published in Almanac April 16, 1996, as the proposal before the University Council Wednesday. It will be presented by the 1996-97 chair, Dr. Martin Pring, along with the Draft Policy on Privacy of Electronic Information published in Almanac March 19, 1996.

For two year-end reports on the same agenda (those of the Bookstore Committee and the Committee on Safety and Security) please see pages 15 and 17 of this issue.—Ed.

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

9. Policy on Student Privacy in University Residences

Preamble

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

Entry for Maintenance and Operational Purposes

The occupancy agreement signed by students who rent dormitory rooms from the University defines its rights as landlord. University employees and contractors may enter a student's room(s) when such entry is reasonable and necessary for purposes of maintenance and operation, or in a known or suspected emergency. Entries for maintenance and operational purposes will be conducted with scrupulous respect for the privacy and property of the occupant, by person(s) appropriate for the performance or assessment of the required maintenance, accompanied when necessary by a Department of Residential Living employee.

Routine Health and Safety Inspections

From time to time the Department of Residential Living will enter all rooms in a residence or section thereof for the purposes of eliminating conditions that are actually or potentially unhealthful or otherwise hazardous. Examples of such conditions include the presence of dangerous articles or prohibited appliances. Such inspections will always be carried out by two persons and will be conducted with scrupulous respect for the privacy and property of the occupants.

Entry for Disciplinary Purposes

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

Furthermore the Vice Provost for University Life:

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

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

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

Speaking Out

Kudos for WEPIC

I was pleased to read Sandy Smith's informative article in the September 3, 1996, *Compass* features. Highlighting the visit of a group of South African youth workers' tour to WEPIC's school-based community programs at the Turner Middle School is yet another sign of the important collaborative work being done by the Center for Community Partnerships.

I think it is important to cover events like this and other efforts that the Center and WEPIC have in motion. For example, the important work done at University City High School stands as a model of University/Community/ Public School collaboration, while the ongoing cooperation between the West Philadelphia Empowerment Zone and the Center serves as a reminder of how the powerful resources of the University can be utilized in rebuilding the inner city.

I am privileged to be a small part of this collaboration and was struck by the enthusiasm and commitment of the South African delegation. During a luncheon meeting we discussed our mutual concerns and problems, especially the continuing need for community-based education with active involvement by University students and faculty. Particularly noteworthy during the South African delegation's tour was the Burger King/WEPIC summer camp, an outstanding example of private industry-community collaboration and a potential model for the developing multiracial society of South Africa.

I think it is important for the University of Pennsylvania to report on the significant work that the Center for Community Partnerships in cooperation with a host of local community organizations, agencies, and institutions is doing and will be doing in the near future. It is more than just being a "good neighbor," but an active partnership whose goals and objectives remain the rebuilding of West Philadelphia. A strong, vibrant, prosperous, and well-educated West Philadelphia will benefit the University of Pennsylvania, and that, in a nutshell, is what an active partnership should do.

—William Eric Perkins
Faculty Fellow & Adjunct Professor
of Afro-American Studies

Head to Come

In *Almanac* September 10, John Fry accused *The Daily Pennsylvanian* of being "inaccurate, misleading, and inflammatory" in its reporting on his plans to outsource Dining Services and Residential Living. But based on the public record, it is Mr. Fry himself who is guilty of those things.

In the Bookstore deal, there is no evidence that suggests that Mr. Fry engaged in any of the sort of consultative process that he

says is essential before decisions are made. No "market analysis." No "consultative committee composed of faculty, administrators, and students." No request that University Council's Bookstore Committee examine and report on outsourcing the Bookstore. Virtually, nothing. One could fill up pages with statements from University officials concerning the need for consultation and serious analysis before decisions are made. One could even cite Mr. Fry's own words in the past regarding the importance of such consultations. But even a cursory examination of the Mr. Fry's actions reveal that those words are simply that—words.

The evidence also indicates that Mr. Fry deliberately deceived University Council, and by extension the entire University community, in order to pursue his agenda without interference. Here are the facts.

The Coopers and Lybrand report released in January 1995 which Mr. Fry authored, does not mention outsourcing for the Bookstore. The University-wide committee charged with overseeing the Bookstore and its policies and mission, University Council's Bookstore Committee, has never (at least in recent memory) examined outsourcing to determine whether it is a viable and appropriate option for Penn's bookstore.

In his report on restructuring to University Council on October 11, 1995, Mr. Fry gave scant mention to the Bookstore at all, engaging in pleasant generalities about what a good job Business Services was doing, and how its "history of innovation" indicated that there were "very exciting prospects relative to....[the] Bookstore." There was no mention of outsourcing.

Fry's next report to Council on restructuring, on Feb 21, 1996, did provide a bit more of a focus on the Bookstore. *Almanac* described his remarks as:

The questions are how to transform its size, look, feel, and breadth of products and services. "Do we need to run it ourselves?" Mr. Fry asked. "How do we leverage expertise and replicate the success of super-stores?"

Less than two months later, Mr. Fry received the approval of the Trustees for the Barnes and Noble deal.

Only the most credulous of individuals would even consider the possibility that Mr. Fry would find the time to answer the "questions" he had presented, investigate various options, notify the players in the Bookstore industry that Penn was in the market to outsource its bookstore, evaluate the various proposals, and negotiate a contract with Barnes and Noble in that time period. In fact, because of the reference to a "super-store", it is pretty safe to assume that John Fry didn't have any more questions; that he had already made up his own mind. And it is equally safe to assume that Fry was actively engaged in negotiations while telling the University com-

munity that the process of evaluating Penn's options was just beginning. To put it bluntly, John Fry lied to University Council on February 21 in his progress report on restructuring.

To make matters worse, Fry decided without consulting the University Community that the property that was supposed to be the linchpin of Penn's development of its north campus area, the site of the cancelled Revlon Center, would be dedicated to the exclusive use of a retail corporation.

From all indications, the outsourcing of the Bookstore was done in secret, and as quickly as possible. Although the University upper lever bureaucracy protected its own, and made sure that the top three Bookstore administrators had jobs, no consideration was given to the fate of the employees during the negotiations other than the vague promise that they would be considered for jobs at Barnes and Noble. No consideration was given to the possibility that the new Bookstore building could serve more than just Barnes and Noble, that it could house academic offices, or an interdisciplinary research center for the social sciences or humanities, or a genuinely useful space for student performances. Such considerations for the best use of the site were ignored.

The Bookstore deal is not the only place where John Fry has not used the consultation process that he claims is so valuable in making decisions. The "Reclassification Project Team" never had an A-3 member on it during the entire planning process, despite the repeated pleas that A-3s be included on the "team." When an A-3 was finally appointed to the "team," it was someone who was hand-picked by the administration, without the participation of the A-3 Board. In fact the A-3 Board was never even officially notified about the existence of the person on the "team," and only found out about it by chance.

And if proper consultation with employees had been done prior to the implementation of FinMIS, the fiasco that the new accounting system has resulted in would have been prevented. Everyone—except for upper level administrators—recognized that Penn was completely unprepared to go on line with FinMIS on July 1st. The system had not been appropriately tested, the instruction manuals were incomplete, many absolutely necessary procedures had not even been outlined, and the software had not been customized to meet Penn's needs. FinMIS went on line not because it made any sense to do so, but because upper level University administrators had made a bad decision, and were not about to admit it.

Now John Fry wants us to believe that he is going to take consultation seriously—that he hasn't already made up his mind about Dining Services, and had not already picked out the vendor. But the facts are these:

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

Speaking Out continued

#1) No mention of *any* consultation or analysis of Dining Services was made prior to the reporting in *The Summer Pennsylvanian* that Fry was planning on outsourcing Dining Services.

#2) Fry himself announced his intention to target Dining Services for outsourcing at a meeting with a number of University officials

#3) Aramark's Vice-President for Marketing Development made it rather clear the negotiations had occurred. Fry says now that there are no *ongoing* negotiations.

#4) The negotiations had progressed to the point where Aramark had submitted a contract proposal for consideration to the University. It was rejected because it wasn't good enough.

#5) Aramark officials will no longer comment on the Dining Service situation, after being told not to by unnamed University officials.

#6) John Fry has decided *on his own* that outsourcing Dining Services is consistent with Penn's mission. Yet many people disagree with that for a number of reasons, not the least of which is that a Dining Service operation that is run by the University is by its very nature more responsive to students, and only a University run Dining Service is guaranteed to have the flexibility to meet the needs of the University as it works to achieve Provost Stanley Chodorow's goal of the integration of academics and student life.

#7) John Fry has retained *complete* control of the consultative process. He will be appointing the "external food service consultant" that will be "supporting" the consultative committee that will supposedly oversee the process. John Fry "will decide whether to have the University continue to operate Dining Services." And John Fry will make the decision regarding the choice of vendor.

#8) Although upper level administrators will be on the so-called "consultative committee" no representative of A-3 or unionized employees will be part of that committee. In essence, John Fry has stacked the deck; he has eliminated the people who are most motivated to *thoroughly* examine the issues, and

demand that *all* alternatives are considered.

John Fry has misled the University community, and has made inaccurate statements regarding the progress of outsourcing. And his statement that the DP's reporting was "inaccurate, misleading, and inflammatory" is inaccurate, misleading and inflammatory itself.

Penn is an academic community, not a corporation. It is the trustees, faculty, students, and staff of this school that are the heart of the University community; upper level administrators are not, and they should not be making decisions about the future of this academic community on their own. The University community owes it to itself to take a long, hard look at the entire process of restructuring, not just how it is being done, but what is being done, and what the implications are for the mission of the University. From all indications, restructuring will result in a central University bureaucracy that will have significantly more power over the Schools and academic departments. But, thanks to outsourcing, it will also be decidedly less responsive to the needs of students, faculty and (except for administrators) staff. Perhaps this is an appropriate direction for Penn in the 21st Century. But then again, perhaps not, and it is not a decision to be left up to administrators and bureaucrats.

— Paul Lukasiak, *Administrative Assistant, School of Social Work*

Mr. Fry responds:

So much of what is written in the above letter is inaccurate that it would be unproductive to dignify this diatribe by responding to each individual point. Suffice it to say that the Bookstore deal negotiated by Steve Murray and his colleagues after consultation with the Bookstore Committee[*] will provide Penn with one of the finest campus Bookstores in the country. The extensive food services study[*] led by Marie Witt in concert with VPUL and Cornyn Fasano will provide Penn with a comprehensive overview from which to design a campus food services program that is responsive to the

vision articulated in the Plan for the 21st Century. And the FinMis undertaking co-chaired by Robin Beck and Ken Campbell, while currently experiencing the challenges we anticipated from such a massive transition, will position us effectively to deal with the University's needs in a much less paper-intensive environment.

— John A. Fry,
Executive Vice President

A-3 Assembly's Ms. Wheeler adds:

Mr. Lukasiak's account of the A-3 Assembly Board's experience with the Classification Redesign Project* is not fully informed and should not be taken to represent the views of the Board or any of its members. The Assembly's co-chair Betty Thomas and I meet regularly with John Fry and Clint Davidson; I report regularly at the University Council and at Steering; and we speak out promptly and directly in our own names if we have a complaint.

To correct the record on the matter at hand:

It is true that when the Classification Redesign Team was announced (*Almanac* March 26, 1996), there was no A-3 name on the list of team members. As soon as we mentioned this oversight, however—and not after "repeated pleas"—an A-3 person was added.

We were advised of this at the next consultation meeting, and we did not learn it "by chance."

We asked that the selection be treated as provisional until we had an opportunity to review the qualifications of the person chosen, and this was done.

— Karen E. Wheeler
Chair, A-3 Assembly

[*] See page 15 for the Bookstore Committee's report. In *Compass Features*, there is a Q&A from Human Resources on page 10, followed by a *Compass* summary on the beginning of the food services study mentioned above.—Ed.]

Twenty-Five Year Club: A Museum Dinner or a Buffet and Football Game

The 1,917 current and former faculty and staff who belong to the Twenty-Five Year Club now have a choice between attending a dinner at the University Museum or a lunchtime buffet and football game.

And, spouses are now invited.

The dinner will be held Thursday, October 3, at 6 p.m., with the traditional reception and dinner. Added this year is a walking tour of the Museum, 4 to 5 p.m., open to all 25 Year Club members whether they are attending the dinner or not.

The buffet luncheon begins at 11 a.m. in the Faculty Club on Saturday, October 12, and includes tickets to the Penn-Columbia game at Franklin Field.

The options were announced after a mail survey to which 567 members responded.

Results were reported recently in a letter to all members from the Club's officers, who are Chair Patricia M. Hanrahan, Immediate Past Chair Nora Bugis and Chair-elect Alfred F. Beers, and Secretary Duncan W. Van Dusen.

Among the most frequent comments were:

- It is important for senior officers of the University to make an appearance at Club events.
- Spouses should be invited at faculty/staff expense.
- Food should be healthy.
- A choice of two events, a luncheon or

the traditional dinner, should be offered.

The Twenty-Five Year Club was established in February 1956, with "the only requisite for membership...service to the University for 25 years or more." It has "no dues, and no calls upon its members beyond their regular daily tasks."

Active or retired, full- or part-time, salaried or unsalaried faculty and staff are recognized the year their affiliation hits the 25-year mark (and for faculty, the years continue accruing after emeritus status is reached). By these criteria the total number is now 1,917, of whom 1,153 are active employees and 764 retired. HUP has a similar organization with similar criteria.

Penn Group Rates Phila. School Reforms

By Jon Caroulis

The reforms of Philadelphia School District Superintendent David Hornbeck have successfully taken hold in the system, though results won't be known for a few years, according to a report from the Consortium for Policy Research in Education, a part of Penn's Graduate School Education.

At a press conference to announce the findings Sept. 17, CPRE Co-Director Tom Corcoran, the principal investigator of the

istrators work together.

For the past six months, CPRE staff and researchers at two other Philadelphia-based groups, Research for Action, and the OMG Center for Collaborative Learning, conducted 150 interviews with teachers, parents and administrators at 67 schools in six "clusters" within the district, to gauge how standards, accountability and assessment were being accepted by various constituencies.

"Our interest isn't to say, 'Gotcha!'; it's to offer advice," said Corcoran. When pressed by a reporter at the conference, Corcoran gave the reform efforts a "B plus" so far, but cautioned, "This is a large, complex effort and it's going to take quite a while to determine how successful it's going to be." Corcoran added that the CPRE study was "the most complicated measure I've ever done."

The researchers found the reforms had achieved a measure of success in implementing such changes as the acceptance of standards in curricula for math, read-

ing and science. The report also pointed out that several problems needed to be addressed before further reforms in education could occur. They included:

- The vision underlying the reform was understood and generally accepted among central office and staff members, but was less well understood in the school.

- Responses by schools to reform priorities were uneven

Corcoran said areas that could be detrimental to the progress of Children Achieving were public cynicism about the project and budget cuts in the state legislature. "People want results tomorrow," Corcoran said. "It doesn't work that way." He also said the state government would have to pay its fair share of funding the school district if it expected the reforms to work.

CPRE, Research for Action and OMG will monitor the reform process for the next five years, and present periodic "report cards" on the progress of the reforms. The work was commissioned by the Children Achieving Challenge, a group that provides support to the School District. The Children Achieving Challenge was created through a grant from the Annenberg Foundation, which provided a \$50 million matching grant to the School District. (The group is part of Greater Philadelphia First, a consortium of private and public city institutions engaged in civic activities.)

CPRE is an organization of five research universities that conducts research on education policy, governance, school finance, teacher compensation, student incentives and other issues. Along with Penn, the other members are Harvard University, the University of Michigan, Stanford University, and the University of Wisconsin-Madison.



Photograph by Addison Geary

CPRE Co-Director Tom Corcoran answers media questions about Children Achieving reforms.

study, said, "The treatment is in place; it remains to be seen if the medicine works."

Hornbeck's reform, titled "Children Achieving," was begun about 18 months ago. The plan seeks to increase student performance by setting higher standards, increasing parental involvement in schools and reorganizing how teachers and admin-

CPRE Influences Education Policy in 50 States

By Jon Caroulis

It's fitting that the Consortium for Policy Research in Education (CPRE), a research group that analyzes government education policy (among other things), was founded by a student inspired by a professor who went on to become a high government official.

Donna Shalala, now Secretary of Health and Human Services, was a professor at Teachers' College in New York when she interested one of her students, Susan Fuhrman, in educational policy. And Fuhrman, now Dean of Penn's Graduate School of Education and director of

CPRE, studies educational policy at all levels of government, including Shalala's.

Fuhrman founded CPRE in 1985, and for the past 11 years has developed a network of five universities and many researchers who study and evaluate reforms in areas such as educational standards, school-based management and teacher incentives. (In addition to Penn, Harvard, Stanford, the University of Michigan and the University of Wisconsin-Madison are involved with CPRE.)

Since Fuhrman and CPRE began researching how public decisions affect educational success, legislatures and edu-

cators have increasingly used CPRE research in designing policy.

"In the 1970s and until the early 1980s, education policy at state level was education finance; states didn't do much except pay the bill," Fuhrman says. "As states began to get more and more involved, in issues of teaching and learning, their policies have had stronger effects on schools. That's the kind of research I've been doing, and much of what we've learned (about the legislative actions in education that are successful) has been used," she says.

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School districts in 50 states are engaged in programs to set high expectations and coordinate other policies that draw off CPRE research, says Fuhrman.

"We have many ways of disseminating our findings: there are 12,000 policy makers and practitioners on our mailing list," Fuhrman says. "We've begun to disseminate on line. We have links to Web sites, including the U.S. Department of Education.

"We are participating in meetings of policy makers all the time, speaking and providing technical assistance to help people. We travel all over the country; that's why it's so hard to get a hold of Tom Corcoran."

Corcoran is one of four co-directors of CPRE, two at Penn and two elsewhere.

Tom Corcoran was a policy analyst for the New Jersey Department of Education. His background in education began when he traveled to Africa to teach. When he returned to the United States, he planned to be a history professor, but changed his mind when he got involved with his wife's middle school in Syracuse.

"It was a real *Up the Down Staircase* environment," he says. "Poor discipline, low expectations. There was no real sense

of purpose, no idea of what to do with these kids."

At his wife's urging, he worked with staff there to figure out how to improve the organizational climate and get the kids more engaged.

He conducted a study of the aspirations of the African-American students, comparing the attitudes of those who had moved to the area from the South to those who were born and raised in Syracuse. He found that students who hadn't lived in urban areas had higher expectations for themselves and for what education could do for them, he said.

These and other revelations about urban education made Corcoran change his plans about studying history. Instead he pursued graduate degrees in education.

Peg Goertz, another CPRE co-director and a professor at GSE, worked for Education Testing Service before joining CPRE. She was interested in school fi-

nancing issues from a young age.

Growing up in Chicago, Goertz remembers her mother getting on buses to travel to the state capitol to lobby state officials to spend more money on schools. Her mother was an economist, and Goertz was always fascinated by how state and local governments dealt with the issue of school finance. Chicago, with its then-segregated school system, also made an impression her.

"In the 1950s and 60s we expected poor kids to drop out of school, and they did," she says. "Our governments then decided to take responsibility for kids we didn't think



Susan Fuhrman

we could educate — poor children, disabled children. We've succeeded (in learning how to do it), but in some ways we've become captive of some of our success.

"The issue now is how to provide the resources to give all these children a quality education."

Mayor's Scholars Honored at City Hall

At a City Hall reception honoring Penn's new class of Mayor's Scholars, two honorees pose (left-hand photo) with City Councilwoman Happy Fernandez and Mayor Ed Rendell to the left, and Penn President Judith Rodin to the right. A proud parent shake hands with Rodin (photo on right). The students, selected under Penn's expanded recruitment program for Philadelphia students from public and parochial high schools throughout the city, receive scholarship pack-

ages that include no student loan obligation. This year the University will enroll some 140 Mayor's Scholars, who will receive approximately \$2.7 million in grant aid from Penn.

"The Mayor's Scholarship is an example of how an ongoing partnership between a great University and a great City can enhance the lives of many young students who, we all know, represent our hopes for the future," Rodin said.





Human Resources at Your Service: Classification Redesign Project

Q *What is the Classification Redesign Project?*

A The Classification Redesign Project is an effort to develop both up-to-date job descriptions for all staff and a contemporary method for comparing job responsibilities and skills within both the University and the labor markets in which we compete. The resulting information is used to classify jobs within the University's salary structure.

Q *Why has the University undertaken this project?*

A The University of Pennsylvania has been using the current job evaluation system since the early 1980s. Since that time, there have been significant changes in the workplace, including increased technology, redesigned work processes and organizational changes. A new system will update the methods used to accurately and thoroughly describe and evaluate University staff jobs.

One product of this project will be the creation of a current position description for each staff position. Up-to-date descriptions are used in the recruitment and selection of new staff and in training and development, performance planning and salary and benefit administration.

Q *Who is working on the Classification Redesign Project?*

A The Classification Redesign Team represents a cross-section of University departments and jobs found throughout the University. The team works with a consultant, Coopers & Lybrand's Human Resources Group, that has significant experience in this arena. The team was established in 1995 to work with Human Resources on this project.

Q *What has happened thus far with this project?*

A The Classification Redesign Team developed a series of compensable job factors which will be used in the evaluation of jobs. A compensable job factor is any factor used to provide a basis for determining the relative value of jobs within an organization. The factors which will be used at the University are:

- Communications
- Work Experience
- Complexity
- Planning
- Decision Making
- Problem Solving
- Formal Education
- Specialized Knowledge
- Impact of Actions
- Managerial Skills
- Innovation/Creativity
- Working Conditions/Physical Effort

Q *How are these factors used to evaluate positions?*

A Job evaluation measures the degree to which these factors are present in each position (i.e. amount of formal education to do

the job, the degree of specialized knowledge, etc.). This information is provided by staff and their supervisors through the completion of a position information questionnaire. Over 600 staff have completed questionnaires over the past few months.

Q *Who fills out the position information questionnaires?*

A All A-1 and A-3 staff will be asked to complete position information questionnaires. The questionnaire takes approximately 1-2 hours to complete and needs to be reviewed by the staff member and supervisor.

Q *When will staff receive the questionnaires?*

A Staff will receive them by late September. The questionnaires are to be completed and returned to Human Resources by October 25th.

Q *My job is very detailed and complex. Will there be enough room on the questionnaire to list all of the responsibilities of detailed and complex jobs?*

A The questionnaires are comprehensive, providing full opportunity to provide thorough information about positions. The questionnaires have been designed to gather a wide range of information, recognizing that many jobs have many complex components.

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Q *Who can I contact for assistance in completing the questionnaire?*

A Staff should first contact their supervisors, and then members of the Classification Redesign Team or the Human Resources Compensation Office with questions. They can be reached at 8-3503 or contacted by e-mail at askhr@pobox.upenn.edu.

Q *When will this project be completed?*

A The completion date is the end of this fiscal year.

Q *How can I continue to hear about the progress of this project?*

A The Classification Redesign Team will continue to communicate to you through a variety of vehicles. A Classification Redesign Project Update was created and distributed to staff earlier this year. Other updates, articles in the Almanac and campus presentations continue in the months ahead.

For more information, please call the Division of Human Resources at 898-6093 or e-mail us at askhr@pobox.upenn.edu.

For help with child care call
Child Care Choices
985-2929

Day-care Centers
Nursery Schools or Preschools
In-home Care
Family Day-care Homes
Summer Camp Options

Food Service Study Begins

The Division of Business Services, with assistance from the Vice Provost for University Life (VPUL), has embarked on a comprehensive study of all campus food services. The purpose of the study is to assess the University's current systems, programs and management, and identify opportunities for improving student board plans, retail food services (including student center and athletic concessions), catering and vending on campus.

"The study will result in a master plan for food services across campus," said Steve Murray, Vice President for Business Services. "We will begin with a view of the overall campus as it relates to food, then identify opportunities for enhancement."

The study will be conducted by Cornyn Fasano (CFG), an independent consulting group not affiliated with any of the industry's food service providers. Cornyn Fasano was chosen for the job following a competitive bidding process.

A steering committee is being created to review the consultant's work and assist in gathering the appropriate data and feedback. Marie Witt, Director of Support Services for Business Services, will lead the committee with assistance from Larry Moneta, Associate VPUL. The committee, which will convene in October, will include representatives from Hospitality Services, Faculty, Academic Programs in Residence, UA, GAPSA, the Division of Finance, and a Dining Services student manager. It will also work closely with individuals and groups working on initiatives such as the campus master plan for retail development, the Medical Center, Perelman Quad development, and the Residential Faculty Council.

Phase One of the study — which will run September through December — will include a market assessment and retail audit of the University's campus; a demographic and market penetration analysis to determine current trends and competition; and an assessment of current price points, that is, the prices consumers are willing to pay for various products and services. It will also summarize benchmarking data obtained from comparable institutions that indicate both qualitative and quantitative measures of satisfaction and efficiency, and will compare operations of institu-

tions with various service programs and management systems.

In Phase One, the consultant will survey students, faculty and staff about what they like and what they want in the future regarding food. Through a variety of methods, data from a wide range of customers and non-customers (those who currently are not availing themselves of the variety of campus dining options) will be collected and analyzed.

Representatives from organizations such as the UA, Residential Advisory Board, GAPSA, Faculty Senate, Penn Professional Staff Assembly and the A-3 Assembly and other groups will participate in interviews and focus groups.

"This will be a thoughtful, inclusive process," Witt said. Interviews will be conducted in September and October and will provide additional suggestions for soliciting feedback. In addition, CFG will be meeting with all levels of staff currently involved in providing dining services.

"Student participation in the dining services analysis will help Penn provide the best food within our budget and lifestyle," said Tal Golub, president of the Student Assembly, who has been interviewed for the project and will be a member of the steering committee.

"This is a very positive, thoughtful effort to include a great many University constituents," said Dr. Al Filreis, who also has participated in focus group interviews. "I am confident it will result in the best, most efficient way to run food services."

At the end of Phase One, Business Services will have a clear idea of what the market is for food services and of Dining Service's "share" of this market; a comprehensive assessment of current operations and finances; and an extensive understanding of what people use, and what they would like to see added, to the food service at Penn, Witt explained.

Phase Two will begin in January and conclude in April. The consultants will identify prospective options for managing the range of food services across campus including self-operation; outsourcing; partnering; and strategic alliances. Plans for residential living, retail development and other long-range planning efforts will be integrated with the final food service program.

Innovation CORNER

Last September, the Compass introduced a regular column, "Innovation Corner," designed to keep the Penn community informed of the results of restructuring and other University-wide initiatives that demonstrate Penn's commitment to implementing service improvements and administrative cost reductions. Throughout the academic year, the column featured such topics as the implementation of FinMIS, initiatives to leverage Penn's purchasing power with large vendors, energy conservation strategies, a new delivery system for computing services and a plan to re-engineer Penn's research administration support processes.

Last week, the column began its regular publication with a report on changes in the University's Internal Audit strategy and management structure. Future columns will focus on such topics as implementation of the Public Safety Strategic Plan, progress with Penn's new procurement program, and the Dining Services market survey. In addition, Compass will continue to carry related news and feature stories.

Recently, Compass writer Phyllis Holtzman asked Executive Vice President John Fry for his views on the first full year of restructuring, and what to expect in the year to come and beyond.

Question: How would you evaluate the progress the University has made so far with its restructuring program?

Answer: I think we've made substantial progress so far in implementing a number of key initiatives, and laying the groundwork for others. We were aware from the beginning that some of the changes we wanted to implement could be accomplished rather quickly, while others would be longer-term. An important thing to remember is that the purpose of restructuring is not to just change certain administrative processes, and then be done with it. The overarching goal is to continuously evaluate our operations to make sure they are serving our campus community well and managing costs aggressively.

Question: What are some of the highlights from this past year?

Answer: Our partnership with Barnes & Noble to build the first University superstore in America is an example of an initiative that will improve the delivery of service to students, faculty and staff, enhance the quality of life on campus for everyone and generate significant new revenues for the University to invest in the implementation of its strategic plan, *Agenda for Excellence*. Other highlights include energy conservation strategies that in the next several years will deliver annual recurring savings of \$4.2 million; re-engineering of our purchasing practices to leverage Penn's considerable buying power (the University and Health System together spend \$640 million annually in goods and services, and we have already targeted areas where we see potential savings of \$15 million over time); implementation of a new strategy and delivery system designed to make computing services easier and more cost-effective for those who use them; development of a Public Safety Strategic Plan, with the following elements already underway: upgrading security technology on campus, reorganizing command structure, and seeking national accreditation for Penn's Police department.

These are just a few examples. There are many more, and we will continue to report on them regularly.

Question: What kinds of fiscal goals are set and are we on target?

Answer: The goals are outlined clearly in *Agenda for Excellence*. We hope to reduce the cost of center and school administration by \$50 million over the next five years and reinvest savings in strategic priorities, and generate at least \$10 million centrally in new revenues through entrepreneurial business ventures and better management of our assets.

I believe we are on target; the results of restructuring have to date yielded savings in excess of \$12 million.

Question: How are these savings being reinvested?

Answer: The savings we have captured over the past year will go to fund, among

other things, upgrades in public safety equipment and technology, the construction of the Barnes & Noble superstore, and the development of the Perelman Quad.

Question: What is the total number of jobs that have been eliminated so far due to restructuring?

Answer: Since July 1 1995, 175 positions have been discontinued. When we launched our administrative restructuring project, we were aware that one result of re-engineering our business processes would be the elimination of certain positions. For that reason, we developed the Position Discontinuance and Staff Transition (PDST) policy. The policy provides salary, benefits and job counseling to employees whose positions have been eliminated. Many employees affected have obtained new jobs either at Penn or in the local market, and we will continue to work hard to help people find new employment opportunities. We need to encourage managers at the University who have vacancies to give first consideration to people who are going through the discontinuation process.

Question: How many people will lose their jobs all together?

Answer: There has never been any predetermined number of jobs that would be eliminated as a result of restructuring. That's not how restructuring works. The goal is to dramatically improve service while simultaneously managing costs. Sometimes this results in a new organizational structure that requires fewer, or differently configured, jobs. I do expect that other jobs will be eliminated over time as the central administration and the schools continue their restructuring efforts. However, as we move further along with our efforts, we will focus increasingly on service excellence and professional development, because this is where lasting value is created.

Question: We've heard a lot about outsourcing, particularly since Barnes & Noble took over management of the bookstore. What will be outsourced next?

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Answer: Outsourcing is a strategy that will certainly be considered when we examine selected business and/or service operations. We will consider it in those areas where it can demonstrably improve services and reduce costs while at the same time serving the specific needs of the University community. Before any decision is made to outsource, we will conduct a thorough review and analysis of the area under consideration. We will consider all options available to us, and will select outsourcing only if it appears to be the best option. We are bound by our responsibility to provide the campus community with the best possible services in the most cost-effective manner: sometimes, the best option is outsourcing; other times it is self-operation, and in yet other cases it may be a University-vendor partnership. The form is not as important as the substance, which is better service for equal or less cost. Because we know that outsourcing affects people who work at Penn, we will enter into outsourcing arrangements only with organizations with world-class reputations and progressive

human resources practices.

It is important to remember that when we do outsource an operation, we don't just hand it over to an outside company. We will monitor and review the effectiveness of all outsourcing arrangements on an ongoing basis to make sure that services are being improved and costs are being reduced. This will be done in part by systematically gathering input from our faculty, students and staff.

Question: What kinds of news can we expect from your office about restructuring in this coming year?

Answer: You can expect to hear a lot about enhancements to our Public Safety programs, which is a high priority. We are moving forward with our upgrade of blue light phones, and other state-of-the-art security technologies. We will be reporting on the Dining Services analysis which will get underway shortly. This is a significant project that will affect all of our campus community. We intend to find out what people want in the way of food services at

Penn, and then develop a plan to deliver those services in a cost-effective way to our students, faculty and staff. We will begin to implement our plan for re-engineering research administration support processes. This is a critical undertaking for Penn; we are one of the top research universities in the nation, and we want to provide the best support possible to our faculty researchers.

You can also expect to hear about efforts in Human Resources, where work is underway to study Penn's "total compensation" package, with a goal of reducing costs while remaining competitive in our primary employment markets. We will be reporting progress in our procurement program and in our efforts to upgrade internal controls and compliance mechanisms.

Essentially, we will continue to work our way steadily through the organization, seeking opportunities to improve service, reduce costs and invest in the professional development of our employees. At the same time, we will increase our emphasis on improving the quality of life on campus, specifically in the residential, retail and recreational areas.

They Remember Paris

By Kirby Smith

Norman Mailer and Richard Wilbur, two titans of American writing, will talk at Penn about their experiences following WWII as American writers in Paris.

The two prize-winning authors (They each won a National Book Award and two Pulitzers.) will speak Friday, Sept. 27, 3 to 4:30 p.m. in the Rainey Auditorium of Penn's University Museum, in honor of



Photograph by Constance Stuart Larrabee

Richard Wilbur

wrote *The Naked and the Dead* (1948), hailed immediately as one of the finest American novels to come out of World War II. Both his fiction and nonfiction critiqued the centralized power structure of

Professor of English Robert Lucid, who has just retired after 32 years of teaching and service.

Mailer, whose feisty public persona is as well-known as his writing, successfully developed a form of journalism that conveys actual events with the subjective richness and imaginative complexity of the novel. While enrolled at the Sorbonne, in Paris, he

20th-century America.

Poet Richard Wilbur, who is also known for his wit as a translator, a teacher, a Broadway lyricist, a critic, and editor, and an author of children's books, has won many honors for his poetry since the publication of his first volume, *The Beautiful Changes* (1947). His other poetry titles include *Ceremony*, *Things of This World*, *Advice to a Prophet*, *Walking to Sleep*, and *The Mind Reader*. A former president of the American Academy of Arts and Letters he was recently made a chevalier of the Ordre des Palmes Academiques in Paris. On Sept. 1, 1987 Wilbur became the United States' second Poet Laureate.

During his three decades at Penn, Robert Lucid received both the Lindback Award for Distinguished Teaching and the Ira Abrams Award. He was chairman of Penn's Collegiate Planning Board, chairman of the Council of Undergraduate Deans, chairman of the Steinberg Symposium Program, and chairman of the Council of Faculty in Residence.

The colloquium at Rainey Auditorium, 3260 South St., is free and open to the public. A reception in honor of Robert Lucid, open to members of the Penn community, will begin at 4:45 p.m. in Hill House, 3333 Walnut St.



Photograph by Nancy Crampton

Norman Mailer

Annual Report of the Steering Committee

This is the eighteenth annual report of the Steering Committee of University Council, prepared in accordance with a requirement in the Council bylaws that the Steering Committee shall publish an annual report to the University community that reviews the previous year's Council deliberations and highlights "both significant discussions and the formal votes taken on matters of substance."

September Meeting

The moderator announced that the Steering Committee had decided to allow UTV to videotape Council meetings on a temporary and experimental basis for the semester. The decision would be reconsidered at the end of the semester.

Council discussed the implementation of the Provost's Council on Undergraduate Education Report by the Council of Undergraduate Deans. Items to be addressed over the academic year included collegiate models, curricular development through cross-school programs, improved student advising, and international experiences "at home."

After hearing reports from the Bookstore, International Programs, Library, and Research Committees, members of Council suggested additional items for the committees to consider over the next year.

Council engaged in a detailed and lengthy discussion on the draft revised Judicial Charter which appeared in the September 19, 1995 Almanac.

October Meeting

Council discussed and approved a motion to distribute agendas and minutes via e-mail for the Fall semester on a trial basis.

In accordance with Council bylaws, Council reflected upon the 1995-96 agenda; suggested additions to the agenda included discussions of graduate and professional education, space allocations in the Perelman Quadrangle, providing UTV with Philadelphia-wide cable access, a proposed volunteer ambulance system, and improving the screening process for teaching assistants' command of English.

Council members suggested additions and revisions to the charges of the following Council Committees: Admissions and Financial Aid, Bookstore, Facilities, International Programs, Personnel Benefits, Recreation and Intercollegiate Athletics, and Safety and Security.

The executive vice president reported on the administrative restructuring process.

November Meeting

The moderator noted that the 1994-95 year-end report of the Personnel Benefits Committee was made available in the October 31, 1995 Almanac.

The president presented her extended annual report to Council which highlighted areas in which the University faces major challenges. During the report, Council heard from the vice president for government, community, and public affairs; the managing director of public safety; and the vice president and secretary of the university.

The provost presented his extended annual report to Council during which he discussed the Perelman Quadrangle and the 21st Century Report. In addition, he called on the dean of admissions for an update on the year's admissions process and the deputy provost for his comments on improving Penn's academic planning and budgeting function.

December Meeting (held November 29, 1995)

Council held its second "Open Forum" which included presentations and discussions of student involvement in the faculty tenure process, prorated benefits for part-time staff members, UTV's possible affiliation with Wade Cablevision, ROTC, a United Minorities Council (UMC) seat on University Council, the Interfaith Council, the Greater Philadelphia Church of Christ (GPCC), the student judicial system, Penn police issues and semi-automatic weapons, the sexual harassment policy, and affirmative action.

January Meeting

Council continued its discussion of the Perelman Quadrangle which was precluded by time constraints at the November meeting.

Council also discussed graduate/professional education at Penn.

February Meeting

Discussion of the Committee on Communications Draft Policy on Privacy of Electronic Information was postponed until the March meeting of Council.

Following the Provost's Report which focused on the February 13, 1996 draft of the Judicial Charter, Council engaged in an extensive

discussion of the open hearing and confidentiality elements of the draft Charter. The moderator added time to the Judicial Charter discussion and asked the Steering Committee to consider rescheduling the discussion of representation on University Council at a later meeting. A motion was made and passed to schedule further discussion of the Judicial Charter during the March meeting of Council.

The executive vice president provided Council with an update on Penn's administrative restructuring process.

March Meeting

Council held a discussion of UMC representation on University Council which had been postponed from the February 21, 1996 meeting. Council approved a motion to refer the issue of Council representation to the joint deliberation of the Committees on Pluralism and Student Affairs.

Council considered follow-up questions to the February 21, 1996 presentation on administrative restructuring, discussed the Committee on Communication Draft Policy on Privacy of Electronic Communication, and continued discussion of the Judicial Charter revision.

April Meeting

The provost presented a brief history of the ROTC issue and reported that extended discussions with the Army and the Navy determined that neither body wants to alter its arrangement with Penn as a host ROTC institution. As such, discussions regarding changes to Penn's ROTC programs have concluded with retaining the status quo. Council commented on and asked the provost numerous questions about retaining Penn's current relationship with ROTC.

In response to the March Council discussion of the Committee on Communication Draft Policy on Privacy of Electronic Communication, Council considered a draft policy on Student Privacy in University Residences and an associated modification to the dormitory occupancy agreement. A quorum was not present to approve motions to approve the Privacy Policy, and by a straw vote, Council decided to delay a formal vote on the issue.

Council also heard year-end reports from the Committees on Personnel Benefits and Recreation and Intercollegiate Athletics.

The managing director of public safety presented the Public Safety Strategic Plan, and Council suggested additional areas for consideration within the Plan.

In accordance with the bylaws, Council held a preliminary discussion of possible 1996-97 focus issues.

— Constance C. Goodman, Secretary to University Council

Summary of 1995-96 University Council Resolutions and Recommendations and Administrative Actions Taken on Them

"Resolved, that at the first fall meeting of the Council, the Secretary shall distribute to the Council the actions of Council passed during the previous academic year, including a list of all recommendations and resolutions, the implementation of which would require administrative action. The president or the provost shall indicate what action they have taken or plan to take with respect to each recommendation and resolution."

(University Council: May 8, 1974)

Resolutions from the 1995-96 Academic Year

1. Council approved a twice-amended motion to distribute the Council minutes and agenda by e-mail for the semester on a trial basis. (October 11, 1995)

Action: Distribution via e-mail was implemented and continued throughout the academic year; hard copies of agendas and minutes were provided to members of Council not having e-mail access and to those who requested a copy.

2. Council approved a motion by the chair of the Undergraduate Assembly to place further discussion of the Judicial Charter on the agenda of the next meeting of Council. (February 21, 1996)

Action: The Judicial Charter revision was discussed further at the March 20, 1996 meeting of Council; the subsequently revised Charter was sent to the deans for approval.

3. Council approved a motion to refer the issue of Council representation to the joint deliberation of the Committees on Pluralism and Student Affairs. (March 20, 1996)

Action: The Council Committees on Pluralism and Student Affairs deliberated the issue of Council representation at their late spring meetings.

— C.C.G.

Bookstore

Report on the agenda for discussion September 25, 1996

The Bookstore Committee met on a monthly schedule from 2 October 1995 through 22 May 1996, during which time it considered a number of important issues relative to the operation and future of the University of Pennsylvania Bookstore. Invited University officials and others who met with us during the year to discuss such issues included: Mr. Steven D. Murray, Vice President for Business Services; Ms. Maureen S. Rush, Director of Victim Support and Special Services - Division of Public Safety; Ms. Marie Witt, Director of Support Services - Office of Business Services; Mr. Michael Eleey, Associate Vice Provost - Office of Information Systems and Computing, and Mr. Steve Falke, Regional Manager, Barnes and Noble. A Synopsis of the topics considered at our meetings and recommendations pertaining to them follow below.

1. Plans relating to the future operation and location of the Bookstore.

Committee members met in January with Mr. Steven D. Murray, Vice President for Business Services, and were briefed by him regarding plans presently under consideration pertaining to the future operation and location of the Bookstore. He explained that the University was exploring a possible partnership agreement with Barnes and Noble that would be structured to maintain the academic nature and high standards of the University Bookstore.

On 22 April 1996, the University formally announced that it had signed a letter of intent to enter into a partnership agreement, the first of its type with any academic institution, with Barnes and Noble. As a consequence of this agreement, a new "superstore" (consisting of a two story building with approximately 50,000 square feet of space, well over 100,000 titles, and more than 2000 periodicals) will be constructed on a site located at 36th and Walnut Streets. The cost of constructing this new store will be shared by the University and Barnes and Noble. Although it will retain the "University of Pennsylvania Bookstore" name, it will be operated and managed by Barnes and Noble. The University, however, will own the property. Persons working at the new "superstore," including management, will be employed by Barnes and Noble rather than the University. Barnes and Noble expects to take over operation of the existing store on 1 July 1996, and the new "superstore" is anticipated to be completed and fully operational within a period of two years. At our May meeting Mr. Steve Falke, Regional Manager for Barnes and Noble, discussed at length the nature of the upcoming transition, and he answered a wide variety of questions put to him by committee members concerning the Bookstore's mode of operation once Barnes and Noble takes over management on 1 July 1996.

Upon learning that, as a consequence of the agreement, persons currently working at the Bookstore as University employees would be offered an opportunity for employment with Barnes and Noble, Committee members expressed strong reservations and concern about the possible loss of certain benefits now provided to them by the University, especially those relating to tuition for qualified employees and their children, and the University's pension plan. As a result, the Committee sent a letter to the University Administration outlining its views on this important matter, reiterating its firm position that all University employees must be treated fairly during the transition from University to Barnes and Noble management. Ms. Marie Witt, Director of Support Services - Office of Business Services, responded in detail to the Committee's letter, and she briefed us in person at our May meeting regarding the current status of negotiations on certain areas, like tuition benefits, that were still being discussed at the time of our meeting.

When the Bookstore moved to its present quarters in 1968, it was deemed then to be a short-term temporary location. With the growth and expansion that has taken place over the years, however, the existing store is now very overcrowded, and there is a pressing need for additional space. The new "superstore" will be designed to meet this immediate need and to allow for future growth as well. In conjunction with the committee, students from the Wharton School have been studying the question: "What constitutes an ideal bookstore?" Their report was delivered to the Committee at its May meeting. It contained a great deal of useful information

relating to student perceptions of the store that will be passed on to the 1996-1997 Committee for further study and action. As a Committee, we express our thanks and appreciation for the time and effort put into this most worthwhile project.

The Committee also discussed the possibility of establishing at least one, and possibly more, "satellite" branches in the future that would feature a limited line of goods and services at selected sites on campus away from the Bookstore's main location. Those goods and services provided would vary depending on the need to be fulfilled at a particular location. The University's medical complex at the Penn Tower Hotel was mentioned a possible initial site for such a venture, but no decisions were reached.

Recommendations

1. That the University make every effort to ensure that the partnership agreement entered into with Barnes and Noble will maintain and continue the strong academic character and tradition of the University of Pennsylvania Bookstore.

2. That all University Bookstore employees affected directly by the new partnership agreement be treated in a fair and equitable manner with regard to salary, benefits, etc., so they do not suffer as a consequence of this agreement. If employees choose not to work for Barnes and Noble, then we urge and recommend strongly that the University find other positions for them that will enable these persons to remain University employees with their current benefit package intact.

3. That the Bookstore consider the concept of establishing "satellite" branches outside of its main building that would feature a limited selection of goods and services, depending on the specific needs of the customer base to be served by this type of operation.

2. Partnerships as a way for the Bookstore to provide additional products and services sought by its customers

The Bookstore currently has partnership agreements with a number of independent vendors, whereby the University provides them with space and certain support facilities in exchange for a share of the profits generated by their respective operations. Examples include: My Favorite Muffin, Clinique, Revlon, Cash America, the Flower Emporium, Digital Computer Co., etc. Customer response to these ventures has been positive, as measured by customer service surveys, and the revenues generated by these partnerships have contributed significantly to the University. It is our understanding that such relationships will continued by Barnes and Noble.

Recommendations

1. That the University Bookstore, under its new management, continue to consider and implement partnership-type agreements with independent vendors as a means of providing members of the University community with specialized goods and services that customers have requested, that would otherwise be unavailable to them at the Bookstore.

2. That proper measures be taken to monitor and guarantee the quality of these partnerships in order to maintain the high standards expected of the University of Pennsylvania Bookstore, and that any partnerships not meeting such standards be terminated.

3. Utilization of electronic marketing techniques.

The University Bookstore and the Computer Connection both have home pages that are part of the University of Pennsylvania's overall presentation on the World Wide Web. The home page provides information relating to the Bookstore's various departments, services, business hours, etc. In December 1995, the Bookstore's full-color mail order catalog was added to the system, thereby providing persons around the world with an opportunity to view it on-line, then order from it by calling a toll-free telephone number. At the present time, security problems relating to the use of credit cards on-line have precluded their use, however, direct on-line ordering will probably be made available as soon as this issue is resolved. We are pleased to report that the number of persons "visiting" the Bookstore's home page is continuing to increase, especially those from foreign countries. The Bookstore management has

also received communications from alumni as far away as Japan expressing their pleasure that they are now able to access the bookstore directly by computer through the World Wide Web. It is anticipated that additional features will be added to the Bookstore's presentation in the near future, since several new areas are currently under development and being readied for use. For example, in the future, we hope to make it possible for customers to view listings of text and trade books, and to order and pay for them on-line. We anticipate that Barnes and Noble, taking full advantage of their extensive in-house computer system, will continue the progress being made in the area of electronic marketing.

The main screen of the University's home page, as presently configured, does not have a special "button" or similar feature to readily identify the presence of the Bookstore and the Computer Connection, and this is viewed as a serious shortcoming. In order to find and access Bookstore and Computer Connection-related information, visitors to the University's home page must first select and explore one or more sub-menus before gaining access to their respective home pages. While Committee members are pleased with the progress made to date by the Bookstore and the Computer Connection on their home pages, there is a consensus that they deserve, and require, a much higher level of visibility and greater ease of access. These concerns were conveyed directly to Mr. Michael Eleey, Associate Vice Provost, Office of Information Systems and Computing, when he met with us at our May meeting.

Recommendations

1. That the University modify its home page on the World Wide Web to make it much easier to identify and gain access to information relating to the Bookstore and the Computer Connection.

2. That development of methods to facilitate implementation of customer-oriented online services be continued and expanded in order to take full advantage of new advances in electronic marketing technology as they become available.

4. Utilization of the Bookstore as their source of supply when faculty members establish course requirements for textbooks

Many, but not all, faculty members place orders for textbooks required for the courses they teach with the University of Pennsylvania Bookstore. Others elect instead to place their orders with private bookstores or street vendors located on or near the campus. It is important to note that when faculty members place their orders with the Bookstore, they are, in fact, directly supporting the University. Although after 1 July 1996 the Bookstore will be operated by Barnes and Noble, its agreement with the University stipulates that a specified percentage of the revenues generated by it will be directed back to the University.

When asked why they do not place their orders for textbooks with the Bookstore, faculty members have provided several reasons. For example, some prefer to direct their business to street vendors, and they view doing so as a direct means of encouraging, promoting, and supporting entrepreneurial-type business activities. Others expressed dissatisfaction with service provided by the Bookstore in years gone by, and they prefer instead to support private vendors with whom they have established relationships based on what they consider good service. In both examples, when contacted personally by the management of the Bookstore, they indicated that they prefer, and intend to continue, their current practice rather than place their orders with the Bookstore. Some have indicated also that they would like to have the Bookstore stock the same textbooks carried by other vendors, without the Bookstore having received a faculty order for them, as a back-up just in case their particular favored vendor cannot, for any reason, supply the books needed. They believe the Bookstore should stock these textbooks so students will always have a reliable back-up source of supply. It would be most difficult, however, for the Bookstore to implement such a practice, since there would be no way to predict accurately the quantity of books needed, and the costs associated with the return of unsold books would be prohibitive. The Bookstore would be faced also with additional costs because some textbooks, once placed in inventory, cannot be returned to the publisher/distributor. We anticipate that the reservations that some faculty members have had about placing their orders with the University Bookstore will be resolved as a result of the University's new relationship with Barnes and Noble. Mr. Steve Falke, Regional Manager for Barnes and Noble, gave the Committee his assurance, that the Bookstore will be working hard to regain textbook business lost to other vendors in the past, and that it will be doing its best to make the Bookstore's textbook listings/offers as complete as possible.

Recommendations

1. That faculty members responsible for course organization be encouraged to place their orders for textbooks with the University of Pennsylvania Bookstore.

2. That the Bookstore continue and expand its efforts to regain business lost to other vendors over the years. This should be accomplished by offering and providing excellent service, better one-on-one communication through personal contact, and more competitive pricing.

3. That the Bookstore continue its efforts to develop and implement a convenient electronic on-line service to facilitate the placement of textbook orders by faculty members.

4. That the Bookstore review and improve current practices that relate to the sale and buy-back of used textbooks.

5. Competition between the Bookstore and other merchants

The management of the University of Pennsylvania Bookstore welcomes and encourages fair competition. In some areas, however, it found that constraints placed on its operation by certain rules and regulations made it difficult to "level the playing field" in order to compete in a professional manner. Being part of a non-profit academic institution, the Bookstore has not been permitted to advertise in the same manner as its "for-profit" competitors. For example, it was not allowed to advertise in local "for-profit" newspapers like the *Philadelphia Inquirer* that have a wide circulation, nor was it allowed to post and circulate advertising flyers throughout the campus. When information concerning certain of its special promotions was sent out through the University's intramural mail system during the past year, objections were raised to that practice as well. Direct advertising and solicitation of business through the use of E-mail was also not permitted as far as the Bookstore was concerned. Furthermore, the Bookstore's management sanctioned only the highest level of professional conduct by its employees, and it did not engage purposely in any sort of activity that possibly might be construed by others as negative advertising directed towards its competitors.

Efforts to compete fairly with street vendors by restructuring the Bookstore's pricing of certain textbooks met with opposition from those who viewed any such activity by the Bookstore as an effort to stifle entrepreneurial endeavors and drive competitors out of business. It should be pointed out, however, that the Bookstore maintains a permanent facility and presence on campus year-round, so it is always there to provide goods and services to its customers, whereas the same cannot be said for all of its competition. It is, after all, the Bookstore's customers who will benefit most from allowing it to engage in fair competition by offering lower prices and better service. Since Barnes and Noble is a commercial firm, and as such not constrained by the restrictive rules and regulations that apply to non-profit institutions, we anticipate that the new partnership agreement will enable the Bookstore to compete more effectively with other vendors than it has been able to do in the past.

Recommendation

1. That the Bookstore's new management under Barnes and Noble be permitted the widest possible latitude to advertise its goods and services, and to price them in a fair and competitive manner.

6. The Computer Connection

In the past, considerable time and discussion has been devoted to matters relating directly to the operation and policies of the Computer Connection. Consequently, this year a special subcommittee was created to deal primarily with Computer Connection-related matters such as sales and service, warranty provisions on the merchandise it sells, the software carried in its inventory, contractual merchandising agreements between the University and selected "hardware" manufacturers, etc. Due to reasons that included scheduling and organizational problems, this subcommittee failed to meet and carry out the goals set for it by the Bookstore Committee. The Computer Connection is not part of the new partnership agreement with Barnes and Noble, and it will continue to be operated by the University, with its management reporting directly to the Vice President for Business Services.

Recommendation

1. That the University Council establish and appoint a new committee, completely independent of the Bookstore Committee, to deal with issues pertaining to the Computer Connection.

(Report continues next page)

7. Security and personal safety in the vicinity of the University of Pennsylvania Bookstore

Persons coming to shop should not fear for their personal safety when traveling on foot to and from the Bookstore, especially after dark. The fact that customers who arrive on campus by automobile often find it necessary to utilize on- or off-street parking that is a considerable distance from the store's present location on Locust Walk is yet another concern, because not everyone feels comfortable while walking alone in an urban campus environment. If store hours are extended into the evening on a regular basis in the future, then the need to provide adequate security in the area surrounding the Bookstore's location will become even more important than it is at present. The concerns expressed above were conveyed to Ms. Maureen S. Rush, Director of Victim Support and Special Services in the Division of Public Safety, when she met in March with the Committee. She explained that additional security measures such as surveillance monitoring of Locust Walk by remote-controlled television cameras and increased police patrols are planned for the near future. Surveillance monitoring and other security measures employed currently within the Bookstore and enforcement of parking and vending regulations in the vicinity of the Bookstore by the City of Philadelphia were also discussed at length.

Recommendations

1. That every effort be made by the Division of Public Safety to increase safety and security in the vicinity of the existing Bookstore and surrounding areas, so customers will not hesitate to visit and shop at the Bookstore out of concern for their personal safety.
2. That safety and security be given a very high priority in the planning of the new "superstore."
3. That consideration be given, when planning for the new "superstore," to providing a well-lighted, secure, attendant-staffed parking lot for use by customers. If at all possible, customer parking should be free, perhaps with customers having a ticket validated at the time of check-out from the store.

8. Relationship between the University of Pennsylvania Bookstore and the University of Pennsylvania Press

Historically, the Bookstore and the University Press have functioned almost completely independent of one another, with minimal cooperation and interaction between them. While books written by faculty members and others, published by the University Press, have been displayed and sold in the Bookstore in the past, it is the understanding of the Committee, that, at least in recent years, the Bookstore has not been able to purchase them at a discount, like other books, for subsequent resale. Consequently, in order to stock, display, and sell these publications, they had to be purchased by the Bookstore at the full retail price, which meant either selling them at or below cost, or adjusting the price upward to cover expenses associated with marketing them as part of the Bookstore's inventory.

Recommendation

1. That the Bookstore explore the possibility of establishing a partnership-type agreement with the University Press whereby books written by faculty members and others, and published by the University Press, might be available for sale at the University Bookstore.

9. Role of students as members of the University Bookstore Committee

Over the years, students serving as members of the University Bookstore Committee have made a number of very valuable suggestions that have been implemented by the Bookstore's management. One good recent example, relates to students being able to use their "Penn Card" to pay for goods and services at the Bookstore. This procedure adds such charges to a student's University account, and they are billed subsequently through the Bursar's Office. We encourage students to volunteer to serve on this Committee, because we value the input and perspective that they provide. While scheduling problems sometimes make attendance difficult for them, increasing the number of students serving would hopefully increase the probability of having at least one or more students present at each meeting.

Recommendation

1. That the University's Committee on Committees take appropriate action to increase the number of students appointed to serve on the University Bookstore Committee.

10. Future role of the University Council Bookstore Committee

Now that a partnership agreement has been forged between the University of Pennsylvania and Barnes and Noble concerning the future operation and management of the University of Pennsylvania Bookstore, it is more imperative than ever that the Bookstore Committee continue its work by providing suggestions and constructive criticism (when and if appropriate) to the Barnes and Noble management team regarding the role of the Bookstore on the University of Pennsylvania campus. If the Bookstore is to retain its academic nature and provide the services that have come to be expected from the Bookstore by the University community, then it is most important that this advisory committee, consisting of faculty, staff, administration, Barnes and Noble management, and students meet on a regular basis, preferably monthly, to discuss issues of common interest that relate to the Bookstore.

Recommendations

1. That the University Council continue to appoint and strongly support its Bookstore Committee, and that the Bookstore Director, who after 1 July 1996 will be a Barnes and Noble employee, be invited to serve as an *ex-officio* member of the Committee.
2. That the University Bookstore Committee hold its regular meetings on a monthly basis.

— Carl E. Aronson, Chair

1995-1996 Bookstore Committee Membership

Faculty: Carl E. Aronson, Pharmacology-Vet., *Chair*; Christopher Hanes, Economics; Paul Korshin, English; David Reibstein, Marketing; Robert Regan, English; Ruth York, Nursing; *Administration:* Illene Rubin, Van Pelt-Dietrich Library; Daniel Updegrove, Information Systems and Computing; Patricia Wallace, Medicine; *A-3:* Earline Craig, Nursing; *Students:* David Leis; Meredith Hertz; Ulrike Meier; Morris Davis; *Ex-officio:* Michael Knezic, Director, University Bookstore.

The Committee would also like to acknowledge and thank Ms. Velda Williams, Administrative Assistant to Mr. Knezic, for her outstanding service as Recording Secretary for the Committee.

Safety and Security

Report on the agenda for discussion September 25, 1996

The Safety and Security Committee is constituted to consider issues involving the safety and security of all members of the University of Pennsylvania.

During the present academic year focus was placed on safety and acceptable conduct at athletic events; organization and scope of the escort system; safety and support of programs unique to the welfare and safe-being of women on campus; assisting, and promoting safety education among members of the Penn community, especially those newly joining the University, cooperating via advice and reviews of a new master plan destined to improve safety and security; and review the proposal of providing automatic weapons to University Police.

The issue of maintaining safe conditions at football games in Franklin Field was resolved. Public Safety will be responsible for enforcing safety regulation at these events.

A. Student Volunteer Ambulance Service

Suggestion for the establishment of a student volunteer ambulance core was received from a member of the University Council. Considerable discussion occurred as to need, staffing and liability problems. In general it was concluded that the present system for obtaining medical assistance was adequate, but that future events may require reconsideration.

B. Escort Service

Expansion of escort service boundaries to include areas of the Carlton House (18th and JFK Boulevard), Art Museum, and Broad Street was considered. The Committee requested that the transportation and parking department periodically reevaluate the escort service routes.

C. SEPTA Stations on Campus

Rehabilitation of SEPTA stations on campus as well as improvement of safety conditions by revamping and relocating emergency call boxes was described in presentation to the Committee by SEPTA personnel, Mr.

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Dennis Depone and police sergeant James Metzger. The Committee strongly endorsed close communication and cooperation between the University police department and SEPTA police as well as the Philadelphia police force.

D. Semiautomatic Weapons for University Police

The Committee's first discussion of the proposal to equip University police with, semiautomatic weapons (rather than their present use of revolvers) included commentary input from University Council members of the Committee on Pluralism and the Committee on Community Relations. The consensus of attendees at this initial meeting was that all aspects of the issue should be examined and recommendations from experienced experts in this field should be sought.

Subsequent discussion of semiautomatic guns for University police also included input from the Council Committee on Pluralism and Community Relations and from Public Safety. In addition, the Committee heard presentations from F.B.I. Special Agent Joseph Skrzat, the principal firearms instructor for the Philadelphia field office, and Dr Jack Greene, Professor of Public Policy at Temple University. Advantages of semiautomatic pistols were enumerated: carries more ammunition, is more accurate, easier to train in its proper use, and quick reloading. Stress was placed on improving community relations and trust to obviate the use of firearms by University police.

E. Long Range Plan for Public Safety

A strategic plan for public safety for the next three to five years was presented by Mr. Thomas Seamon. The plan was published in *Almanac* March 26, 1996 for the benefit of all members of the University community. The plan will be evaluated each year, implementation will be partially dependent on the capital budget and the community will be advised as strategies develop.

— Sean Kennedy and Marilyn Hess, Co-chairs,

1995-96 Safety and Security Committee Membership

Faculty: Sean Kennedy (anesthesia/medicine) and Marilyn Hess (emeritus pharmacology), *Co-chairs*; Ann Burgess (nursing), Howard Goldfine (microbiology/medicine); Alan Heston (economics), Noam Lior (mechanical engineering), Jerry Prince (romance languages); *Administration:* John DeLong (student financial services) Donna DiSciullo (nursing); A-3: Betty Thomas (student financial services); *Students:* Dwight Arakaki (C '96); Jonathan Brightbill (Wh '97); Adam Hellegers (C '96); Maureen O'Leary (GAS); *Ex Officio:* Barbara Cassell (assistant VPUL), Elena DiLap (dir. Penn Women's Center), Robert Furniss (dir. transportation and parking), Thomas Seamon (managing dir. public safety), James Miller (dir. fire and occupational safety); Scott Reikofsky (acting dir. fraternity/sorority affairs); Maureen Rush (dir. victim support & special services), Jeanne Arnold (dir. African American Resource Center), Gigi Simeone (dir. residential living).

The following year-end report is published for the record. Other Council Committee reports will be published in the coming weeks.

Community Relations

The University Council Committee on Community Relations considered the following:

1. Reviewed goals and initiatives of the Strategic Plan for the University, Agenda for Excellence, that were relevant to the general charge of this committee.
2. Reviewed the goals and initiatives of the University Guaranteed Mortgage Program.
3. Received a report of the activities of the Office of Community Relations from its director, Glenn Bryan.
4. Reviewed with John Fry, Executive Vice President and Carol Scheman, Vice President for Government, Community and Public Affairs specific targeted initiatives in West Philadelphia.
5. Joined the Safety and Security Committee for a discussion of the proposal for university police to change from revolvers to semiautomatic pistols.

Since the new chair for this committee was not appointed until the academic year had begun, the committee met only five times.

Conclusions

The University's stated goal to strengthen the links between its academic programs and its public service in West Philadelphia is inextricably linked to the quality of life issues that affect the community and to the University's ability to reach out to the neighborhoods early in its planning and decision making processes. There are many constituents whose needs and vested interests must be considered, including faculty, staff, students and community residents, both university affiliated and non-affiliated.

Because so many of its members are actively involved in the community, the University Council Committee on Community Relations is a model and an important mechanism for eliciting broad input on community relations planning, process and issues. However, over the past five years, new structures have evolved that perform many of the functions that were previously within the purview of this Committee. Among the most important of these structures are the Center for Community Partnerships, the Office of Community Relations, and the office of the VP for Government, Community and Public Affairs.

Presently, the Committee on Community Relations seems to have no formal connection to these evolving structures. This is reflected in the lack of any specific charge to the Committee, and raises the question of the necessity of having a Committee on Community Relations whose work is essentially redundant.

To be effective in the future, the Committee will have to have a clear and specific charge that formally links it to other structures that address community relations. The members of the Committee will have to be involved much earlier in the strategizing, planning and decision making

process on community initiatives. In addition, with the evolving number of groups and committees dealing with community issues, some rational method of oversight will have to be developed.

Recommendations to University Council

The University Council Committee on Community Relations asks University Council to act on the following recommendations:

1. That the University engage its academic and community resources in a cooperative effort to develop implementation pathways for its initiatives in West Philadelphia so that a consistent approach can be developed, and accountability can be established.
2. That Strategic Goal #5, of the Agenda for Excellence be modified to add the phrase "with special emphasis on West Philadelphia" to the end of the second sentence and to add "home ownership" and "clean streets" to the list of targeted initiatives.
3. That central administration take a fresh approach to implementing and marketing the Penn Guaranteed Mortgage Program, taking into account the fact that this program is not a benefit but rather exists to target incentives to increase home ownership in West Philadelphia and especially University City.
4. That all Council Committees be examined with a view to insuring a composition that includes members who are actively involved in the community, so that issues of the community can be raised more naturally and extensively.
5. That the charge and functions of the Committee on Community Relations be fully examined with a view to determining the most reasonable way of relinking the Committee to the other structures that address community relations, in a manner that allows for oversight and responsibility.
6. That the Committee on Community Relations receive a clear and specific charge for the next academic year.

— Margaret Cotroneo, Chair

1995-96 Community Relations Committee Membership

Faculty: Lauren Arnold (nursing); Margaret Cotroneo (nursing), *Chair*; Christopher Hasty (music); Theodore Hershberg (public policy and history); Jane Isaacs Lowe (social work); John Keene (city planning); Farshid Sanavi (periodontics); Richard Shell (legal studies); *Administration:* Allison Cannady (development); Thea Diamond (Annenberg Center); Bonnie Gibson (ISC); Helen Walker (real estate); A-3: Sarah McLaurin (office of the secretary); Debra Smiley (CPPS); *Students:* Alison Berkowitz (C&W '98); Marc Leader (C '97); Paula D. Jackson (nursing); Jennifer Forsney (dental); *Ex-officio:* Glenn Bryan (dir. community relations); Vincent Curren (development dir. WXP); Robert Glascott (dir. recreation); Stephen Goff (managing dir. Annenberg Ctr); John Fry (executive vice president); Ira Harkavy (dir. community partnerships); Isabel Sampson-Mapp (acting dir. African American Resource Center).

OPPORTUNITIES at PENN

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

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

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

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

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

Blockley Hall—418 Guardian Drive (1st Floor and 2nd Floor)

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

Houston Hall—34th & Spruce St. (Basement-near the elevators)

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

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

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

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

ARTS AND SCIENCES

Specialist: Susan Curran

LANGUAGE SPECIALIST (091108SC) Teach English as a second language in intensive & special purpose programs (EAP, ESP & business English); develop curricula; assist with administrative activities; coordinate special programs; contribute to profession through publication or presentation at national or local meetings. **Qualifications:** MS in TESOL or closely-related field; three yrs. exp. teaching in university level ESL programs including ESP/EAP (business, law, ITA training) programs; knowledge of computer application to language teaching highly desirable; fluency in a foreign language desirable; excellent communication skills essential. **Grade:** P2; **Range:** \$22,351-29,098 9-18-96 English Language Programs

SYSTEM PROGRAMMER I/II (091086SC) Provide support to the Chemistry Dept.: UNIX systems administration, especially SGI machines PC's/Mac's, networking, software installation, back-ups, NFS, TCP/IP, X11, Perl, coordinate hardware repairs & technical consulting. **Qualifications:** BA/BS in computer science or related field; fluency in C & UNIX; ability to do work independently; good interpersonal & organizational skills. **SYS. PROGR. I:** two-three yrs. relevant exp. in UNIX & UNIX systems administration/programming. **SYS. PROGR. II:** three-four yrs. relevant exp. in UNIX & UNIX systems administration/programming or MS & two-three yrs. relevant exp. in system programming. **Grade:** P6/P7; **Range:** \$32,857-42,591/36,050-46,814 9-16-96 SAS Computing

ADMIN. ASS'T. II (091093SC) Responsible for front desk reception area in offices of Administration & Financial Service & Graduate Division; answer phones for two offices; maintain stocks of brochures & catalogues in distribution racks; provide front-line service to graduate students, staff & faculty; coordinate mail service; assist with admission & degree processing. **Qualifications:** High school & related post high school training or equivalent; minimum two yrs. at AAI level or equivalent; University exp. with Student Registration & Student Financial Systems preferred; working knowledge of Macintosh computers, FileMaker Pro; familiarity with SAS Graduate policies & procedures preferred; self-starter, able to prioritize tasks & willing to learn additional duties. **Grade:** G10; **Range:** \$19,261-23,999 9-16-96 Dean's Office -Graduate Division

DENTAL SCHOOL

Specialist: Clyde Peterson

BUSINESS MGR. III (091098CP) Plan, direct & coordinate the activities of the Dental Care Center Health Systems Central Office; serve as primary contact &

coordinate all service with university & hospital departments; hire, train & assign staff; analyze, interpret & summarize data; prepare reports; exercise considerable judgment & discretion; accountable for results of operation. **Qualifications:** BA/BS, preferably in business or finance; five-seven yrs. exp.; at least two yrs. managing office functions; demonstrated customer service skills. **Grade:** P6; **Range:** \$32,857-42,591 9-20-96 Resource Management

RESEARCH SPECIALIST I (091102CP) Prepare & maintain primary cell culture for studies of matrix mineralization; subclone/maintain plasmid DNA stocks; perform analyses of mRNA & enzyme levels; assist in training students, maintain lab records & prepare/present lab reports; attend group meetings. **Qualifications:** BA/BS biochemistry; two yrs. previous exp. in research lab; computer skills desirable. **Grade:** P2; **Range:** \$22,351-29,098 9-20-96 Biochemistry

ADMIN. ASS'T. I (40 HRS) (091097CP) Prepare & code third-party insurance forms to assure consistent, timely cash flow; liaison with insurers; review patient eligibility for insurance coverage; handle patient inquiries; monitor & follow-up on insurance payments; file & post payments; perform monthly billing; counsel patients regarding insurance questions; verify/receive prior authorization of treatment; precertify patient procedures when necessary. **Qualifications:** HS graduate; at least two yrs. of clerical or secretarial exp. or equivalent exp.; knowledge of third-party collections & medical/dental billing familiarity with personal computers; independent judgment & responsibility with minimal supervision; strong interpersonal & telephone skills. **Grade:** G9; **Range:** \$20,130-25,133 9-20-96 Pediatric Dentistry

ENGINEERING/APPLIED SCIENCE

Specialist: Clyde Peterson

MGR., ADMINISTRATION & FINANCE (07838JZ) Establish the financial & budget office; develop policies & procedures to manage finances & grants of all primary PT's; develop non-standard procedures for financial interactions between the IME & the financial administrations of the School of Medicine & SEAS; assume partial financial administrative responsibility for semi-autonomous units that become associated with the IME; establish effective interaction between multiple schools; prepare & review space, buildings & infrastructural equipment needs assessment, alternatives, bids & recommendation; determine course of action & negotiate; assist Director in financial negotiations; establish database system for the management of budgetary matters of research, education & personnel; review, analyzes, summarize & interpret financial data; prepare complex business reports & presentation; prepare or oversee preparation

of financial section of grant proposals; interact with government & private funding agencies; manage all purchasing activities; supervise & train staff for financial & budget operations. **Qualifications:** BA/BS in accounting, business, finance or equivalent; seven yrs. exp. in accounting business administration or equivalent; minimum two yrs. supervisory exp.; knowledge of business administration as it relates to University, School, Institute & Department policies & procedures or equivalent; exp. in interschool & interdisciplinary activities; ability to interpret & apply procedures; understanding of academic issues, programs & organizations as they relate to business & financial administration; knowledge & exp. with computerized accounting & managerial administrative software packages preferred; excellent organizational, communications & management skills. (*Application deadline date: 9/25/96*) **Grade:** P7; **Range:** \$36,050-46,814 9-19-96 IME

ADMIN. ASS'T. III (091084CP) Use SRS for viewing, assembling & printing of material for advisor analysis; process undergraduate registration & related materials; support administrative needs of undergraduate advisors, the Undergraduate Curriculum Chair & the undergraduate program; develop, update & maintain the department's presence on the World Wide Web; type abstracts, research grants & faculty correspondence. **Qualifications:** HS graduate with at least two yrs. at the AAI level or comparable exp., preferably in an academic environment familiarity with MS Word, MS Excel, FileMaker Pro; skills in MacDraw areal plus; prior exp. programming/maintain World Wide Web information. **Grade:** G11; **Range:** \$20,497-26,008 9-17-96 Bioengineering

ADMIN. ASS'T. III (091085CP) Coordinate site visit & activities of research center; provide all administrative/secretary support for Director; compose correspondence; oversee the format & production of reports, grant proposals & various manuscripts; update & edit purchase brochures, publication & Web site information regarding graduate program; electronic publishing on WWW pages, CIS FTP server content, PennInfo contributions. **Qualifications:** HS graduate; BA/BS preferred; two-three yrs. at AAI level exp.; knowledge of or willingness to learn UNIX environment, LaTeX, FrameMaker, postscript languages, HTML code; demonstrated public relations skills, excellent organizational, interpersonal & communication skill essential. **Grade:** G11; **Range:** \$20,497-26,008 9-17-96 CIS

EXECUTIVE VICE PRESIDENT

Specialists: David Smith/Susan Curran

ASSOC. DIRECTOR I (091058SC) Organize, plan & consult on community & economic development & urban planning; direct research development & fundraising; prepare reports & papers; manage data center. **Qualifications:** BA/BS; Master's preferred; two-five yrs exp. in organizing economics, development &/or urban planning; good communications skills, strong organizational skills. (*Applications deadline date: 9/25/96*) **Grade:** P3; **Range:** \$24,617-31,982 9-19-96 Treasurer

DIR., INTERNAL AUDIT (CORPORATE COMPLIANCE) (091127SC) Provide critical leadership to the Corporate Compliance function & staff; interact with all levels of management throughout the University & Health System; participate with the Managing Director, in continual risk assessment & development of corporate compliance plans; develop, implement & monitor effective compliance functions to coordinate University-wide compliance initiatives to prevent, detect & respond appropriately to violations of law; participate in corporate initiatives & represent Managing Director in his/her absence. **Qualifications:** BA/BS in business administration, accounting or law or related field; MBA preferred; CIA, CPA or CFE preferred; minimum of ten yrs. of exp. in financial, legal, compliance or audit roles, including a minimum of five yrs. in a university &/or healthcare setting & at least five yrs. of increasingly

interpersonal skills & ability to develop plans & prepare & present reports to senior management & Board of Trustees; demonstrated skills using computers & various software. **Grade:**P12; **Range:**\$65,611-80,031 9-20-96 Internal Audit

DIR., INTERNAL AUDIT (HEALTH SYSTEMS)(091129SC) Provide critical leadership to Health Systems Internal Audit staff; interact with all levels of management throughout the Health System; participate with Managing Director in continual risk assessment & in the development of strategic, long range & annual audit plans; plan, organize & direct internal audits throughout the Health System, in compliance with professional standards for the practice of Internal Auditing; participate in corporate initiatives & represent Managing Director in his/her absence. **Qualifications:** BA/BS in accounting, business or related field; MBA preferred; CIA or CPA required; CISA & CFE preferred; minimum of ten yrs. of exp. in internal audit or public accounting of healthcare financial management in a corporate or not-for-profit healthcare organizational, including minimum of five yrs. in healthcare & at least five yrs. of increasingly responsible leadership exp.; demonstrated knowledge of hospital, managed care & clinical practice operations & knowledge of third party reimbursement procedures; ability to direct financial, operational & compliance audits of healthcare operations, procedures & related functions; demonstrated leadership skills, excellent verbal & written communication & interpersonal skills; ability to develop plans & prepare & present reports to senior management; demonstrated skills using computers & various software. **Grade:**P12; **Range:**\$65,611-80,031 9-19-96 Internal Audit

DIR., INTERNAL AUDIT (INFORMATION SYSTEMS)(091128RS) Provide critical leadership to Information System Internal Audit staff; interact with all levels of management throughout the University & Health System; participate with the Managing Director, in continual risk assessment & in the development of strategic, long range & annual audit plans; plan, organize & direct information systems audits, throughout the University & Health System, in compliance with professional standards for the practice of Internal Auditing; participate in system development audits to assure controls are built in during the system development life cycle (SDLC); participate in corporate initiatives & represent the Managing Director in his/her absence. **Qualification:** BA/BS in computer science, management information systems or related field; MBA preferred; CISA required; CIA, CPA or CFE preferred; minimum of ten yrs. of exp. in information systems auditing or public accounting's computer audit specialist practice &/or information systems operation in a corporate or not-for-profit organization, including minimum of five yrs. in a university &/or healthcare setting & at least, five yrs. of increasingly responsible leadership exp.; demonstrated knowledge of information system risk controls & ability to direct audits of such operations, procedures & function; demonstrated leadership skills, excellent verbal & written communication & interpersonal skills & ability to develop plans & prepare & present reports to senior management; knowledge of local area networks, wide area networks & metropolitan area networks preferred; UNIX/AIX operating system knowledge & exp. preferred; demonstrated skills using computers & various software. **Grade:**P12; **Range:**\$65,611-80,031 9-19-96 Internal Audit

DIR., INTERNAL AUDIT (UNIVERSITY)(091130SC) Provide critical leadership to staff; interact with all levels of management throughout the University; participate with the Managing Director, in continual risk assessment & in the development of strategic, long range & annual audit plans; plan, organize & direct internal audits, throughout the University, in compliance with professional standards for the practice of Internal Auditing; participate in corporate initiatives & represent the Managing Director in his/her absence. **Qualifications:** BA/BS in accounting, business or related field; MBA preferred; CIA or CPA required; CISA & CFE preferred; minimum of ten yrs. of exp. in internal audit or public accounting of financial analysis & management in corporate or not-for-profit healthcare organization, including minimum of increasingly responsible leadership exp.; demonstrated knowledge of University operations & Generally Accepted Accounting Principles (GAAP); ability to direct financial, operational & compliance

audits of University operations, procedures & related functions; demonstrated leadership skills, excellent verbal & written communication & interpersonal skills & ability to develop plans & prepare & present reports to senior management; demonstrated skills using computers & various software. **Grade:** P12; **Range:** \$65,611-80,031 9-19-96 Internal Audit

ADMIN. ASS'T. III (37.5 HRS)(091109SC) Manage day-to-day clerical operation of the Compensation Office; maintain clerical office system designed to facilitate processes & procedures; prepare quarterly & annual reports; design & prepare training & presentation materials using a variety of software programs; assist Compensation Office with University-wide annual salary increase program & large scale communications. **Qualifications:** High school diploma or equivalent; demonstrated exp. in managing a clerical operation of high volume business office; excellent PC skills including proficiency in Word Perfect, spreadsheet (Lotus or Excel), desktop publishing (Harvard Graphic or PowerPoint) & database management software/systems (FileMaker Pro or Access preferred) (*Application deadline: 9/24/96*) **Grade:** G11; **Range:** \$21,961-27,866 9-18-96 Human Resource Services

ASS'T. TEACHER(091124SC) Assist classroom teacher in all aspects of classroom management & supervision of children; act as teacher in his/her absence; arrange & maintain educational material & equipment; assist in logging daily activities, keep records & prepare reports on individual children; keep master plan for napping, class schedule, emergency & first aid procedures; communicate with parents; provide input for individual written assessment; post daily activities. **Qualifications:** Associate degree or equivalent in Child Care/Early Childhood or related field with two or more yrs. previous child care exp. (or three-four yrs. direct child care exp.); knowledge & understanding of early childhood principles & developmental milestones; ability to nurture & teach children ages 18 months through five yrs. **Grade:** G9; **Range:** \$17,614-21,991 9-19-96 Penn's Children's Center

COOK (091126SC) Preparation & presentation of all food items for Faculty Club outlets & events; prepare stocks, soup & sauces; prepare & present or turn-out hot & cold food items; breakdown & store unused items after banquet functions, cafeteria & other events; responsible for cleanliness of all kitchen food handling areas; prepare mise en place (items preparation) for next day; maintain quality standards. **Qualifications:** HS graduate or equivalent; several yrs exp. as an 'a la carte restaurant or hotel cook. **Grade/Range:** Union 9-19-96 Faculty Club

KITCHEN PORTER (091125SC) Make sure all kitchens are kept clean & in good working condition; keep equipment clean & properly stored for use by cook; clean & properly store china, glassware & silverware for use; keep kitchen floors clean & free of liquids, trash & boxes; clean pots, pans & dishes & equipment; deliver & store clean service ware & equipment; maintain clean work areas; remove trash to dumpster; set up & breakdown equipment; move furniture & room fixtures; deliver salads, sandwiches & entrees. **Qualifications:** HS graduate or equivalent; minimum of one yr. exp. in 'a la carte restaurant or hotel. **Grade/Range:** Union 9-19-96 Faculty Club

GRAD SCHOOL OF EDUCATION

Specialist: Clyde Peterson

DIR. II (081007CP)(*End date: 9/30/01*)P5; \$29,664-38,677 9-9-96 NCAL

PROGRAMMER ANALYST I (081006CP)(*End date: 9/30/01*)P4;\$29,986-35,123 9-9-96 NCAL

PROJECT COORDINATOR (081008CP) (*End date: 9/30/01*)P4; \$29,986-35,123 9-9-96 NCAL

P-T (COORDINATOR III) (20 HRS) (07847CP) (*On-going contingent on grant funding*) P3; \$14,067-18,275 9-9-96 NCAL

P-T (DESIGNER GRAPHICS I)(17.5 HRS) (07846CP) (*On-going contingent on grant funding*) P3; \$12,308-15,991 9-9-96 NCAL

LAW SCHOOL

Specialist: Clyde Peterson

COORDINATOR II(081013CP) Use departmental, Uni-

versity & external information sources to identify & qualify prospective individual, corporate & foundation prospects; in conjunction with Development staff, assign prospects to Law Development Officers; oversee & maintain the integrity of law data on IDB; conduct training sessions on prospect tracking; respond to inquiries regarding IDB prospect tracking & troubleshooting problems; generate & disseminate production reports, monthly next action steps & other statistical reports; prepare prospects briefings which include researching & writing biographical material for use by the Dean & Assistant Dean; identify & oversee data clean-up projects; work closely with Central Development Services, assist Assistant Dean in establishing & implementing departmental policies & procedures related to prospect management; assist Assistant Dean & development staff in keeping current with the latest development in the information system area; act as department's liaison with Central Information Development Services Office. **Qualification:** BA/BS in a related field or equivalent work exp. required; two yrs. exp. as a database manager; demonstrated ability to provide excellent customer service to clients in a complex, fast-paced environment; exp. with Lexis/Nexis, West Law, World Wide Web & PC-Dos; good oral & written communication skills; ability to compile, report & analyze information; ability to work independently; understanding of fundraising process. **Grade:** P2; **Range:** \$22,351-29,098 9-17-96 Law Development & Alumni Relations

MEDICAL SCHOOL

Specialists: Ronald Story/Janet Zinser

BUSINESS ADMINISTRATOR II (08919JZ) Prepare & maintain budgets for PT's; renew, analyze, summarize & interpret budget data, monthly reports; prepare financial sections of grant proposal; initiate purchase order requests; act as area liaison & interface with Comptroller's Office, Budget Office & other business services; coordinate communication throughout multi-site program project; coordinate grant renewals & applications; assist with hiring personnel. **Qualifications:** BA/BS in business, finance, accounting or equivalent; two yrs. exp. in accounting or business. **Grade:** P3; **Range:** \$24,617-31,982 9-16-96 Pathology & Lab Medicine

BUSINESS ADMINISTRATOR III (08952JZ) Develop budget for department/unit; review, analyze, summarize & interpret data; develop alternatives & recommendations; prepare complex reports &/or presentations; prepare or assist in the preparation of financial section of grant proposals; advise supervisor of best alternative in making decisions regarding complex/unusual problems; assist in the assessment of building/equipment needs; solicit bids & recommend course of action; answer non-standard inquiries involving explanation, persuasion & interpretation of policies; coordinate safety & security procedures; oversee activities of at least one employee; assist & train staff; act as a departmental liaison & interface with the Comptroller's Office, Budget Office, Office of Human Resources & Business Services; represent area/dept. on committees & task forces; administer & coordinate academic related & administrative programs; may coordinate academic related duties e.g. faculty appointments & promotions. **Qualifications:** BA/BS preferably in business or equivalent; three yrs. exp. in accounting, business administration or equivalent; thorough knowledge of area /dept. & University policies & procedures preferred; knowledge & exp. with computerized accounting & managerial administrative software packages; understanding of academic issues, programs & organizations. **Grade:** P4; **Range:** \$26,986-35,123 9-10-96 Psychiatry

CYCLOTRON OPERATOR (091095RS) Perform operation of the Japan Steel works 3015 cyclotron; maintain the JSW3015 machine & associate targetry systems; design & construct remote isotope handling & processing systems. **Qualifications:** BA/BS in physics; demonstrated mechanical, electrical & electronic skills for diagnostic & repair of equipment & instrumentation; working exp. in production of radioisotopes with cyclotrons; exp. in computer programming & interface with industrial PLC. **Grade:** P3; **Range:** \$24,617-31,982 9-17-96 Radiology

MGR., ADMINISTRATION & FINANCE (07838JZ) Establish the financial & budget office; develop policies

teractions between the IME & the financial administrations of the School of Medicine & SEAS; assume partial financial administrative responsibility for semi-autonomous units that become associated with the IME; establish effective interaction between multiple schools; prepare & review space, buildings & infrastructural equipment needs assessment, alternatives, bids & recommendation; determine course of action & negotiate; assist Director in financial negotiations; establish database system for the management of budgetary matters of research, education & personnel; review, analyzes, summarize & interpret financial data; prepare complex business reports & presentation; prepare or oversee preparation of financial section of grant proposals; interact with government & private funding agencies; manage all purchasing activities; supervise & train staff for financial & budget operations. **Qualifications:** BA/BS in accounting, business, finance or equivalent; seven yrs. exp. in accounting business administration or equivalent; minimum two yrs. supervisory exp.; knowledge of business administration as it relates to University, School, Institute & Department policies & procedures or equivalent; exp. in interschool & interdisciplinary activities; ability to interpret & apply procedures; understanding of academic issues, programs & organizations as they relate to business & financial administration; knowledge & exp. with computerized accounting & managerial administrative software packages preferred; excellent organizational, communications & management skills. (Application deadline date: 9/25/96) **Grade:** P7; **Range:** \$36,050-46,814 9-19-96 IME

PROGRAMMER ANALYST II (091101JZ) Development of ML & C/C++ of CPL and TSL & other database tools as required; develop client/server architecture for CPL; test CPL & TSL on biological database; develop Mosaic & GUI interfaces to CPL client/server for Biological Databases. **Qualifications:** MS in computer science or BA/BS in computer science & two yrs. exp.; data exp. desirable; ability to develop design & implement algorithms preferred; skilled in UNIX, C, Perl, TCL/TK & GUI development; **Grade:** P6; **Range:** \$32,857-42,591 9-19-96 Genetics

RESEARCH SPECIALIST, JR. (08986RS) Perform experiments involving study of receptor; perform molecular biology & tissue culture; keep log, write lab reports, maintain lab, order supplies & attend lab meetings; perform cultures & library searches; assign tasks to students & demonstrate techniques; design experiments under minimal supervision; present results at local meetings; write methods sections of manuscripts. **Qualifications:** BA/BS in scientific or related field; exposure to lab work. (On-going contingent on grant funding) **Grade:** P1; **Range:** \$20,219-26,368 9-16-96 Pathology & Lab Medicine

RESEARCH SPECIALIST, JR. (091091RS) Carry out experimental protocol & prepare buffers/solutions; run biomedical assays; assist with maintenance of cell culture; perform data analysis; supervise students & assist in plan for protocol; keep log & write lab reports; perform library research & assist in writing procedural section of papers; attend group meetings & maintain lab equipment & inventories, order supplies. **Qualifications:** BA/BS; previous exp. or laboratory exposure preferred; knowledge of foreign language useful; able to work independently. **Grade:** P1; **Range:** \$20,291-26,368 9-16-96 Physiology

RESEARCH SPECIALIST, JR. (07795RS) Provide technical support in the area of animal models to research laboratory; independently manage breeding colonies of mice; design strategies for cross-breeding; develop a computerized system for documenting pedigrees & perform molecular studies to detect transgenic lines; perform surgical procedures on small animals, including rats, mice & rabbits; work with administration on the management of IACUC submission & account for animal & animal related charges. **Qualifications:** BA/BS in scientific field required; some exposure to animal sciences preferred; previous exp. working in a research laboratory highly desirable; some exp. with animal models necessary; previous breeding exp. preferred; ability to work independently with minimal supervision necessary; good oral & written communication skills required; computer exp. necessary, including working knowledge of word processing, spreadsheet & calendar programs; ambitious research programs & protocols require hard-

working & enthusiastic attitude, as well as flexibility to work beyond requisite schedule hours; the ability to thrive in a challenging & fast-paced environment, as well as dedication to maintaining high standards of animal welfare & health are required. **Grade:** P1; **Range:** \$20,291-26,368 9-19-96 IHGT

RESEARCH SPECIALIST III (091096RS) Provide modification of molecular protocols & experimental independently; help trouble-shoot experimental problems of others in the laboratory as well as provide comprehensive instruction & advice to fellows & technicians; screen, subclone, sequence cDNA in phage & plasmid vectors, perform gel hybridization & restriction mapping; maintain breeding records for transgenic mice; perform cell culture & all forms of electrophoresis & radioimmunoassays; perform & modify polymerase chain reaction protocols & immunohistochemistry staining reaction in tissues; assist in preparation of manuscripts. **Qualifications:** BA/BS in scientific field; minimum three yrs. exp. in laboratory performing complex biochemical reactions; skill in mathematics, computers & interpersonal communications. **Grade:** P4; **Range:** \$26,986-35,123 9-16-96 Medicine-Renal

BUILDING SERVICES ASST. II (40 HRS) (091104JZ) Coordinate the day-to-day operation for the School of Medicine receiving/shipping functions; direct & work with Building Services Assistants assigned to the receiving/shipping areas; assure packages are properly sorted & distributed; assist supervisor in training Building Services Assistants & personnel-related issues; assure that all distribution functions are appropriately staffed. **Qualifications:** HS graduate or equivalent; two yrs. exp. in related work environment or equivalent required; previous supervisory exp. helpful; ability to lift, move & carry 50 lbs.; ability to tolerate unpleasant odors & to use simple tools; strong customer service & communication skills. (Able to work overtime on short notice) **Grade:** G9; **Range:** \$20,130-25,133 9-18-96 Architecture & Facilities Management

RESEARCH LAB TECH. III (091100RS) Perform a variety of procedures; DNA sequencing, plasmid construction & cloning; lymphocyte cell culture, tissue culture, bio-synthetic labeling, SDS-PAGE, blotting, immunoprecipitation, immunochemistry affinity chromatography & isotopes; perform general laboratory maintenance. **Qualifications:** BA/BS; exposure to lab. **Grade:** G10; **Range:** \$19,261-23,999 9-19-96 Medicine

P-T (SECURITY OFFICER) (22 HRS) (091103JZ) Perform facility security tours; report any irregularities found; greet visitors & assist; communicate by radio & telephone to field personnel, University Physical Plant, University Police, other office personnel; maintain log-book & other records; enforce School & University policies; assist University Police & Philadelphia, Fire Dept. in emergency situations. **Qualifications:** Completion of High School business curriculum & related post High School training or equivalent; extensive walking & stair climbing required; ability to tolerate unpleasant odors; strong interpersonal skills & customer service orientation; ability to remain alert during periods of low activity; ability to lift & carry 50 lbs. (Ability to work at night & on weekends; able to work overtime on short notice; Position considered "essential" personnel) (Work schedule: Sat-Sun, 9:00 PM-9:00 AM) **Grade:** G8; **Range:** \$8,885-11,121 9-18-96 Architecture & Facilities Management

NURSING

Specialist: Ronald Story

ADMIN. ASST. II (08984RS) (Ability to work some Saturdays required) (Both male & female minority candidates are encouraged to apply.) (End date: 9/30/00) **Grade:** G10; **Range:** \$19,261-23,999 8-27-96 Nursing

ADMIN. ASST. II (40 HRS) (08985RS) **Grade:** G10; **Range:** \$22,013-27,427 8-27-96 Nursing

PRESIDENT

Specialists: Susan Curran/Janet Zinser

STAFF WRITER II (08938JZ) Provide general writing services with major emphasis on gift acknowledgement letters, presidential correspondence & other development communications projects, such as campaign & other newsletters, research & writing for speeches & remarks, scholarship & professional reports. **Qualifications:** BA/

BS or equivalent; one-three yrs. professional writing exp.; excellent writing & research skills; detail oriented; computer literate; strong interpersonal skills; knowledge of /previous work exp. in university environment preferred. **Grade:** P3; **Range:** \$24,617-31,982 8-21-96 Development & Alumni Relations

STAFF ASST. III (08892SC) Perform duties in direct support of the Associate Secretary of the University; coordinate all Boards of Overseers & Advisory Board support functions; coordinate logistics in conjunction with school development officers for Overseer meetings; take minutes; obtain, organize & maintain data for Overseers & Advisory Board members; coordinate & oversee all aspects of the appointment process for all Overseer & Advisory Board members; prepare & distribute orientation material for new Overseers; compose & prepare all Overseer appointment & term expiration notification & correspondence; compose Overseer & Advisory Board appointment resolutions; provide staff support to Dean Review Committees; coordinate activities for major University-wide search committees including taking of minutes, preparing & mailing all correspondence, preparing final Affirmative Action & final report to the University community; assist with coordination, planning & staffing for Commencement, Freshman Convocation & other special University events as assigned.

Qualifications: BA/BS; at least three yrs. high level administrative ass't. exp.; ability to type at least 65 wpm; sensitivity to confidential information; excellent written & oral communication skills; excellent interpersonal skills; attention to detail & ability to handle multiple projects simultaneously, often with strict deadlines; strong organizational skills; knowledge of PC's, preferably Macintosh, including MS Word & FileMaker Pro. **Grade:** P3; **Range:** \$24,617-31,982 9-17-96 Office of the Secretary

ADMIN. ASST. I (08939JZ) Provide administrative & clerical support for dept. staff; produce presidential & other correspondence; provide clerical support for proposal, speech & special project writing; maintain several departmental databases; organize & maintain office files; perform general office management. **Qualifications:** HS graduate or post high school training or equivalent; two yrs. secretarial &/or administrative assistant exp.; excellent organizational skills; thorough knowledge of office procedures, practices & methods, including PC & Mac word processing & database programs; ability to work independently & as a member of a team; strong basic writing skills & proofreading skills. **Grade:** G9; **Range:** \$17,614-21,991 8-21-96 Dev. & Alumni Relations

ADMIN. ASST. II (091120JZ) Exercise judgment, initiative & analysis in carrying out administrative clerical duties in support of three regional officers; prepare correspondence & reports; respond to high volume of inquiries from alumni & other constituents; coordinate & prioritize work assignments; handle gift transmittal process & acknowledgments; take minutes of meetings; transcribe dictated material; coordinate travel arrangements/prepare expense forms; access gift information using alumni database; prepare spreadsheets; screen mail, file & take messages; collect & organize data for meetings & reports. **Qualifications:** HS graduate & related post high school secretarial training; at least two yrs. exp. at the AAI level or comparable background including taking minutes; demonstrated exp. in exercising judgment, creativity, analysis & with a significant degree of independence; proficiency in the use of computer systems; WordPerfect, Lotus, electronic communications/information systems, Dictaphone & other office equipment; excellent customer service, organizational & composition skills. **Grade:** G10; **Range:** \$19,261-23,999 9-19-96 Dev. & Alumni Relations

PROVOST

Specialist: Clyde Peterson

DATA BASE TECH. II (091111CP) Provide complex database problem analysis/resolution; analyze database performance & implement appropriate tuning enhancements; execute database background & recovery procedures; maintain database at current release levels; provide technical assistance for database projects in other departments. **Qualifications:** BA/BS or equivalent work exp.; at least six months exp. in an Oracle 7 database development/support environment; exp. with Oracle Government Financial Application; exp. with performance

LIBRARIAN/II (091122CP) Create bibliographic records for printed special collections materials in European languages, including bibliographic description, authority work, subject analysis & Library of Congress Classification following current national standards (DCRB, AACR2/rev, LCSH, USMARC), network standards (RLIN) & University library standards; create & update authority records following NACO procedures; review & amend shared cataloging copy; keep current with national trends in special collections cataloging; keep statistics. **Qualifications:** BA/BS; ALA accredited MLS or equivalent in knowledge, training & exp.; knowledge of Latin essential & one modern European preferably Romance languages; knowledge of USMARC, one major bibliographic utility & a local online system; exp. cataloging early printed materials desirable; knowledge of DCRB, AACR2/rev, LCSH & LC classification; ability to work collaboratively with all levels of staff. **LIB. I:** No previous professional exp. **LIB. II:** one-three yrs. professional exp. **Grade:** P4/P5; **Range:** \$26,986-35,123/29,664-38,677 9-20-96 University Libraries

MGR., MUSEUM SALES (091094CP) Responsible for operation of the Museum Shop & the Pyramid Shop; coordinate with other Museum departments to provide support programs & develop new merchandise related to Museum's collections & exhibits; develop new outlets for sales of Museum merchandise, whether it be mail-order, Internet, wholesales & franchise; supervise Assist Managers of both shops; oversee hiring, training & supervision of shops' staff by the Assistant Managers; prepare annual budget; establish uniform purchasing inventory & accounting procedures. **Qualifications:** HS graduate; BA/BS preferred; three-five yrs. exp. in museum shop operation or equivalent, with exp. in buying, merchandising, budget, bookkeeping & staff supervision; strong administrative, organizational, interpersonal communication skills; Internet marketing or other computer-based retail exp.; cross-cultural knowledge of arts & crafts. **Grade:** P3; **Range:** \$24,617-31,982 9-17-96 Museum

PROGRAMMER ANALYST I (091106CP) Define, design, code, test & document computer system in support of University network; participate as team member in deploying & maintaining UNIX systems providing services to PennNet users; track advancements in new systems/technology & provide reports on findings; help establish standards & evaluate hardware & software products for use in networking infrastructure; resolve complex network problems relating to applications, operating systems; protocols & hardware; plan & oversee development & installation of new networking products. **Qualifications:** BA/BS in computer science or related field or two yrs exp. in design & implementation of network software & hardware, preferably in an Internet-connected environment; expert knowledge of UNIX operating system (Digital Unix a plus) & exp. in the C programming language; hands-on exp. with TCP/IP & native networking for DOS, Windows & Macintosh; exp. with relational database desirable; familiarity with networking hardware: routers, terminal servers, modems, fiber optics, Ethernet equipment, RS-232; good writing & group working skills. **Grade:** P4; **Range:** \$26,986-35,123 9-19-96 ISC-Networking

PROGRAMMER ANALYST II/III (091119CP) Responsible for general support of administrative applications for analysis, design, programming & problem resolution; participate in quality assurance reviews, maintain a working knowledge of system development tools, develop programs in accordance with departmental standards, available for on call support, develop programming specifications & effort estimate, prepare & test program source code & procedures for update & inquiry applications. **Qualifications:** BA/BS or related exp.; minimum of two-four yrs. exp. with administrative computing environment including strong programming & systems analysis & hands-on development skills; strong working knowledge of database concepts & 4GL's; facility with desktop tools, RDBMS, UNIX, MVS, CICS, ORACLE, ADABAS knowledge desirable as well as software engineering methodologies; knowledge of LAN & desktop presentation tools, utilities & concepts a plus; excellent written, verbal & interpersonal skills required. **Grade:** P6/P7; **Range:** \$32,857-42,591/36,050-46,814 9-20-96 ISC/Application Development

SYSTEMS ANALYST II/SR. (091113CP) (091118CP) Responsible for the technical & functional analysis of information processing & management systems, com-

pleting feasibility studies, design systems & identifying the interrelationship among systems; develop system design specification & cost benefit estimates; ensure adherence to departmental technical & quality assurance standards; maintain thorough knowledge of system development tools; determine functional requirements for client offices; organize, plan & manage projects. **Qualifications:** BA/BS with a minimum of 4-6 yrs. progressively responsible exp. within a large administrative computing environment, including a minimum of three yrs. in system design & analysis; detailed knowledge of database design concepts development methodologies; expertise in UNIX & relational database technology required; knowledge of COBOL, C, & ADABAS/NATURAL a plus; excellent written, verbal & interpersonal skills; demonstrated planning & organizational skills; working knowledge of LAN, project management software & desktop presentation tools helpful. **Grade:** P7/P8; **Range:** \$36,050-46,814/ 39,655-52,015 9-20-96 ISC/Application Development

SYSTEMS ANALYST, SR. (09112CP) Responsible for the technical & functional analysis information processing & management systems, completing feasibility studies, designing systems & identifying the interrelationship among systems; develop system design specifications & cost benefit estimates; ensure adherence to departmental technical & quality assurance standards; maintain thorough knowledge of system development tools; determine functional requirements for client offices; organize, plan & manage projects within the scope of responsibility in conjunction with appropriate client representatives. **Qualifications:** BA/BS with a minimum of six yrs. progressively responsible exp. within an administrative computing environment, including a minimum of three yrs. in system design & analysis; detailed knowledge of database design concepts & development methodologies; expertise in UNIX & relational database technology required; knowledge of COBOL, C & ADABAS/NATURAL a plus; excellent written, verbal & interpersonal skills; demonstrated planning & organizational skill; working knowledge of LAN, project management software & desktop presentation tools helpful; exp. with federal regulations governing Financial Aid & knowledge of the products & technologies supporting grants & loans administration a strong plus. **Grade:** P8; **Range:** \$39,655-52,015 9-20-96 ISC/Application Development

SYSTEMS ANALYST, SR. (091114CP) Responsible for technical & functional analysis of information processing & management systems, computing feasibility studies, develop detailed plans & cost benefit estimates; ensure adherence to departmental technical & quality assurance standards; maintain thorough knowledge of system development tools; determine functional requirements for client office; organize, plan & manage projects. **Qualifications:** BA/BS with a minimum of six yrs. progressively responsible exp. within an administrative computing environment, including a minimum of three yrs. in system design & analysis; detailed knowledge of database design concepts & development methodologies; expertise in UNIX & relational database technology required; knowledge of COBOL, C & ADABAS/NATURAL a plus; excellent written, verbal & interpersonal skills; demonstrated planning & organizational skill; working knowledge of LAN, project management software & desktop presentation tools helpful. **Grade:** P8; **Range:** \$39,655-52,015 9-20-96 ISC/Application Development

ASS'T. LAB ANIMAL TECH. (40 HRS) (081031JZ) Provide care for laboratory animals; operate & maintain sanitation equipment; maintain accurate records; handle feeding, bedding & other supplies; make observation on environment & report abnormal animal health. **Qualifications:** High school diploma or equivalent; eighteen months in animal care or certification as Assistant Lab Technician; ability to pass pre-employment physical examination; physically able to lift 50 lbs. above shoulders & to restrain lab animals; willing to accept overtime assignments, shifts other than Monday-Friday. **Grade:** G7; **Range:** \$14,935-18,592 9-20-96 ULAR

P-T (WEEKEND SUPERVISOR) (20 HRS) (07747CP) During weekend hours, oversee the Biomedical Library's operations, which include circulation/reserve desk activities, the door guard desk, copier operations, reshelving books & ensure courteous & effective service; resolve patrons' service problems, coordinate staff activities &

provide support for electronic resources; hire & train student assistants; monitor equipment functioning & security of the physical plant. **Qualifications:** BA/BS; supervisory exp. in a service environment; some training exp. preferred; dependability & excellent customer service skills required; familiarity with computers a plus. **Grade:** G11; **Range:** \$11,262-14,290 9-17-96 University Libraries

VETERINARY SCHOOL

Specialist: Ronald Story
RESEARCH SPECIALIST I (091092RS) Perform variety of cell biological techniques related to membrane trafficking of secretory vesicles in single cells with combined optical & electrical recording methods; purify granulocyte from peripheral blood by differential configuration; isolate mechanosensory cells from the inner ear via primary dissociation; fabricate micro-electrodes for electrical recordings; process tissues for histological & immunological assays; document procedures & prepare laboratory protocols; perform routine ordering & participate in day-to-day management of the laboratory. **Qualifications:** BA/BS in biology, chemistry or physics; one-three yrs. laboratory exp.; electronic exp. of computer hardware/software interfacing highly desirable. (On-going contingent upon grant funding) (Position located in Kennett Square, PA-there is no public transportation) **Grade:** P2; **Range:** \$22,351-29,098 9-16-96 Clinical Studies

VICE PROVOST/UNIVERSITY LIFE

Specialist: Clyde Peterson
P-T PROFESSIONAL (STAFF PSYCHIATRIST) (15 HRS) (08999CP) (End date: 6/30/97) Blank 8-29-96 Counseling & Psychiatric Services
OFFICE SYSTEMS COORDINATOR (08983CP) G11; \$20,497-26,008 8-27-96 OSIS
REGISTRATION ASS'T. (081000CP) G9; \$17,614-21,991 8-28-96 OSIS

WHARTON SCHOOL

Specialist: Janet Zinser
ASS'T. DIRECTOR IV/ASSOC. DIRECTOR V (08942JZ) P5/P7; \$29,664-38,677/\$36,050-46,814 8-22-96 MBA Admissions
ASSOC. DIRECTOR V (08978JZ) P7; \$36,050-46,814 8-26-96 External Affairs
COORDINATOR I (091062JZ) (On-going contingent upon grant funding) P1; \$20,291-26,368 9-11-96 Finance
COORDINATOR, ENVIRONMENTAL PROGRAMS (SBDC) (081033JZ) (On-going contingent upon grant funding) P5; \$29,664-38,677 9-11-96 Wharton Snider Entrepreneurial Center/Pennsylvania SBDC
MGR., INSTRUCTIONAL COMPUTING (091088JZ) P8; \$39,655-52,015 9-13-96 WCIT
MANAGING DIR., WHARTON FINANCIAL INSTITUTE CENTER (08955JZ) P11; \$56,135-70,246 8-22-96 Financial Institute Center
PLACEMENT COUNSELOR II/ASS'T. DIR. IV (08941JZ) P4/P5; \$26,986-35,123/\$29,664-38,677 8-21-96 Career Development & Placement
SPECIALIST, ENVIRONMENTAL PROGRAMS (SBDC) (081032JZ) P6; \$32,857-42,591 9-11-96 Wharton Snider Entrepreneurial Center/Pennsylvania SBDC
STAFF RESEARCHER I (081035JZ) IP2; \$22,351-29,098 9-6-96 External Affairs
STAFF WRITER II (081034JZ) P3; \$24,617-31,982 9-6-96 External Affairs
ADMIN. ASS'T. II (40 HRS) (08982JZ) G10; \$22,013-27,427 8-27-96 External Affairs

Classified

For Sale
UV/Vis spectrophotometer, Beckman DU-7HS with Epson printer included. Excellent condition. \$2500 or best offer. Contact Dr. Paul Liebman, at 898-6917 or liebmanp@mail.med.upenn.edu.

Update

SEPTEMBER AT PENN

CHILDREN'S ACTIVITY

28 *Free Children's Storytelling Workshop with Linda Goss*; stories inspired by works of African American artist Romare Bearden with Linda Goss, Official Storyteller of the City of Philadelphia; 11 a.m.; A. Ross Gallery; children must be accompanied by adult; info: 898-2083 (Arthur Ross Gallery).

MUSIC

27 *Relache Goes Latin*; Philadelphia's Relache ensemble and guest composer/guitarist Claudio Tripputi; 7:30 p.m.; Prince Theatre; Tickets: \$25 and \$15; Students: \$10. info: 574-8246. Repeated 9/28, 7:30 p.m. (Annenberg Center).

SPECIAL EVENTS

28 *Football Tailgate-Colgate*; 4:30-6 p.m.; The Faculty Club; \$12.75 per person; reservations: 898-4618 (Faculty Club).

Laser Light Show at the First Night Game of the 90s; following the 6 p.m. Penn vs. Colgate

football game; info: 898-4024 (Faculty Club).

30 *Shoueidou Ancient Japanese Incense-blending Ceremony*; 4:30 p.m.; Rm. 109, Annenberg School (Center for East Asian Studies).

TALKS

25 *Kids Having Kids*; Rebecca Maynard, Trustee Prof. of Education; noon; Studio Center at Annenberg Center (GSE).

26 *Finance Theory toward Theology*; Babbul; 7 p.m.; Ben Franklin Rm., Houston Hall; info: 382-2630 (Latter Day Saints Student Association).

27 *Brown Fields: Land Recycling in Pennsylvania*; Gary R. Brown & James N. Burnett-Herkes, RT Environmental Services, Inc.; 12:15-1:45 p.m.; Rm 109, Steinberg Hall-Dietrich Hall (Institute for Environmental Studies).

Architectural Likeness: Models and Plans of Architecture in Classical Antiquity; Prof. Lothar Haslberger, History of Art; 3-5 p.m.; Rich Seminar Rm., Elliot and Roslyn Jaffe History of Art Bldg. (History of Art).

American Writers in Paris after WWII; marking retirement of SAS; Prof. of Eng. Robert Lucid; Norman Mailer, author & Laureate Richard Wilbur, US poet; 3-4:30 p.m.; Rainey Aud., Univ. Museum (SAS).



Ancient Olympics: September 28

This coming Saturday at the University Museum visitors can relive the origins of the Olympics in a noon-4 p.m. celebration. Zeus and Hera oversee demonstrations of the ancient sports of javelin and discus throwing and wrestling. There are also audience competitions, traditional Greek music and folk dance, talks, videos and storytelling. Among the children's activities are foot races for girls as well as boys (unlike the ancient games, which were restricted to males), and crafts workshops where kids can create olive-wreath crowns and victory vases. This is one of the Museum's World Culture Day celebrations, free with Museum admission donation: \$5 general; \$2.50 students and senior citizens; free for children under 6, Museum members and PENNcard holders.

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 **September 9 through September 15**. Also reported were **Crimes Against Property**, including 60 thefts (including 8 burglaries, 6 thefts of auto, 6 thefts from autos, 14 of bikes and parts); 3 of criminal mischief and vandalism; 1 of trespassing & loitering. Full crime reports are in this issue of *Almanac* on the Web (<http://www.upenn.edu/almanac/v43/n05/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 **September 9 and September 15, 1996**. The University Police actively patrol from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

Crimes Against Persons

34th to 38th/Market to Civic Center: Robberies (& attempts)—1, Simple assaults—2, Threats & harassment—5

09/09/96	10:17 PM	Bishop White Dorm	Unwanted calls received
09/10/96	8:28 AM	Meyerson Hall	Violation of restraining order
09/10/96	7:37 PM	Van Pelt Library	Complainant assaulted by unknown male
09/10/96	1:09 AM	Birthday Dorm	Ongoing harassment by phone
09/13/96	4:29 PM	133 S. 36th St.	Complainant harassed by phone
09/14/96	9:27 AM	Guardian Drive	Complainant bitten and struck by female
09/14/96	10:45 AM	Grad B Tower	Letter cont. intimid. contents slid under door
09/15/96	5:04 PM	Hamilton Walk	Complainant robbed of bike

38th to 41st/Market to Baltimore: Robberies (& attempts)—1, Purse snatches—1, Threats & harassment—1

09/10/96	7:50 PM	Harrison House	Unwanted calls received
09/13/96	6:29 PM	40th/Market Subway	Wallet taken by male who fled area
09/15/96	3:11 AM	41st & Pine	2 complainants robbed by unkn. suspects

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

09/09/96	7:58 AM	4111 Locust	Unwanted phone call received
09/11/96	1:05 AM	200 Blk. 43rd	2 compls. robbed by unkn. susp./fled in vehicle

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

09/09/96	10:07 AM	3200 Blk. Walnut	Complainant's robbed by unknown suspect
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Outside 30th to 43rd/Market to Baltimore: Robberies (& attempts)—1, Simple assaults—1

09/09/96	6:48 PM	South St. Bridge	Complainant struck by 2 unknown females
09/10/96	1:39 PM	21 & Lombard	Complainant robbed by gunpoint

Crimes Against Society

38th to 41st/Market to Baltimore: Disorderly conduct—1

09/11/96	7:57 AM	3800 Blk. Walnut	Male became disorderly during vehicle stop
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Almanac

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The University of Pennsylvania's journal of record, opinion and news is published Tuesdays during the academic year, and as needed during summer and holiday breaks. Its electronic editions on the Internet (accessible through the PennWeb) include HTML and Acrobat versions of the print edition, and interim information may be posted in electronic-only form. Guidelines for readers and contributors are available on request.

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

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Using Quality Circles to Master the Classroom

by Michael Useem

You have received the computer-generated scores for the two courses that just finished. Students have scored your performance on a scale from 1 for lousy to 5 for terrific, and you are delighted to see that for one course your rating is 4.1, well above average for the school. Great news! Then you see the rating for the other course: 3.2, well below the average. Oh-no!

In search of excellence, you turn to the students' written comments on the 4.1 course, hoping to learn the secret of your success. Helpful hints are found here, but only hints. "Great lecturer," says one. "Really held my attention," comments another. You ask to see the students' comments received by a colleague who this year received a 4.9 and last year won a teaching prize. Not really much help here, either. The comments are memorable: "Bob is god," gushes one, but not the stuff of a learning curve.

Maybe the students' comments for your 3.2 course, you think, will prove more substantive since they will surely have caught your errors. You think you can take—and take something from—the bad news. That is usually a serious mis-estimate. The main effect of such comments—"this is one of the worst courses I've ever taken"—is to ruin the whole day, even the week. And you've learned nothing constructive.

Japanese companies long-ago evolved a device for learning what's troubling line workers, and what they would do to improve production. Commonly known as the quality circle, it fills in the blanks left by the numerical ratings. The device also sends a signal that you and the firm encourage continuous improvement, the signature of a "learning organization."

Many American companies have adopted this practice as well. A recent survey of U.S. firms reveals that nearly half have instituted quality circles, and more than a quarter use them with at least half of their employees. Quality circles and their first cousins—focus groups and 360-degree feedback exercises (in which an individual receives detailed assessments from subordinates, peers, and bosses)—are now widely used in the private sector, but their university inroads have been modest.

For the past five years, I have instituted quality circles in all of my courses except doctoral seminars. The courses have included a College introductory course with 110 students, an upper-division undergraduate class with 40, a first-year MBA course with 65, and an executive MBA class with 95. Here's how they work.

On the first day of the course, I describe the purpose of the quality circle (to acquire continuous feedback for improving the course now and redesigning it for next year) and ask for three volunteers. We then meet every other week throughout the term. The time burden is modest: the discussions are limited to 30 minutes, and they usually follow a class meeting so travel time is minimal. The quality circle, its purpose, and the meeting schedule are also described in the syllabus.

When the quality circle first meets, I note that giving and getting feedback are learned skills on both sides, and that we will have to self-consciously work to get it right. If the students make me feel defensive, I will not get their message. At the same time, if I'm too closed, I will not get it either.

I announce the student volunteers to the entire class at our next meeting, suggesting that complaints can be safely channeled through them. QC members often take the initiative to sound out their classmates before and after class. Several have even e-mailed all of their fellow students just before a QC meeting to take complete stock.

When we meet, I provide the quality circle members with an excerpt of the course syllabus covering the past two weeks. Which topics, readings, and cases, I ask, worked, and which didn't and why? Some topics are not well connected with the thrust of the course, I learn. Some readings are too old and too boring. On the flip side, some worked extremely well, clearly "keepers" for the following year.

What annoying tendencies, I also ask, are vexing the class. Among the answers I have received: failure to call on students in the corners of the classroom, the occasional mistake of repeating myself, insufficient clarity on the main points of a topic presented, and failure to summarize the day's key lessons. The constructive criticisms are the stuff of a learning curve that my numerical ratings and written comments had never before provided.

The hardest step, but one I also strongly recommend, is to have the quality circle members report briefly to the entire class at the next course meeting. This requires that you stand at the front of the room while your mistakes are publicly described. Your strengths also come out in the QC discussion, but in my experience students are often reluctant to offer much overt praise in front of the entire class for fear of classmate censure. After the QC members have finished their report, which only requires 2 or 3 minutes, I then offer my own assessment and report what changes I am making—or not making—in response to their suggestions.

Participants in my executive MBA course are mid-career managers who are already making a living by giving and receiving feedback. Confirming that effective information sharing is a learned skill, I have exited from several quality circle meetings with them thinking they had found little wrong with the course. It was only on the way home that evening when I realized that their carefully phrased suggestions had masked a far-reaching critique of my performance.

Here is a summary of the main steps to operate a quality circle for mastering the classroom:

1. Three volunteers are requested on the first class day.
2. Preschedule frequent but short meetings in the syllabus (every other week for 30 minutes).
3. Announce QC members to the class once the QC is formed and before each QC meeting.
4. Ask QC members to canvass students for feedback before QC meeting (e-mail is useful here).
5. Present copies of the syllabus or excerpts from it to QC members at the start of meetings.
6. Review how to give and receive feedback at the first meeting.
7. Focus discussion on:

classroom ecology	course readings
problematic students	cases & exercises
evaluation & grading	course topics
your communication	course assignments
clarity of instructions	classroom culture
your movement	exams and projects
8. At the next course meeting, QC members and you make brief reports on feedback & actions.
9. Supplement QC meetings with frequent informal discussions or canvassing of QC members.
10. Use the final QC meeting to review the course & syllabus to revise for next year.

*On the way
home...I realized
their carefully phrased
suggestions had masked
a far-reaching critique
of my
performance.*

Dr. Useem is Professor of Management in the Wharton School and Professor of Sociology in the School of Arts and Sciences. The Talk About Teaching series is a joint project of the Lindback Society and the College of Arts and Sciences.

Agenda for Excellence

Six University Academic Priorities

To the University Community

The following academic priorities are those the deans, the University's Academic Planning and Budget Committee and we have identified as most compelling and strategic for Penn as an institution over the next five years. They are an important product of a lengthy academic planning process, described more fully on the back page of this supplement. In our collective judgment, these are the priorities that will most dramatically move Penn forward. Success in them will have the greatest impact on the University as a whole and provide the greatest leverage for advancement in other areas within and among the schools.

In most cases these University academic priorities build on present strengths in the schools; in others they highlight areas in which we believe we must become strong. These priorities are not exclusive: other vital programs will be encouraged within and among the schools. Moreover, as the schools solidify their strategies and as donors indicate feasible and attainable targets, the landscape pictured here may shift in certain ways and our priorities may evolve. But over the course of the next five years, we expect to make significant investments in each of the University priorities described here. Overall, central and school-based funds raised for these priorities or redirected toward them will total several hundred million dollars.

Each of these academic priorities is multidisciplinary and touches more than one school at Penn. Each responds to the reality that in the 21st century, the acquisition, communication and use of knowledge will be even less contained within the boundaries of a single discipline or school than is true today. More than many of its peers, Penn is well positioned for leadership in this context. Thanks to the wisdom of our forbears and the gifts of geography, all of our twelve schools are located on a single compact campus. Our critical mass of intellectual strength has few competitors—and our University academic priorities take great advantage of that fact.

We believe that premier centers of learning in the century to come will be those that combine excellent colleges for undergraduate education with first-rate capstone graduate and professional programs. Aided by the priorities set forth in this document, Penn will excel in this milieu. In the first place, Penn will have a superb program of undergraduate education, newly invigorated by the 21st Century Project, which will be the subject of another publication in the next few weeks. In the second place, Penn's undergraduate program will be united on our campus with leading centers of graduate and professional excellence—enhanced by the University priorities we announce today. Students at every level will have unsurpassed opportunities to combine educational elements from all of our schools because of strong multidisciplinary links among them.

The physical landscape of the Penn campus—covered with crosswalks between and among the different schools—is a metaphor for the cross-school and multidisciplinary relationships we seek to enhance. Over the past few weeks new stones have been installed in our physical crosswalks, increasing their strength and durability. To serve the future and prosper in it, the University must likewise strengthen and expand our intellectual crosswalks. Through investments in our University priorities we will do that—creating new academic neighborhoods and reinvigorating old ones.

In the process we will advance Penn's historical ability to embrace, teach and excel in both theory and practice. As we have said so many times before, the dynamic, reciprocal interaction of theory and practice has been an essential feature of our academic programs, campus life and intellectual style since the days of Benjamin Franklin. The intellectual lifeblood of our University has always been in constant circulation between theory and practice, with each contributing to the other. Progress in our University priorities will make this circulation even richer, and will make Penn even more the center of excellence in the new millennium.

Only an active, living combination of theory and practice can fully respond to the demands and opportunities of the years to come. Only a university where knowledge travels up and down pathways from one school to another and another can fully engage in and teach the theory and practice that will be required. Penn must be such a university. Unsurpassed excellence in both theory and practice and the unsurpassed connectedness among our separate schools and disciplines will be our signature. Let us write it across the decades of the 21st Century.

Judith Rodin
President

Stanley Chodorow
Provost

Health Science, Technology and Policy

Throughout its history the University has nourished and supported basic science research. The most recent large example of this is the Institute for Advanced Science and Technology now under construction on 34th Street, the future home of world-changing basic research in chemistry, engineering and medicine. IAST is a realization of the second goal of *Agenda for Excellence*, which emphasizes that vigorous research and the unimpeded pursuit of knowledge are at the very heart of our mission. Fundamental scientific research is vital for the future of our University and our country: it is a prerequisite for the applied research in which Penn also must continue to excel.

Nowhere at Penn today is scientific research—both basic and applied—more strategically important and promising than in the health sciences. A strategic focus on “Health Science, Technology and Policy” builds on the strengths and plans of Penn’s biomedical schools—Medical, Nursing, Dental and Veterinary—as well as particular strengths and plans of the School of Arts and Sciences, the School of Engineering and Applied Science and the Wharton School. Success in this University priority will produce lasting benefits for the entire University—including a variety of opportunities for new undergraduate research programs.

A dramatic field of emphasis in the health sciences will be genetics. Recent breakthroughs in biological and biomedical research have been particularly concentrated in this field, virtually constituting a “genetic revolution.” These breakthroughs have introduced extraordinary new techniques for modifying animal and plant genomes and have advanced our knowledge of detecting, treating, and curing disease. Genetics is a thread that connects efforts in a number of schools: Penn has one of the world’s greatest concentrations of expertise in this field. The School of Medicine has emphasized genetics research and human gene therapy for years, the School of Arts and Sciences is a leader in sequencing plant genomes, the School of Veterinary Medicine is translating new germ cell research for use in animal agriculture, and the School of Dental Medicine maintains very strong programs in molecular biology and genetics.

Other primary emphases in the biological sciences will include simulation and molecular design; mind, brain and behavior; and developmental biology—which rely on extensive collaboration and interactions across the schools. Continuing advances in these and other biomedical sciences will be heavily dependent on simultaneous improvements in the information sciences—also a University priority.

A final research province that deserves special mention—and is a wonderful example of the circulatory flow between theory and practice at Penn—is translational biological and biomedical research. This innovative approach to science and medicine is focused on bringing the advances of the laboratory to the direct benefit of patients—both human and animal. Our goal is to create an ability within the University to facilitate the translation of basic science discoveries to the clinic—to accelerate the availability of these discoveries to industry and, in turn, to the improvement of health.

In addition to scientific research, a key component of this University priority is its emphasis

on health policy, health services, and society. This offers great promise for the future, particularly as we move to a managed care environment which places ever greater emphasis on health economics, communications and information flow, and law.

Illustrative emphases within this University priority:

- The Genetic Revolution
 - Gene Structure, Function and Control
 - Gene Therapy
 - Biotechnology
- Biological Sciences and Information Science
 - Simulation and Design of Molecules and Drugs
 - Mind, Brain and Behavior
 - Bioinformatics and Computational Biology
 - Developmental Biology
 - Germ Cell Biology and Transgenesis
 - Health and Disease Management
- Translational Biomedical Research
- Health Policy, Health Services and Society
 - History and Sociology of Health and Medicine
 - Economics of Health Care
 - Animal Health Economics
 - Health Communication
 - Health Law
 - Bioethics

American and Comparative Democratic and Legal Institutions

At the close of the 20th Century a democratic wave has surged around the globe following the collapse of the Soviet Union, the growth of the economies of Southeast Asia, the elimination of apartheid in South Africa and the demise of Latin American dictatorships. Ironically, at the same time, participatory democracy in the United States may be at its nadir, as some two-thirds of the voting public decline to cast ballots in general elections.

There is much of interest and importance to the academy in this. Among the questions of the day are the following: What are the abiding lessons of American jurisprudence, politics and history that can be successfully “exported”? How many different faces can a democracy have as it responds to particular national or cultural conditions? What is the intrinsic relationship between free economic markets and democracy? How should the “Americanization” of the globe affect our view of ourselves? What domestic policy issues merit special study because of their power as analogues for the world outside? Can we restore our belief in our own institutions at the same time other societies seem to be benefitting from them?

American democracy was born and first practiced in Philadelphia. The rules and institutions of the American system were formed here. We need to increase our strength in several areas so that Penn—a Philadelphia native—can take advantage of a rare opportunity at the close of this century to use our democracy as a prism through which to view the contemporary world and our place in it.

Illustrative emphases within this University priority:

- American and Comparative Analysis of:
 - Politics
 - History
 - Law and Jurisprudence
 - Constitutionalism
 - Governance and Policy
 - Economy and Business
- Media and Democracy
- The Role of Race, Gender and Ethnicity in Democratic Participation

Management, Leadership and Organizations

Across the wide range of private and public organizations in existence today, the need for creative and effective management—and the challenges in its path—are profound. The global marketplace has become a reality, with large and small, domestic and multinational firms competing for markets and opportunity. Market-based economies are emerging in countries that were centrally planned in days past, and new generations of leaders are seeking education and training. The issues for management arising in this competitive new world are insistent and absorbing. Simultaneously, in a public sector reeling from federal devolution, there is growing willingness to consider privatization of social welfare services in order to make them more efficient, effective and responsive, and the social servants who have led traditional agencies are experiencing their own management crises.

Amid these seismic shifts, there has never been a greater need for clear vision, for fundamental research into the changing forms of organizations and the management they require, and for leadership. Penn is exceptionally well positioned to meet this need, thanks to the crosswalks connecting the schools of the University.

The Wharton School is leading the way in answering the sophisticated questions being posed to and about private sector management in the 21st Century—questions on topics as various as the intersection of business and new technologies, the increasing diversity of employees and consumer populations, the globalization of financial markets and the effects of burgeoning “virtual offices.” At the same time, synergistic combinations of this expertise with our schools of Law, Education, Social Work, Arts and Sciences and Fine Arts offer an equal opportunity to address hard questions of management in the public sector—questions about the financing and delivery of social services in a free market economy, the application of outcome measures to social service agencies, the growth of “public-private partnerships” and the like. And a working partnership among Wharton, the health science schools, the Law School and the Annenberg School for Communication will provide unparalleled ability to address proliferating questions about the future direction and management of health care delivery systems.

Illustrative emphases within this University priority:

- Globalization
 - Impact of Race, Gender, Ethnicity, Culture and Language
 - Conducting Business in Divergent Economic and Legal Environments
 - Ethical Issues and Social Norms
 - Impact of International Financial Markets
- Management and Technology
 - The Effects and Opportunities of Information Technology
 - Organizational “Democratization” Based on Information Access
- New Forms of Organizations and New Models of Management
 - Public Sector Management: Health, Education, Social Welfare Services
 - Public-Private Partnerships
 - Entrepreneurship and Entrepreneurial Organizations
 - The Operation of Incentives

The Humanities — Meaning in the 21st Century

Penn has a rich and distinguished tradition of excellence in the humanities and, today more than ever, we must preserve and renew this tradition. In recent years, controversy about the humanities has led to consternation inside and outside the academy as scholars have engaged in heated debates over topics such as cultural value and inherited wisdom. In the corridors of power, politicians have used public funding for the humanities as both a carrot and a stick in order to promote a predetermined point of view.

As we approach a new millenium, there are questions about human existence that can only be answered—as has always been the case—by the scholarly interpretations of life, meaning and culture that are the daily work of the humanities. Humanists are the traditional interpreters of all our symbolic acts: artistic, historic, linguistic, sociologic and philosophic. The humanities are the disciplines that build and preserve our creativity in all our intellectual and practical endeavors. They also are the disciplines that make us self-aware and hone our judgment, because their objective is to understand the products and processes of human creativity and the course of human affairs.

Leadership and innovation in the professions demand a combination of knowledge, judgment and maturity that the humanities excel at teaching. But the fundamental importance of the humanities at Penn is not their service as an instrument to the future success of students in the professions. The humanities are vital to us all—to every student Penn has had or ever will have—because they remain basic to our comprehension of life's multiple meanings. They can provide a refuge from the helter-skelter of modern life and a unique platform from which to ponder the events of the past and the possibilities of the future.

Illustrative emphases within this University priority:

- Ancient Studies
- Philosophy and Ethics
- Literature/Comparative Literature
- The Arts
- Area Studies and Globalization:
 - Language, History and Culture
- Cross-School Courses on:
 - The Historical Foundations or Development of the Disciplines
 - The Nature of Knowing in the Different Disciplines
- Creation of a Forum or Center for the Humanities that will:
 - Foster Interaction and Cooperative Research among Humanities Disciplines and Coordinate their Future Development
 - Reexamine Traditional Modes of Teaching in an Age of Rapidly Advancing Communications Technology
 - Explore Connections among the Humanities, the Sciences and the Social Sciences
 - Enrich Connections between the Humanities and the Professions

The Urban Agenda — Penn in Philadelphia

Civilization and culture are the products of cities. So are crime and violence. The best and the worst, the heights and the depths of human life and death may be found in major cities. The urban objects of interest to any major university would seem to be vast. When a university is situated in the middle of one of the nation's largest cities, unavoidably influenced by its progress or its descent, the degree of interest should be that much more extreme.

On the scholarly level, few universities are better placed than Penn to contribute to the rigorous study of urban issues. Given the explosive growth of cities internationally, the accompanying rise in urban poverty and, at least in this country, the devolution of federal involvement, these issues will be major global public policy questions for years to come. Virtually all of our schools have some degree of interest in these issues, and the interest is keen in several: the Graduate School of Fine Arts, the Graduate School of Education, the School of Social Work, the School of Arts and Sciences, the School of Nursing and the Wharton School. Mobilizing Penn's broad intellectual resources could lead to new models for urban revival.

Philadelphia is undergoing dramatic social, physical and economic changes. Penn is deeply and daily affected by its urban environment: it affects our sensations, our security, our studies, our thoughts, our ideas. So beyond the objects of scholarly interest offered by cities as cities at the threshold of the 21st Century, Penn should have the interest any organism has in its own environment.

Philadelphia offers multiple opportunities for primary research and for the application of discoveries. On this last note, Goal 5 of *Agenda for Excellence* commits the University to strengthen the relationships between our academic programs and the public service performed by our faculty, students, administrators and staff. This strengthening — which is at the core of "service learning" — takes place most naturally in an academic course focused on an issue with an urban aspect. The theory taught inside the classroom can lead to effective practice outside, and the lessons taught by practice can then reciprocally inform the theory.

Illustrative emphases within this University priority:

- Issues in Urban Design, Transformation and Renewal
 - Devolution of Responsibility to Local Level
 - Regionalism
 - Migration, Immigration, Populations and Families
 - Social Interactions of Diverse Cultures
 - Race Relations and Issues of Class
 - Valuation of Urban Assets
- Improvement of Public Services
 - Health and Social Services
 - Education
 - Housing and Community Development
 - The Arts
- Program and Policy Evaluation
 - Welfare Reform
 - Models for Reducing Violence and Crime
 - Urban Poverty and Job Creation
 - Client Outcomes Based Research
 - Public Sector Management Information Systems

Information Science, Technology and Society

Information science and technology are transforming the world, our lives and our understanding of who we are at a pace that grows faster every day. Penn must lead in fields relating to information science and its impact on society, and be positioned not only to be creative in fundamental information science and technology but also to grapple with issues relating to the societal impact of information technology. Among these are questions about how to harness the power of the computer to understand language and the workings of the mind. Penn should also be a natural leader in exploring how the new information technologies can be used to foster learning and redefine the ways in which universities will serve society in the coming decades. This is the intention behind Goals 4 and 7 in *Agenda for Excellence* which, respectively, call upon Penn to make strategic investments in cutting-edge, technology-based master's programs, in programs of continuing education and in the creative deployment of new technologies.

Illustrative emphases within this University priority:

- Information and Society
 - Globalization
 - Information Access and the Structure of Human Communities
 - Communications, Media and Human Behavior in the Information Age
 - Technology, Management and Public Policy
 - History and Sociology of Science and Technology
- Information Science and Technology
 - Natural Languages and Machines that are Almost Human
 - Engineering Informational Systems
 - The Fusion of Computation and Telecommunications
- Learning in the Information Age
 - The Evolution of University Structures
 - Teaching and Learning through Information Technology

Comment on Agenda for Excellence: Six University University Priorities must be received by October 4, 1996.

Comment may be sent to the College Hall Offices of President Judith Rodin and Provost Stanley Chodorow or by email to:
plan@pobox.upenn.edu

To examine the parent document, *Agenda for Excellence*, on the Penn Web, readers may call up the home pages of the President, www.upenn.edu/president/ the Provost, www.upenn.edu/provost/ or Almanac, www.upenn.edu/almanac/

Next page: Background and Next Steps

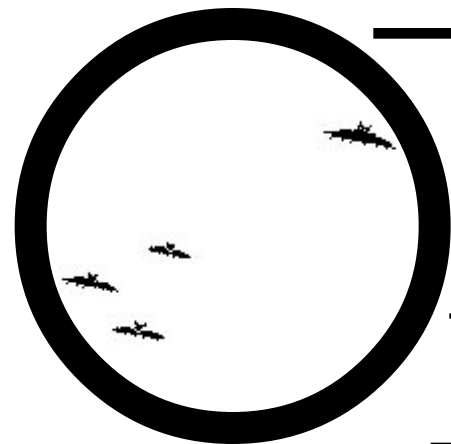
Background and Next Steps in Developing Agenda for Excellence: Six University Academic Priorities

To the University Community

Ten months ago we published in these pages a draft *Agenda for Excellence* prepared in collaboration with the Academic Planning and Budget Committee. That publication opened a new chapter in a vigorous and consequential strategic planning process for the University that has carried us forward to today. The principal events from last November until now have been the following:

- Members of the University community provided many helpful comments on the draft that have informed our work in the interim. The comments recognized, first of all, that the *Agenda* was an outline of institutional goals and strategies, the preeminent goal being our shared aspiration to solidify and advance Penn's position as one of the world's premier teaching and research universities. Various commentators accurately perceived that our realization of this goal would depend, in major part, on plans and actions of the individual schools. At the same time, more than one observed that for Penn to exceed the sum of its parts, the University would need to identify academic areas of exceptional strategic promise, grant them sustained emphasis and seize the resulting opportunities to burnish Penn's institutional reputation.
- Throughout the spring and summer the deans worked with their faculties on their school strategic plans. Ambitious goals, initiatives and implementation plans emerged; they should catapult several of our faculties and schools into greater prominence and nourish the high excellence already achieved by others. Later this fall we will publish a summary of the school plans to inform the University community of their great potential—individually and in synergy with each other.
- Also over the summer, the deans worked with us to identify the academic areas of greatest strategic potential for Penn as a whole. In the preceding pages we have described these vital academic areas—which we call “University priorities.” They do not encompass everything significant at the University; far from it. Our twelve schools are full of exceptional academic programs and research endeavors that are of permanent importance, and the school plans emphasize new school-based priorities. Rather, the University priorities are those the deans and we view as singularly strategic and deserving of central support as we approach the 21st Century. They are stepping-stones to the future: together they form a pathway of new promise for the University.
- Beginning the day after Labor Day, the Academic Planning and Budget Committee has joined in the work on both the content of the University priorities and the form in which they were presented in the preceding pages.
- This publication today is for your information and comments, which we need to receive no later than *Friday, October 4*. One week thereafter we will discuss these University priorities with the trustees. Written comments may be submitted to either of our offices, or e-mailed to plan@pobox.upenn.edu.

— *Judith Rodin and Stanley Chodorow*



October

AT PENN

ACADEMIC CALENDAR

- 11** Drop period ends.
12 Fall term break. Through Oct. 15.

CHILDREN'S ACTIVITIES

12 *Celebrating Museum Cats*; children ages 8-12 tour the galleries and create cat art in the craft workshop; see *Fitness/Learning* for new, adult workshops; 10 a.m.-noon; Museum; \$5/materials fee; registration: 898-4016.

Morris Arboretum

Registration: 247-5777 ext. 156.

18 *Let's Build a Birdfeeder*; recommended for elementary-school-age children; 1-3 p.m.; \$17/family (one feeder), \$5/each additional feeder; bring a hammer and Phillips-head screwdriver.
27 *The Truth About Bats*; class led by bat expert Tom Tague; 2-3 p.m.; \$8, free/parents.

Everybody Makes Music

Concerts for children ages 6 to 12 years old and their families; \$6, \$3/kids 12 and under; series (call 895-6546 for full schedule), any 5 concerts: \$25/adults, \$10/kids 12 and under.

12 *The Armagh Rhymers*; see also *MUSIC*; 1 p.m.

26 *Cambodian Music and Dance*; Chamroeun Yin and his students demonstrate traditional court dances; 1 p.m.

EXHIBITS

Admission donations and hours:

University Museum: \$5, \$2.50/seniors and students with ID, free/members, with PENNCard, children under 6; Tuesday-Saturday, 10 a.m.-4:30 p.m., Sunday, 1-5 p.m.; closed Mondays and holidays. *Institute of Contemporary Art*: \$3, \$1/students, artists, seniors, free/members, children under 12, with PennCard, and Sundays 10 a.m.-noon; Thursdays, 10 a.m.-7 p.m.; Wednesdays-Sundays, 10 a.m.-5 p.m.; closed: Mondays & Tuesdays. *Morris Arboretum*: \$4, \$3/seniors, \$2/students, free/with PENNCard, children under 6; Mondays-Fridays, 10 a.m.-4 p.m.; Saturdays and Sundays, 10 a.m.-5 p.m. *Other galleries*: free.

Upcoming

1 *Sam Maitin: Recent Works and Other Flights of Fancy*; paintings, drawings and prints by the prominent Philadelphia artist; opening reception, 4:30-6:30 p.m.; Burrison Gallery, Faculty Club. Through Oct. 25.
12 *Healing Plants: Medicine Across Time and Cultures*; more than 1,800 new plants have been added to outdoor mini-galleries focusing on herbal heritage of various regions, seed materials brought from Europe, and traditional and modern uses of plants; see also *Special Events*; also on display: *Medicinal Plants of Shakespeare*, watercolor prints by 19th C. Philadelphia artist Rosa Towne; Morris Arboretum.
25 *Peales at Penn*; selected portraits and miniatures by members of the Peale family of artists in the University's collection shown in connection with *The Peale Family: Creation of a Legacy 1770-1810* at the Philadelphia Museum of Art (Nov. 2, 1996-Jan. 5, 1997); includes works attributed to Charles Willson Peale, Rembrandt Peale, Mary Jane Peale, and James Peale; Arthur Ross Gallery, 220 S. 34th St. Through Oct. 30.
28 *Cityscapes*; Jack Lawlor; reception, Nov. 7, 4:30-6:30 p.m.; Burrison Gallery, Faculty Club. Through Nov. 29.
31 *Central Asian Weavings from the Russian Ethnographic Museum*; carpets and other textiles woven by nomadic Turkmen tribes; University Museum. Through Jan. 5.



This gilded mummy mask, can be visited at the University Museum on World Culture Day. See Special Events.

Now

John Laub: Recent Paintings; Klein Gallery, 3600 Market. Through Oct. 11.
A Graphic Odyssey: Romare Bearden as Printmaker; Arthur Ross Gallery, Fisher Fine Arts Library. Through Oct. 24.
Beyond Belief: Contemporary Art from East Central Europe; ICA. Through Oct. 27.
Sculpture of Harry Gordon; Arbotretum. Through 1996.
One House, One Voice, One Heart: Native American Education at the Santa Fe Indian School; Museum. Through Jan. 5.
Time and Rulers at Tikal: Architectural Sculpture of the Maya; Museum. Through Fall 1997.

Ongoing

Ancient Greek World: Living in Balance: Universe of the Hopi, Zuni, Navajo and Apache; Ancient Mesopotamia: Royal Tombs of Ur; The Egyptian Mummy: Secrets and Science; Raven's Journey: World of Alaska's Native People; Buddhism: History and Diversity of a Great Tradition; Museum.

FILMS

Film/Video Project

Films and programs at Int'l House; full descriptions: <http://www.libertynet.org/~ihouse>; tickets (unless noted): \$6, \$5/members, students, seniors, \$3/children under 12; foreign language films with subtitles (unless noted); info/tickets: 895-6542; repeat dates and time in italics.

4 *W.E.B. DuBois* (Massiah, US, 1995); 1 & 7 p.m. Oct. 5, 6 p.m.; Oct. 6, 3 p.m.
11 *Courage Under Fire*; open captioned; 7 p.m. Oct. 13, 3 p.m.
23 *The Legend of Zipang* (Hayashi, Japan, 1992); 7 & 9 p.m. Oct. 24 & 26, 7 & 9 p.m.; Oct. 27, 4 & 8 p.m.
25 *The Hamster Factor and Other Tales of Twelve Monkeys* (Fulton & Pepe, USA, 1996); 1 & 7:30 p.m. Oct. 27, 6 p.m.

Independent Film/Video Ass'n

Registration: 895-6594.

1 *The Pew Fellowships Seminar*; Melissa Franklin; 6-7:30 p.m.; register by Sept. 30.
11 *Screenplay Workshop*; James Ryan; 9 a.m.-5 p.m.; \$185/non-members and at the door, \$165/PIVFA members in advance. *Continues Oct. 12, 9 a.m.-4 p.m.*
21 *Working with AVID*; Eugene Martin; 6-9 p.m.; fee: TBA.
29 *PIVFA Open Screen*; 7 p.m.

Taiwanese Cinema

1 *The Peony Pavilion* (Chen, 1994); 7:30 p.m.
Rebels of the Neon God (Tsai, 1992); 9:15 p.m.
2 *Vive L'Amour* (Tsai, 1994); 7:30 p.m. Oct. 3, 9:30 p.m.; Oct. 5, 3 p.m.; Oct. 6, 6 p.m.; Oct. 9, 7:30 p.m.
3 *Tropical Fish* (Chen, 1995); 7 p.m. Oct. 8, 7:30 p.m.
5 *Lonely Heart's Club* (Yee, 1996); 9:45 p.m. Oct. 10, 7 p.m.
6 *Super Citizen Ko* (Wan, 1995); 8:15 p.m. Oct. 10, 9:15 p.m.
11 *Siao Yu* (Chang, 1995); 9:30 p.m.
13 *Heartbreak Island* (Hsu, 1995); 6 & 8:15 p.m.

New Irish Film

16 *Korea* (Black, 1995); 7:30 p.m. Oct. 19, 7 p.m.
17 *Guiltrip* (Stembridge, 1995); 7:30 p.m. Oct. 19, 9:15 p.m.
19 *The Boy from Mercury* (Duffy, 1995); 5 p.m.
20 Two Views from the North: *The Cake* (Neylin, 1995) and *Dust on the Bible* (Davis, 1990); 5 p.m.
Ailsa (Breathnach, 1994); 7 p.m.

Halloween Horror Series

30 *Nadja* (Almeryda, US, 1995); 7 p.m. *The Addiction* (Ferrara, USA, 1995); 9 p.m. Oct. 31, 7 p.m. Nov. 1, 10 p.m.
31 *Suspiria* (Argento, Italy, 1977); 9 p.m. Nov. 2, midnight.
11/1 *La Ofrenda* (Portillo and Munoz, USA, 1989); 1 & 7 p.m.
Cronos (Del Toro, Mexico, 1994) 8:15 p.m.
11/1 *A Chinese Ghost Story* (Ching, Hong Kong, 1987); 5 p.m.
Nosferatu The Vampyre (Herzog, Germany, 1979); 7 p.m.
The Shining (Kubrick, UK, 1980); 9:15 p.m.

FITNESS/LEARNING

12 *Anthropology in Our Own Backyard: Diet and Nutrition in West Philadelphia*; Penny Gordon-Larson, anthro-

pology; Frank Johnston, Museum; 10:30 a.m.-noon; Museum; \$7.50, \$5/members; registration: 898-4890.

24 *Francophonie*; conversation for Francophones and Francophiles; 5-7 p.m.; Ben Franklin Room, Houston Hall.

Buddhist Meditation; 1-2 p.m.; Christian Association Chapel. *Wednesdays through Dec. 4.*

English Language Programs Evening Course Registration; classes meet 6-8:30 p.m.; *Pronunciation Improvement*, Tuesdays, Oct. 1-Dec. 10.; \$290/10 meetings (\$10 for late registrants); info: 898-8681.

Jazzercise; 5:30-6:30 p.m.; Mon., Tues., Thurs.; Philadelphia Child Guidance Center; first class free; \$3.50/class, \$2.50/students; info: Carolyn Hamilton, 662-3293 (days), 446-1983 (evenings).

Morris Arboretum

Class registration: 247-5777 ext. 156.

Guided Walking Tours; Saturdays and Sundays; 2 p.m.; admission and hours: see *Exhibits*.

19 *Woody Plant Propagation—The Secrets Revealed*; Shelley Dillard, Arboretum propagator; 9:30 a.m.-12:30 p.m.; \$27.

African-American Folk Remedies; Blanche Epps, folklore gardner; 10 a.m.-noon; \$18.

F/SAP

Faculty/Staff Assistance Program noon workshops in Houston Hall; info/registration: 898-7910.

11 *Dealing with Attention Deficit Disorder*; Barbara Robinson, clinical psychologist; Harrison Room.

23 *Stress Management for the 21st Century: Body-Mind Therapies and Alternative Medicine*; Talia deLone, clinical psychologist; Room 303.

College of General Studies

Special Programs; unless noted, courses meet weekly, 6:30-8:30 p.m.; see *Talks* for Special Programs lectures; information/registration: 898-6479.

2 *Creative Writing: The Art and Process*; \$125. Through Nov. 6.

3 *Art, Science and Society: The Study of Maya Pictorial Pottery*; \$80, \$70/Museum members. Through Oct. 24.

Towards a Modern Architecture: Eight Great Philadelphia Architects; \$80. Through Oct. 24.

4 *Words at Work*; 9:30 a.m.-4:30 p.m.; \$90; Fund Raising Certificate Program elective.

5 *Basic Prospect Research for Fund Raising*; 9:30 a.m.-4:30 p.m.; \$120, \$110/FRCP.

Look Good, Sound Great, Act Smart: A Practical "Acting Class" for Business Professionals; 9:30 a.m.-4:30 p.m.; \$120; FRCP elective.

Tour of Philadelphia Galleries; 1-5:30 p.m.; \$45. Repeated Nov. 2.

7 *In the Chef's Kitchen*; 9:30 a.m.-12:30 p.m.; \$150. *Continues Nov. 4 & Dec. 2*; Additional section meets Oct. 21, Nov. 18 and Dec. 9.
Becoming a Consultant; 6-8:30 p.m.; \$150.

Great Voyages of Discovery; \$75. Through Oct. 28.

8 *Writing from Personal Experience*; 1-3 p.m.; \$160. Through Nov. 26.

The Human Life Cycle: A Biocultural Journey; \$80, \$70/Museum members. Through Oct. 29.

9 *Investing Your Money*; \$150. Through Nov. 6.

14 *Women in Irish Society*; \$95. Through Nov. 18.

15 *Letters, We Get Letters*; 6-7:30 p.m.; \$60. Through Nov. 5.

Grantsmanship: Developing Winning Proposals; 6-8 p.m.; \$160, \$145/FRCP. Through Nov. 19.

Making it as a Freelance Writer; \$125. Through Nov. 19.

17 *Fiction Writing Workshop*; 6:30-9 p.m.; \$150. Through Nov. 14.

19 *Capturing Your Leadership Potential*; 9:30 am.-4:30 p.m.; \$135; FRCP elective.

Primer on Pre-Retirement Financial Planning; 9:30 a.m.-4:30 p.m.; \$85.

21 *The Business of Freelance Writing*; \$80. Through Nov. 11.

Great Wine Varieties; 6:30-9 p.m.; \$150. Through Nov. 4.

24 *Introduction to the Internet*; 6-8:30 p.m.; \$160. Through Nov. 14.

26 *Time Management*; 9:30 a.m.-3:30 p.m.; \$75; FRCP elective.

28 *Improving Your Speech and Voice*; \$130; FRCP elective. *Continues Oct. 30, Nov. 4 & 6.*

29 *The Internet in Fund Raising: An Introduction*; 9:30 a.m.-4:30 p.m.; \$135, \$125/FRCP.

30 *Oriental Rugs: Folk Weavings of the Near East*; in conjunction with the University Museum exhibit; \$85, \$75/Museum members. Through Nov. 20.

MUSIC

20 *Classical North Indian Music*; Allyn Miner performs a *raga* which features rhythmic and melodic improvisation; Sunday Concerts in the Galleries; 2:30 p.m.; Museum; free with admission donation (see *Exhibits*).

Curtis Organ Concerts

Free concerts at Irvine Auditorium; 12:05-12:35 p.m.

1 *William Gatens*, Good Shepherd Church, Rosemont and WFLN host.

8 *Karl Moyer*, Millersville University.
15 *Justin Hartz*, Julliard School.

22 *Joseph Jackson*, First Presbyterian Church, Philadelphia.

29 *Kenneth Cowan*, Curtis Institute.

Music Department

Free performances.

5 *Music of Constant Vauchlain*; concert of music by the emeritus professor of music; 8 p.m.; Curtis Institute, 1726 Locust St. (Penn Contemporary Music).

24 *Early Music at Penn*; Gwyn Roberts directs the Penn Baroque Ensemble and Recorder Ensemble; William Parberry directs the Penn Madrigal Singers; 8 p.m. Bodek Lounge, Houston Hall.

Folklife Center

Concerts at International House; tickets: \$15, \$13/students & seniors, \$10/members; call 895-6546 for series subscription info; day-of-show tickets: at Int'l House box office two hours prior to show; advance tickets: 893-1145.

12 *The Armagh Rhymers*; Irish improvisational mummers perform ancient Celtic tales, dances and music; 8 p.m.

18 *The Prasit Thawon Ensemble*; Thai master classical musicians play ritual works as well as contemporary pieces influenced by the past; 8 p.m.; co-sponsored by South Asia Regional Studies.

ON STAGE

Annenberg Center

Tickets/information: 898-6791; repeat dates and times in italics.

7 *Previewers*; reading of P.J. Barry's new play *Bad Axe*; Philadelphia Festival Theatre for New Plays; 7 p.m.; free.

10 *The Gate of Heaven*; Benny Sato Ambush directs Lane Nishikawa and Victor Talmadge in their play about a Japanese-American officer who befriends a German Jew when his regiment liberates Dachau in 1945; Philadelphia Festival Theatre for New Plays; 7 p.m.; \$23, \$26/Friday and Saturday evenings, \$15/Oct. 10 preview performance, \$12/students. Oct. 11, 7 p.m.; Oct. 12, 13 & 19, 2 & 8 p.m.; Oct. 15, 6:30 p.m.; Oct. 16 & 18, 8 p.m.; Oct. 17, 10:30 a.m. & 8 p.m.; Oct. 20, 2 p.m.

24 *Trinity Irish Dance Company*; Philadelphia debut of the three-time world champion Irish step dancers; Dance Celebration; 7 p.m.; Zellerbach Theatre; \$28, \$26/matinee, \$12/students; Reel Party, opening night gala, call 636-9000 for information. Oct. 25, 8 p.m.; Oct. 26, 2 & 8 p.m.

28 *Mark Morris Dance Group*; the "Enfant Terrible" of dance brings his troupe of eighteen dancers and eight musicians; Dance Celebration; 8 p.m.; \$38, \$18/students. Oct. 29, 8 p.m.

SPECIAL EVENTS

3 *Women Making a Difference at Penn*; open house and reception celebrating the Women's Center's new home; see also *Conferences* (Oct. 4); 4:30-6:30 p.m.; 3643 Locust Walk.

12 *Healing Plants Festival*; music, dance, herbal demonstrations, story-telling, vendors and activities mark the opening of *Healing Plants (Exhibits)*; 11 a.m.-4 p.m.; Morris Arboretum; free.

James Van Der Zee Awards Gala; recipients: Nanette Bearden (in memorial) and The Barnes Foundation; speakers: David Levering Lewis, Rutgers; Leni Sloan, Culture and Tourism Partnership, New Orleans; Joan Myers Brown, Philadanco; 8 p.m.; reception, 9 p.m.; \$50.

18 *Welcoming Reception for International Students and Scholars*; co-sponsored by Penn and 35 other colleges, universities and exchange organizations; 5-7 p.m.; Chinese Rotunda, University Museum; information: 898-4066 (International Classroom; Museum).

19 *Penn Faculty/Staff Appreciation Day*, 11:30 a.m.-4 p.m., includes picnic, football game, health fair, and *Ghosts, Goblins and Graveyards* (Human Resources).

World Culture Day: Ghosts, Goblins and Graveyards; catch Halloween-time spirit with ghost stories, scary movies, face painting, fortune telling and a visit to the ancient Mesopotamian "death pit"; 12-4 p.m.; Museum; free with admission donation. Part of the Faculty/Staff Appreciation Day. See *Exhibits*.

25 *Sudden Death: Sports, Murder and Anthropology*; sports murder writers, including Aaron and Charlotte Elkins, Harlan Coben, Jody Jaffe and Troy Soos, join archaeologists and anthropologists



Lili Taylor in *The Addiction*, as part of the *Neighborhood Film/Video horror series*. See *Films*.

for the second annual murder mystery at the University Museum; Friday evening program: \$15, \$10/members; symposium: \$60, \$50/members, seniors, full-time students with ID; murder-mystery dinner: \$55; info/registration: 898-4890. *Continues Oct. 26.*

30 *Winter Mission Tour*; 12-4 p.m.; Superblock (Social Planning & Events Committee).

31 *Fall Crafts Fair*; 10 a.m.-6 p.m.; Locust Walk (SPEC). Through Nov. 1.

Phantom of the Opera; a Halloween tradition, the classic 1926 silent movie, with live accompaniment on the Curtis Organ, 8 and 10 p.m. at Irvine Auditorium \$5 (Curtis Organ Restoration Society).

Faculty Club

Reservations: 898-4618.

12 *Football Brunch*; Penn v. Columbia game; 11 a.m.-1:30 p.m.; \$12.75.

16 *Oktoberfest Buffet*; 5:30-8 p.m.; call for price.

19 *Football Brunch*; Penn v. Lehigh; 11 a.m.-1:30 p.m.; \$12.75.

SPORTS

Tickets for fall sports, except football, are free. Football tickets: 898-6151.

Home locations: field hockey, football: Franklin Field; soccer, Rhodes Field; volleyball, The Palestra; crew: Schuylkill River; golf: Philadelphia Cricket Club; tennis: Levy Pavilion & Lott Courts.

1 *Field Hockey v. Columbia*; 7 p.m.
2 *Field Hockey v. Ursinus*; 7 p.m.

4 *Volleyball v. Navy*; 4 p.m.

5 *Field Hockey v. Harvard*, noon; *Volleyball v. Lafayette*, 1 p.m., v. *VCU*, 6 p.m.

6 *Volleyball v. Canisius*, noon; *Soccer v. Harvard: Women's*, noon; *Men's*, 2:30 p.m.

8 *M. Soccer v. St. Joseph's*; 3:30 p.m.

9 *W. Soccer v. American*; 4 p.m.

10 *Field Hockey v. West Chester*; 7 p.m.

11 *Volleyball v. Brown*; 7 p.m.

12 v. *Columbia: W. Soccer*, 11 a.m.; *M. Soccer*, 1:30 p.m.; *Football*, 1:30 p.m.; *Volleyball v. Yale*, 4 p.m.; *Crew, U.S. Navy Day Regatta*.

16 *W. Soccer v. Villanova*, 3:30 p.m.; *Field Hockey v. Temple*, 7 p.m.

18 *W. Tennis ITA Team Regionals*, through Oct. 20; *Golf v. Lehigh*, continues Oct. 19.

19 *Field Hockey v. Cornell*, 10:30 a.m.; *Football v. Lehigh*, 1:30 p.m.

23 *M. Soccer v. Lafayette*, 3 p.m.

26 *Crew: Head of the Schuylkill*.

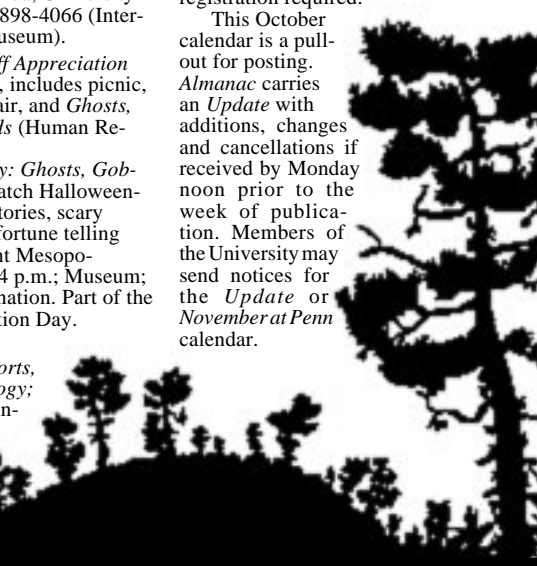
30 *M. Soccer v. Temple*, 2 p.m.; *Field Hockey v. Penn State*, 7 p.m.

Almanac

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Unless otherwise noted all events are open to the general public as well as to members of the University. For building locations, call 898-5000 between 9 a.m. and 5 p.m. Listing of a phone number normally means tickets, reservations or registration required.

This October calendar is a pull-out for posting. *Almanac* carries an *Update* with additions, changes and cancellations if received by Monday noon prior to the week of publication. Members of the University may send notices for the *Update* or *November at Penn* calendar.



CONFERENCES

4 *Women on the Walk—Women on the Move*; panel discussion with Michelle Fine, CUNY; Peggy Sanday, anthropology; Jacqui Wade, African-American Cultural Center, Austin-Peay State University; 3:30-6:30 p.m.; Annenberg School Theatre (Women’s Center).

Langues Regionales de France; public lectures: *Constructing Identity—History and Language in Southern France*, Sue Wright, Aston University, UK, Oct. 4, 6:30-7:30 p.m.; *Europe’s Future and Language Diversity: How Does France Fit In?*, Philippe Blanchet, Université de Rennes, France, Oct. 5, 6:30-7:30 p.m.; Amphitheater, Lauder-Fischer Hall; information: 573-3550 (French Institute). *Through Oct. 6.*

14 *Computer Modeling of Materials*; invited speakers: Adrian Sutton, Oxford; Michael Finnis, Queen’s University, Belfast; Steven Louie, UC-Berkeley; David Srolovitz, Michigan; Alan Needleman, Brown; Wayne Mattice, University of Akron; Klaus Schulten, University of Illinois; LRSM Auditorium; information/schedule: 898-8337 (Materials Science and Engineering). *Continues Oct. 15.*

25 *Methodologie du Français Langue Seconde*; Jacques Pécher, editor-in-chief *Français Dans le Monde*; Amphitheater, Lauder-Fischer Hall; registration: 573-3550 (French Institute). *Through Oct. 26.*

MEETING

10 *Trustees Full Board Meeting*; Faculty Club. *Through Oct. 11.*

TALKS

1 *Regulatory Proteins of the Proteasome*; George DeMartino, U. of Texas; noon; Auditorium, CRB (biochemistry and biophysics).

Reception for Elementary, Middle, and High School Teachers; “Beyond Belief” tour, receive calendars and info. on ICA tours and programs for children ages 6 and up; 3:30-5 p.m.; ICA (ICA)..

Characteristics of the Norepinephrine-activated Non-selective Cation Current in Vascular Smooth Muscle; William Large, St. Georgia’s Medical School, London; 4 p.m.; Conference Rm., Richards Bldg. (Physiology).

Cell Biology of the β -Amyloid Precursor Protein and the Genetics of Alzheimer’s Diseases; Dennis Selkoe, Harvard; 4 p.m.; Rm. M-100-101, Morgan Bldg. (Pharmacology).

2 *BIN1, a Novel MYC-Interacting Protein with Features of a Tumor Suppressor and Apoptosis Regulator*; George Prendergast, Wistar; noon; Hirst Auditorium, Dulles Bldg. (Center for Reproduction and Women’s Health).

La Provence, de Pagnol au Front National; Jean-Pierre Arnoux; 12-1:30 p.m.; Meeting Room, Lauder-Fischer Hall (French Institute).

Genes Involved in Patterning the Early Mouse Embryo; Rosa Beddington, MRC National Institute for Medical Research, UK; 4 p.m.; Auditorium, Wistar (Wistar).

Reception to welcome Drew Faust as the new director of Women’s Studies 4 p.m., at the Palladium followed by *The Garb of Gender*, Drew Faust, history, from her new book, *Mothers of Invention: Women of the Slaveholding South in the American Civil War* with discussant: Peter Stallybrass, English, 5:30 p.m. (Women’s Studies Penn Mid-Atlantic Seminar).

Functional Organization of the Dorsal Cochlear Nucleus; Eric Young, Johns Hopkins; 4:15 p.m.; Rm. 140, John Morgan Bldg. (Institute of Neurological Sciences).

Thinking from the Han Dynasty; Roger Ames, U. of Hawaii; 4:30 p.m. Rm. 421, Williams Hall (East Asian Studies).

3 *A Longitudinal Perspective of Early Onset Suicidal Behavior*; Cynthia Pfelfer, Cornell Univ. Medical College ;

TALKS

noon-1 p.m.; Robert Austrian Aud., Clinical Research Bldg. (Psychiatry & Behavioral Health Services).

L’Évolution de la Vie Rurale en France au Cours des 25 Dernière Années; Jean Fenouillet, mayor of Meilhan-sur-Garonne, France; 3-4 p.m.; Cherpac Lounge, Williams Hall (French Institute).

K; Daniel Libeskind, London and Berlin; 6 p.m.; B-1, Meyerson Hall (Architecture).

Making Art with the Shredded Curtains: A talk on art in the post-cold-war age, with vivid examples from Romania and elsewhere; Andrei Codrescu, LSU; 6 p.m.; ICA (ICA).

4 *Iconology and the Art Market: A Lion’s Tale*; Michael Meister, history of art; 3-5 p.m.; Seminar Rm., Jaffe Bldg. (History of Art).

7 *p21-activated Protein Kinases*; Jonathan Chernoff, Fox Chase Cancer Center; noon; Rm. M-100-101, Morgan Bldg. (Pharmacology).

NGOs and the Mobilization of the Landless in Bangladesh; Kushi Kabir, Rural Development Program, Dhaka; 3-5 p.m.; Rm. 103, Williams Hall (SARS).

Towards a New Equation of State for Hydrocarbons and Polymers; Carol Hall, NC State-Raleigh., 3:30-5 p.m.; Room 337, Towne Bldg. (Chemical Engineering).

Radical Medicine in Antebellum NYC: Abraham Jacobi and German Social Medicine in America; Russell Viner, Cambridge; 4 p.m.; Suite 500, 3440 Market St. (History and Sociology of Science).

Inner City Health Care: Can the Indigent Have Access to Future New Technology?; Margaret Hamburg, commissioner, NYC Department of Health; 4:30-6 p.m.; Auditorium, CPC (LDI of Health Economics).

From George Washington to Bill Clinton: Presidential Elections in America; Richard Beeman, history; 7-8:30 p.m.; \$5, free/CGS Special Program students; registration: 898-6479 (College of General Studies)

8 *Regulation of Protein Breakdown in Skeletal Muscle in Normal and Diseased States*; Alfred Goldberg, Harvard; noon; Auditorium, CRB (biochemistry; biophysics).

A Molecular Architecture for the External Vestibule of a Potassium Channel; David Naranjo, Brandeis; 4 p.m.; Conference Rm., Richards Bldg. (Physiology).

Religious Freedom and the Law of Apostasy in Islam; Mahmoud Ayoub, Temple; 4:30 p.m.; Room 421, Williams Hall (Middle East Center).

Deadly Persuasion, Advertising and Addiction; Jean Kilbourne; 7 p.m.; Room B-1, Meyerson Hall (DART/GUIDE/Connaissance).

9 *Genetic Control of Meiosis in Caen-orhabditis Elegans*; Philip Meneely, Haverford; noon; Hirst Auditorium, Dulles Bldg. (Center for Reproduction and Women’s Health).

Pathogenic Mechanisms of an Intracellular Bacterial Parasite; Daniel Portnoy, microbiology; 4 p.m.; Auditorium, Wistar).

Nicotinic Cholinergic Synaptic Mechanisms of the CNS; John Dani, Baylor; 4:15 p.m.; Rm. 140, John Morgan Bldg. (Inst. of Neuro. Sciences).

10 *A Structure for Psychiatry for the 21st Century*; Paul McHugh, John Hopkins Medical Institutions; noon-1 p.m.; Robert Austrain Aud, Clinical Research Bldg. (Psychiatry & Behavioral Health Services).

Behind the Scenes in Washington; Andrea Mitchell, NBC; 4:45, reception; 5:30, lecture; Warwick Hotel, 17th & Locust; \$18; info: 898-5262 (College Alumni Society; World Affairs Council).

Eastern Currents; panel discussion on recent cultural and political issues in East Central Europe by reps from local theatre, visual arts, and journalism communities; 6 p.m.; ICA (ICA).



A Halloween Tradition at Penn returns to the Irvine Auditorium for two performances on the Curtis Organ, built in 1926, the same year the Phantom of the Opera, starring Lon Chaney, was to begin its reign as a classic of silent films which will be shown at 8 and 10 p.m. See Special Events. Other Halloween-inspired events include the Museum’s World Culture Day: Ghosts, Goblins and Graveyards; horror films at International House and a talk for kids at the Morris Arboretum: The Truth About Bats .

11 *Patterns of Avian Succession in Response to Disturbance in Northeastern Forests*; Jeffrey Keller, Habitat by Design; 12:15-1:45 p.m.; Rm. 109, Steinberg Hall-Dietrich Hall (IES).

14 *Smoking, Nicotinic Receptors, and Schizophrenia*; Sherry Leonard, U. of Colorado; noon; Rm. M-100-101, Morgan Bldg. (Pharmacology).

15 *Chemistry of Double-Helical DNA: Recognition and Reaction*; Jacqueline Barton, CalTech; 5 p.m.; Room 102, Chemistry Building (Chemistry; Trustees Council of Penn Women).

Proteolytic Pathways Involved in Antigen Presentation; Kenneth Rock, Dana Farber Cancer Institute; noon; Auditorium, CRB (Biochem.; Biophysics).

Flagellar Motor Protein Interactions and Links to Bacterial Pathogenesis; Donna Marykwas, Harvard; 4 p.m.; Conf. Rm., Richards Bldg. (Physiology).

16 *Regulation of Pituitary GnRH Receptor and Gonadotropin Genes*; William Chin, Brigham and Women’s Hospital; noon; Hirst Auditorium, Dulles Bldg. (Center for Reproduction and Women’s Health).

How Epstein-Barr Virus Transforms Cells; Elliott Kieff, Harvard and Brigham and Women’s Hospital; 4 p.m.; Auditorium, Wistar (Wistar).

TBA; Charles Taylor, McGill; papers distributed in advance: 898-5357 or mhesson@mail.sas; 4:30 p.m.; Room 329A, 3401 Walnut St. (Ethnohistory Program; Philosophy).

17 *New Horizons on Contemporary Art : A Conti uing Education Program*; slide presentation by curator, tour of “Beyond Belief,” brown bag lunch, and discussion; 10:30 a.m.-12:30 p.m.; ICA; \$1 for sr. citizens, free to ICA members & volunteers; info: 898-7108 (ICA).

An Unquiet Mind: A Personal Account of Manic Depressive Illness; Kay Redfield Jamison, The John Hopkins Hospital; noon-1 p.m.; Robert Austrian Aud., Clinical Research Bldg. (Psychiatry & Behavioral Health Services).

Living in Mesopotamia: A Native’s Narrative; Nadia Alhassani, architecture; 4 p.m.; Bowl Rm., Houston Hall (Arab Student Society).

Investigation of Elementary Chemical Reactions by Lasers and Molecular Beams; YuanT.Lee; Lec. 5 p.m., Reception 6 p.m.; Rm. 102, Chem. Bldg. (Chemistry).

Recent Work; Kinya Maruyama,

Team Zoo, Tokyo; 6 p.m.; B-1, Meyerson Hall (Architecture).

Screening of *The Double Life of Veronique* (1991); Krzysztof Kieslowski, Polish director; 6 p.m.; ICA (ICA).

18 *An Alternative Environmental Remediation Technology Phytoremediation: Clean, Green, and Cost Effective*; George Boyajian, Roundtable Partners, Inc.; 12:15-1:45 p.m.; Rm. 109, Steinberg Hall-Dietrich Hall (IES).

Decadent Camp: Gustav-Adolf Mossa’s Salomania; Charles Bernheimer, romance languages; 3-5 p.m.; Seminar Rm., Jaffe Bldg. (Art History).

20 *Iraq in Regional and International Politics*; Bashir Al-Samarrai, Chicago; 3 p.m.; Room A-6, DRL (Arab Student Society).

21 *The Molecular Basis of Inherited Cardiac Arrhythmias and the Roles of Voltage Gated Sodium and Potassium Ion Channels*; Paul Bennet, Vanderbilt; noon; Rm. M-100-101, Morgan Bldg. (Pharmacology).

NGOs in Relation to Government in Bangladesh; Rounaq Jahan, Columbia; 3-5 p.m.; Rm. 103, Williams Hall (SARS).

Gases in Nanopores: Equilibrium and Transport; Eduardo Glandt, chemical engineering; 3:30-5 p.m.; Room 337, Towne Bldg. (ChemE).

Exhibiting Controversy: The Enola Gay and the Uses of History; Tom Crouch, National Air and Space Museum; 4 p.m.; Suite 500, 3440 Market St. (H&SS).

The Effects of Sanctions on Iraqi Civilians; Rania Masri, NCState U.; 4:30 p.m.; Rm. B-6, Stiteler Hall (Arab Student Society).

22 *The Role of Ubiquitin-proteasome Pathway in the Activation of NF- κ B*; James Chen, ProScript, Inc.; noon; Auditorium, CRB (Biochem.; Biophysics).

War, Women, and the Writing of Popular History in the 1990s; Thomas Childers, history; 1 p.m.; Faculty Club (Women’s Club).

Sorting of Endocytosed Membrane; Michael Koval, Washington University; 4 p.m.; Conference Rm., Richards Bldg. (Physiology).

Protecting the Food Security of Beijing and North China in the Qing Period—State and Market; Lillian Li, Swarthmore; 4:30 p.m.; Rm. 230, Houston Hall (East Asian Studies).

A Feminist Critique of Personal Status Law in Muslim Countries; Azizah al-Hibri, University of Richmond; 4:30 p.m.; Room 421, Williams Hall (Middle East Center).

Family Doctor or Cyber-surgeon: Doctors, Patients and Emerging Technology; Charles Bosk, sociology; 7:30-8:30 p.m.; \$5, free/CGS Special Programs students; registration: 898-6479 (CGS).

23 *Control of Oncogene Induced Apoptosis by Cytokine Signalling*; Gerard Evan, Imperial Cancer Research Fund, UK; 4 p.m.; Auditorium, Wistar (Wistar).

Organization and Functional Development of Hypothalamic-Vagal Circuits; Linda Rinaman, Pitt; 4:15; Rm. 140, John Morgan Bldg. (Inst. of Neurological Sciences).

24 *Differential Brain Circuit Media-*

tion of Obsessive-Compulsive Disorder and Major Depression-Human & Animal Studies; Lewis Baxter, Univ. of Alabama, Birmingham; noon-1 p.m.; Robert Austrian Aud., Clinical Research Bldg. (Psychiatry & Behavioral Health Services).

Doctor-Patient Relationship: Keeping up with the Times; C. Everett Koop, Dartmouth; 4 p.m.; Alumni Hall, Malloney Bldg. (Surgery).

Debate on Sanctions and US Policy on Iraq; 5:30 p.m.; Rm. B-6, Stiteler Hall.

Future of Computers and the Power of Mathematics; Dennis DeTurck, math; 6 p.m.; ENIAC Museum, Moore School; \$10, free/students with Penn ID (College Alumni Society).

The Game of Life; Dick Vitale; 8 p.m.; The Palestra (Connaissance).

25 *Out of Sight, Out of Mind: Non-representations and Misrepresentations of the Arch of Constantine*; Ann Kuttner, history of art; 3-5 p.m.; Seminar Rm., Jaffe Bldg. (History of Art).

Recent Work; Jack Diamond, Architecture; 6 p.m.; Room B-1, Meyerson Hall (Department of Architecture).

28 *Serotonin and Antidepressants: Current Perspectives*; Irwin Lucki, psychiatry and pharmacology; noon; Rm. M-100-101, Morgan Bldg. (Pharm.).

The Sarvodaya Shramadana Movement in Sri Lanka; George Bond, Northwestern; 3-5 p.m.; Rm. 103, Williams Hall (SARS).

Rainbow in the Sky: FM Radio, Technical Superiority and Regulatory Decision Making; Hugh Slotten, George Mason; 4 p.m.; Suite 500, 3440 Market St. (H&SS).

Engineering, Cell Biology, and Molecular Medicine; Douglas Lauffenburger, MIT; Britton Chance Distinguished Lecture in Engineering and Medicine; 4:30-6:00 p.m.; Alumni Hall, Towne Bldg. Alumni Hall (ChemE).

TBA; Gary Fine, University of Georgia; 4 p.m.; Rm. B-26, Stiteler Hall (Psychology).

Rebuilding the Multi-Cultural City: Reconstruction of Central Beirut; Angus Gavin & Ramez Maluf; 6 p.m.; Room B-3, Meyerson Hall (Architecture).

29 *Effects of Neuroendocrine Converter Mutations and Gene Disruptions*; Donald Steiner, Chicago; noon; Auditorium, CRB (Biochem.; Biophysics).

The She Monkey Taken in Adultery: An Early Muslim Tradition and its Reverberations; Michael Cook, Princeton; 4:30 p.m.; Room 421, Williams Hall (Middle East Center).

30 *Redox Signaling by Nitric Oxide*; Jonathan S. Stamler, Duke University; 4 p.m.; Auditorium, Wistar (Wistar).

Modulation of Calcium Channels; Kathleen Dunlap, Tufts; 4:15 p.m.; Rm. 140, John Morgan Bldg. (Institute of Neurological Sciences; Behavioral Neuroscience Training Grant).

Election ’96: Does Your Health Care Vote Count?; Charles Kahn, staff director, U.S. House Subcommittee on Health; 4:30-6 p.m.; Auditorium, CPC (LDI of Health Economics).

31 *Recent Work*; Perry Kulper, architecture; Southern California Institute of Architecture; 6 p.m., Room B-3, Meyerson Hall (Department of Architecture).

October

AT PENN



One House, One Voice, One Heart: Native American Education at the Santa Fe Indian School, photographs from the school, once federally operated, now tribally run; above, the Baseball Team, c. 1940, at the University Museum, now through January 5.