

Almanac

Tuesday,
November 19/26, 1996
Volume 43 Number 13



Glimpses of a Wanted Man

Philadelphia Police are seeking the man at left (photographed by a surveillance camera at an ATM site in West Philadelphia) for fraudulent use of ATM and credit cards belonging to Dr. Cecilia Hägerhäll, whose fiancée Dr. Vladimir Sled' was killed trying to protect her during the robbery near 43rd and Larchwood Ave. on Halloween night.

The car photographed by the same surveillance camera matches the description published in *Almanac* last week when the University of Pennsylvania Division of Public Safety offered a \$10,000 reward for information which results in the arrest of the offenders.

The Penn reward is being handled through the Citizens Crime Commission of the Delaware Valley. Tips are accepted anonymously over the phone at (215) 546-8477. Those who recognize or have information about persons photographed or described in these notices are warned *not to approach them*, but to telephone the Crime Commission or:

Philadelphia Police Homicide Division (215) 686-3334;
Penn Police campus hotline 511
(from campus exchanges 898, 573 or 417); or
Penn Police hotline (215) 573-3333
(from off-campus exchanges).

IN THIS ISSUE

- 2 News in Brief: Memorial Service for Dr. Sled'; Staff Appreciation Encore; Payroll Alert for November
PennMed's New Partner: Pennsylvania Hospital
- 3 University/Community Directory; Awards and Prizes at the Gala and at the Locust Walk Run
- 4 Council: State of the University Meeting—President Rodin Outlines a Campus Master Plan
- 5 Council: Format for December 4 Forum; 21st Century Project's Undergraduate Advisory Board
- 6 Speaking Out: CrimeStats and West Philadelphia; Complaints/Response on Outsourcing Penn's Way

COMPASS Features

- 8 Friends Working With Friends: It Works
- 9 Music—Putting Theory into Practice
- 10 The Writers' House and Who Meets Whom
- 11 All in the Family: Snapshot of a Celebration
- 12 Hosting an Expert on the Drug Culture
- 13 Innovation Corner: 40th Street's Quality of Life; Some Safety Tips from a Tough Cop

14 OPPORTUNITIES

- 18 OF RECORD: Emergency Closing
Snowcare for Faculty/Staff Children
- 19 Faculty/Staff Appreciation: A Reprise December 7-8
Recognized Holidays in Remainder of FY1997
- 20 Talk About Teaching: David Williams on
Electronic Advising

Pullout: December at Penn

News in Brief

Memorial Service for Vladimir Sled'

The campus memorial service for Dr. Vladimir Sled' will be held Tuesday, November 26 at 4:30 p.m. in the Harrison Auditorium of the University Museum, with a reception afterward in the Chinese Rotunda. President Judith Rodin will speak, along with Dr. Britton Chance and Dr. Leslie Dutton of biochemistry/biophysics.

Death of Benjamin Quarles

Dr. Benjamin A. Quarles, one of America's leading scholars of Afro-American history and a long-time member of the Penn-Morgan State College Exchange Program, died on November 16 at the age of 92. Dr. Quarles taught at Morgan State from 1953 until his retirement in 1974, and headed the history department there in 1953-67. He was influential in creating student and faculty exchanges between Penn and Morgan State in a project that thrived during the 'seventies. One of his many highly-regarded books of history and biography, the 1964 work *The Negro in the Making of America*, was reprinted as recently as 1995. He is survived by his wife, Ruth Brett Quarles.

Council Forum: Deadline November 27

The December 4 meeting of the University Council is this year's Open Forum date open to all members of the University who wish to attend. Those who wish to *speak* must inform the Office of the Secretary by *November 27*, indicating briefly the subject of their remarks. The Office of the Secretary is at 133 S. 36th Street/3246; its voice line is 898-7005 and the fax number is 898-0103.

The format for the forum is on the Web at <http://www.upenn.edu/almanac> and will be published December 3.

Staff Appreciation: December Encore

Heavy rains interfered with October's Faculty/Staff Appreciation Day, and though some 800 braved the weather to attend, the planners have now scheduled another get-together for faculty, staff and their families. This time it's a two-day affair, December 7 and 8 (*see details, page 19*).

"Please come for a good time and to express mutual appreciation for the accomplishments achieved every day at Penn," says a joint statement from the four hosts, President Judith Rodin, Provost Stanley Chodorow, Executive Vice President and Dean of Medicine William Kelley, and University Executive Vice President John Fry.

Homepage Tutorials for Faculty and Staff

A new student group is offering two-hour tutorials on homepage construction to faculty and staff.

Web Support Services began as a work-group of the Implementation Committee on Electronic Support Systems for Undergraduate Advising, a committee created as part of the 21st Century Project (*see also this month's Talk About Teaching, by Dr. David Williams, page 20*).

The group's student volunteers, who are supported by members of the information technology staff of each of the undergraduate schools, are available for free tutorials via the e-mail address webinfo@dolphin. Their homepage is <http://dolphin.upenn.edu/~webinfo>.

Payroll Alert: November Withholdings

To all Faculty and Staff

If at any time during this year, you were covered for Life Insurance in excess of \$50,000 or your spouse or dependent children were covered for Dependent Life Insurance, a November paycheck will reflect the Imputed Income on these benefits (November paycheck for those paid monthly; November 29 for those paid weekly). The applicable city and FICA/Medicare taxes have been withheld. If there are questions, call the Benefits Office at 898-7282 immediately.

— Human Resources/Benefits and Payroll Office

PennMed and Pennsylvania Hospital: Coming Together After 250 Years

Two of Benjamin Franklin's best ideas will come together within the next few months as the Pennsylvania Hospital, a freestanding hospital for 250 years, becomes affiliated with the University of Pennsylvania Health System.

Pennsylvania Hospital will continue under its own name and identity, retaining its governing board and establishing a foundation for Pennsylvania Hospital endowment. It will operate under a management contract with UPHS which will allow for "appropriate consolidation of clinical and administrative functions, dependent on a plan to be developed over the next few months," according to a joint statement released November 12.

A letter of intent was to be signed this week, with formal agreement expected to follow in four months.

The Board of Managers of Pennsylvania Hospital—reportedly courted by Thomas Jefferson University for some time—"closely studied the options and spent time carefully weighing the impact of a decision of this magnitude," said Dr. John R. Ball, president and CEO of Pennsylvania Hospital. "We believe this affiliation will make both partners even stronger." In addition to adding a Center City and South Philadelphia presence to Penn's growing health services base, the affiliation will reinforce a number of specialties—among them obstetrics (Pennsylvania Hospital physicians deliver more babies than at any other hospital in eastern Pennsylvania) and orthopedics (Pennsylvania Hospital's surgeons perform more total joint replacement than at any hospital in the United States).

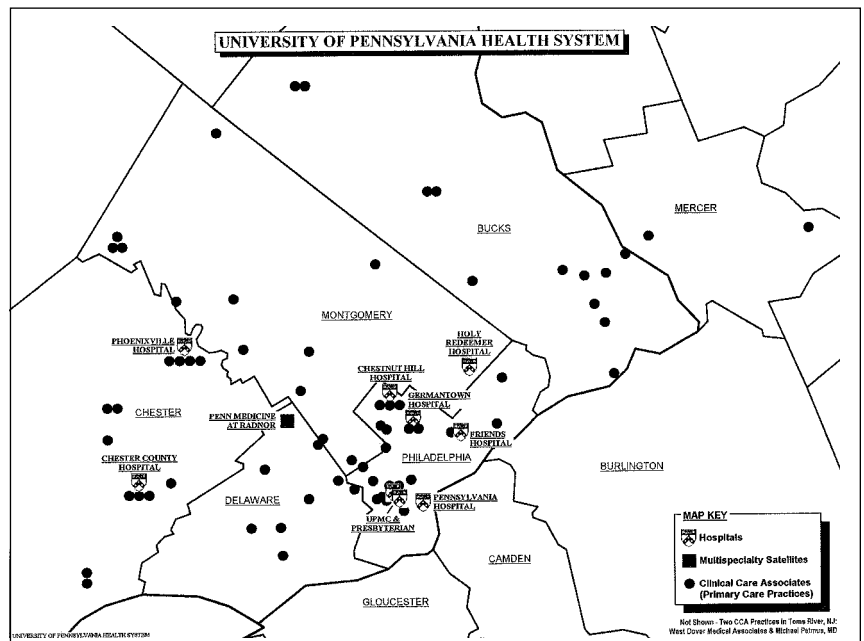
"The University of Pennsylvania has already begun to build a strong regional health system," continued Dr. Ball, "and with the collaboration of Pennsylvania Hospital will offer an unsurpassed array of health care services to the people of the Philadelphia region."

Penn's Dr. William N. Kelley, Dean of Medicine and CEO of the Health System applauded the decision of Pennsylvania Hospital's Board: "Their forward-looking action not only restores an important historical association that began nearly 250 years ago, but assures that our respective institutions—together—will be able to build an integrated network for providing unparalleled patient care and medical training into the 21st Century."

Pennsylvania Hospital, based at 8th and Spruce Streets in Society Hill, is the nation's oldest hospital, founded in 1751 by Benjamin Franklin and Dr. Thomas Bond. At the Hospital's founding, already established nearby was the school that was to evolve into the University of Pennsylvania and to become America's first university upon the establishment of its medical school when Dr. John Morgan was appointed to the faculty 1765.

In 1766, Dr. Bond formalized clinical instruction with Pennsylvania Hospital serving as a site for lectures and training of Penn medical students. Resident physicians committed between four and five years to Pennsylvania Hospital as apprentices while they worked toward medical degrees from The Medical School of the College of Philadelphia (as Penn was then known). The two have had various forms of affiliation—sometimes formal, sometimes informal—ever since.

UPHS now comprises the University of Pennsylvania Medical Center; Presbyterian Medical Center and six hospitals that are contractual affiliates (marked with a shield below); the network of providers known as Clinical Care Associates; multispecialty satellites at Radnor; a management services organization; and a managed care organization.





Operation Santa Claus: Gifts for Kids and Seniors

To our Friends at the University:

We have started working on the details for this year's Operation Santa Claus for the young and for senior citizens. The elderly from Mercy Douglas, The Ralston House, and Stephen Smith Nursing Homes along with children who live at St. Vincent's Orphanage and the homeless women and children of the People's Emergency Center will again be our guests as Penn for a holiday luncheon and gifts from Santa. Some of our senior citizen friends have little or no family and in many cases spend the holidays in the home alone—and the same is true for the children at the orphanage.

The date this year is Monday, December 16, at the Faculty Club.

Last year's party was an overwhelming success, with over 800 gifts donated—along with monetary gifts enough to pay for all the expenses. There were presents for all the guests in attendance, and enough to send back to each of the homes for those who could not attend.

We're asking for your help once again. We are in need of 400 or more gifts for Senior Citizens and 200 or more the children of St. Vincent's and the families in the Emergency Center.

Any monetary donations instead of (or as well as) gifts would also be very much appreciated. The money is needed to cover the cost

of the luncheon, entertainment, transportation, and any additional gifts that are needed. All those interested in participating, or those who would like further information, please contact Yvonne at 898-4210 or 898-7239, or visit me in Suite 212 in the Franklin Building, those in Physical Plant can contact George Rael.

Below is a list of gifts that would be especially welcome. Simply choose something off the list, wrap it, and place a label on the outside of the package marked with what the item is—identifying whether it is for a man or woman, boy or girl (giving the size if applicable).

Please, if you are planning to participate, do contact us in advance so we can know how to plan, and what to buy to fill in if gifts are not coming in as needed.

Please bring all gifts and donations to Yvonne at 212 Frankling Building by Friday, *December 6th*.

Thank you so much for your continued support.

— *John DeLong and Yvonne Oronzio, Student Financial Services Operations & George Rael, Physical Plant*

Operation Santa's Wish List

Sweatpants/Shirts (Men's sizes L & XL;
Ladies' M & L)
Socks (Men's white and dark;
Ladies' knee socks and knee highs)
Perfume and Cologne
Ladies' dusting powder
Men's t-shirts, undershirts, thermals
(sizes L & XL)
Ladies' thermals (sizes M & L)
Slippers (with back out—not sock type)
(Men's M & L, Ladies' Sm & M)
Men's and Ladies' Sweaters and
Sweater Vests (all sizes)
Trivia games, puzzles, chess, checkers,
card games
Children's board games
Hand-held electronic games

UNIVERSITY of PENNSYLVANIA



COMMUNITY SERVICE DIRECTORY

At a reception in Houston Hall last week the University unveiled the first comprehensive reference guide to Penn/Community collaborations—and joined with the community in honoring 20 people who have made a difference in the quality of University/Community life.

Civic leaders honored were Mayor Ed Rendell; City Councilwoman Jannie Blackwell, who represents University City; State Senator Hardy Williams; The Rev. Joseph Patterson, past president of the Black Clergy of Philadelphia and Vicinity; Philadelphia School Superintendent David Hornbeck; and West Philadelphia Partnership Executive Director Larry Bell.

President Rodin also recognized Penn students, faculty and staff who have played major roles in community-based research, partnerships, and service, including Center for Community Partnerships Director Ira Harkavy; Professor of Anthropology Frank Johnston; Associate Professor of Nursing Margaret Cotroneo; Associate Professor of Medicine Jeane Ann Grisso; Community Relations Director Glenn Bryan; Volunteer Service Coordinator Bonnie Ragsdale; Program for Student-Community Involvement Director David Grossman; Hospital Pastoral Care Director Ralph Ciampa; Acquisitions Services Director Robert Michel; Director of Maintenance and Utilities Lou Visco and undergraduate students Tal Golomb, Jon Brightbill, Jamaal Harris and Jocelyn Patterson.

The new directory lists in one place for the first time every program at Penn that pairs students, faculty, staff and alumni with community organizations, schools, churches, social-service agencies and residents. The 249-page directory is a document "to be used actively, to expand and encourage the types of creative collaborations described," stated President Rodin. It is organized by the area of service, such as Elementary Education or Clinical Care and cross referenced by school/department, contact name, and site of service.

Copies of the directory may be obtained by calling the Center for Community Partnerships, 898-5351 or viewed on the Web at <http://www.upenn.edu/csd/>.

Mentoring for Shaw Kids

Penn's Workplace Mentoring Program has issued a call for faculty and staff to mentor 8th grade students from Shaw Middle School.

The program requires a commitment of at least three hours a month—from 10 a.m. to 1 p.m. on the fourth Thursday of the month—from November to June. Mentors will support the 8th-graders academically, assist them in exploration of educational and career goals, and provide experience working on various projects together. "We are also looking for speakers, and others who want to work with youngsters in this age group," said Bonnie Ragsdale, associate director of the Center for Community Partnerships. She can be reached by phone: 898-2020; by e-mail: ragsdale@pobox; or by fax: 573-2799.

Out for a Run on Locust Walk



The first annual Locust Walk Mile event drew many students and alumni earlier this month. The first three men to arrive at the finish line were, Daniel West, SAS '98; Joost Hoek, Ph.D. candidate (in photograph at far left); and Casey Sullivan, Wh '99. The first three women to finish were, Annie Brown, SAS '97 (not shown); and Delia Vallejo, Wh '97, and Amy Sonstein, SAS '91 (at left).



The Campus Master Plan: A Work in Progress

In the past year I have spoken with you often about the progress of *Agenda for Excellence*, the University's strategic plan. Today I would like to devote my report to a part of campus life that is integral to the success of *Agenda for Excellence*—and Penn—and that is the campus master plan.

One of the metaphors that the Provost and I have used to describe *Agenda for Excellence* is that of "pathways." Each pathway at Penn leads—quite literally—to some exciting place of study, research, or recreation. You might hurry to class beneath the leafy overhangs of Locust Walk. You might study on a bench along the trails of the Bio Pond. Or you might dodge frisbees on College Green. The common denominator of each of these scenarios is the physical pathways of the campus. These pathways, the buildings that line them, and use of our public and private spaces are very much part of University life. The condition, appearance, and function of our campus facilities all directly affect every aspect of Penn. And the campus planning underway reflects that. In particular, virtually every school is planning for its space needs in connection with *Agenda for Excellence*, and we will try to meet those needs.

Strategically planning the physical layout of our campus is part of planning for the intellectual life, the safety, and the social experience of students, faculty and staff at Penn.

Let me give you an example. When I was a student at Penn in the '60s, trolley tracks ran across the core of the campus. It was my predecessor as president, Gaylord Harnwell, who had the foresight to pave the way for what is now Blanche Levy Park, our College Green. President Harnwell understood the needs of the campus and he knew the direction he wanted the campus to take. Certainly his decision was not made in isolation; and neither are the decisions in the campus master plan I will talk about today. Like all good strategic planning, the development of the campus master plan is not a wish list or a first-aid kit full of quick fixes. It is a plan that takes into account the current needs of the Penn community. And it is a plan that looks ahead to the needs of students, faculty and staff that will follow us. It is, truly, a work in progress.

"Obsolete," "temporary," and "disposable" are not words that university planners have in mind when they are designing a campus. Good university planners think ahead, not just to the next month, or the next year, but to the next generations. Universities are built to last.

When the University of Pennsylvania moved to West Philadelphia in 1872, the campus consisted of just two buildings: College Hall and Logan Hall. Just two buildings. Those two original structures still stand, even now that our campus has expanded to more than 100 buildings and spans more than 250 acres. There are scores of reasons for such profound growth, and many of them are the reasons we continue to build and renovate. Let me mention three of them:

- The needs of the population change. Who knew that someday we would be housing some 7000 students? Who even knew, in the 1800s, that we would ever have 7000 students—let alone 22,000?
- Buildings age. Today, a third of our building stock predates the end of World War II.
- And the way we live has changed. Who knew what bikes and roller blades could do to the flagstone on College Green?

A vibrant campus master plan will ensure that Penn grows and changes with the times, and it aims to ensure that our facilities meet the needs of the Penn community today—and tomorrow. Let me show you what's in store.

— President Judith Rodin
at University Council November 13, 1996

Principles for Campus Development

[Ed. Note: Penn last published a campus master plan in *Almanac* May 17, 1988—a document developed for the University by the GSFA-based Center for Environmental Design and Planning. Later Dr. Robert Zemsky and the Office of Institutional Planning worked with the renowned firm of Venturi, Scott Brown to refine the "Principles of Campus Development" that were first articulated in 1992 and discussed informally with Council, Trustees and other bodies at that time. At Council last week, after delivering the introduction at left, Dr. Rodin summarized an approach to a campus master plan that is based on these principles and linked to Penn's *Agenda for Excellence* and its priorities.]

1. *The campus of the University of Pennsylvania ought to reflect Penn's standing as Philadelphia's pre-eminent educational institution.*

- The Penn Campus ought to provide an academic setting that encourages the easy and continuous mingling of faculty, students and staff.

- The Penn campus ought to visibly link Center City and West Philadelphia, stressing the importance of the Schuylkill River as the University's eastern boundary.

- To strengthen that linkage, Penn ought to establish better physical interfaces with its neighbors to the north and west, helping to make areas of overlap physically secure neighborhoods that are good places for Philadelphians of all backgrounds to live and work.

- For the next decade or more, Penn ought to concentrate its development along its eastern and southern boundaries to secure its links to Center City.

2. *The Penn campus ought to continue its development as an urban park—a place in, but not always of, the City.*

- The campus ought to expand its pedestrian core and pattern of green spaces, particularly to the east and north of Blanche Levy Park.

- The physical development of the campus



To the Four Corners

The single graphic presented at Council on Wednesday summed up the approach Dr. Rodin sketched for Penn's campus master planning. At its simplest:

East and South: Seek opportunities to expand the campus to the natural boundary of the Schuylkill River, giving elbow room to the medical complex toward the South and to campus recreational needs to the East.

North and West: Not acquisition but enhancement of presently held property is the hallmark of the current plan, which assumes that aside from independently improving its own properties the University will work in partnership with neighbors and government to enhance the entire area economically and in its quality of life.

The semicircle shown at left, stretching from Drexel University to the College of Pharmacy, is not a boundary but a visual device suggesting the concentration of population to be served by improvements in the 40th Street area.—Ed.

ought to achieve a more even distribution of activity across the campus. In practical terms, achieving this goal will require developing new centers of activity in the eastern and southeastern precincts of the campus.

- Penn ought to develop an expanded set of walkways that both reinforce the basic east-west and north-south Philadelphia grid, and reestablish the diagonal grid that runs parallel to the Schuylkill River and Woodland Avenue. The joining of these two grid systems will help establish the special character and orientation of the campus.

- Penn ought to substantially reduce vehicular traffic within its precincts, principally by limiting traffic to those vehicles whose destination is the University.

3. *The Development of the Penn campus ought to reflect the ambitions of its Schools and faculties, providing each with a strong physical center and overlapping links with its neighbors.*

- Each School ought to provide its own land-use plan, taking principal responsibility for planning its own environment.

- School plans ought to provide for the strong campus-wide linkages, through pathways and shared facilities and systems that explicitly join research with instruction and undergraduate education with graduate and professional education.

- Each School plan ought to reflect the overall goals of the University's land-use plan.

4. *The development of the Penn campus ought to reflect the University's architectural history and traditions.*

- The development of the campus ought to provide for the preservation of Penn's historic treasures while recognizing that not all old buildings are architectural treasures.

- Penn's buildings ought to maintain the dominant cityscape scale of the current campus, which features buildings of medium height that, in their placement, relate to the grid systems of the campus as well as the City of Philadelphia.

Strategic Goals, a Guiding Vision

Dr. Rodin emphasized half a dozen strategic goals that are the framework for a master plan:

- A vibrant, attractive and safe campus;
- Control over strategic properties and highest and best use of real estate;
- Facilities that support academic initia-

tives articulated in *Agenda for Excellence*;

- Contemporary, high quality residences;
- Greatly expanded recreational and retail opportunities; and
- Robust economic development to support community revitalization.

In addition, she gave four elements of a "guiding vision" underlying any plan: *to extend* the success and appeal of Locust Walk to other parts of the campus; *to use the best* campus buildings as inspiration for new properties; *to create* "new places for people" whether for teaching, work and learning or for recreation and leisure; and *to "reinvent* the University City image" that Penn and its neighbors share.

Enhancement and Expansion

Using the markers of North, South, East and West, Dr. Rodin's updated plan calls for *expansion* on only two fronts—eastward and southward to the Schuylkill, where property such as the Civic Center is an opportunity for redevelopment. By contrast, toward the west and north—well-populated with both residential and institutional neighbors—the plan calls for *enhancement* of land use, facilities and amenities, often in community or institutional partnerships.

East Campus: The strategy is to expand the campus boundary ideally to the Schuylkill River through strategic acquisitions; develop an appropriate entrance to campus via Walnut Street ("something more exciting than painting our name on a train track," she quipped); dramatically improve safety and cleanliness; provide athletic fields and expand recreational facilities; and encourage economic development.

South Campus: Rationalizing the use and ownership of University buildings within the medical complex, and seeking control over the present Civic Center property, the University would also seek to build up retail services and amenities needed in a medical complex.

North Campus: Expanding and upgrading residences was first on Dr. Rodin's list, using the Sheraton Hotel as "swing space" during renovations. Opportunities were cited for improving amenities, attracting businesses that provide needed services and working with key neighboring institutions (Drexel, the Science Center and UPHS-Presbyterian Medical Center). A Special Services District for University City was also recommended.

West Campus: Here the revitalization of 40th Street, between Baltimore and Market, topped the list, with the already-announced relocation of Public Safety as a key strategic move. Encouraging new economic development on Market Street and providing incentives for faculty, staff and students to live in neighborhoods just west of campus are among the priorities.

Key Considerations

Seen programmatically rather than geographically, the master plan is founded on three key considerations: *Student* life (from new or renovated residences to enhanced safety, amenities and recreation); *Academic* support; and longer-term *Institutional* interests that would guide acquisition and space use. Here Dr. Rodin's talk ranged from proposing lively new ventures (notably a Sansom Common development) to asking provocative questions on land and space use ("Do the back offices of administration need to be at the core?").

In discussing academic support, Dr. Rodin answered questions that have been in the air since the Wharton School announced plans to construct a new \$100 million home for the MBA program. Schools and departments in the social sciences quad (Social Work's Caster Building, Graduate Education, Stiteler Hall and the Solomon Psychology Labs) are being asked to consider "not spending any more money on buildings that perhaps never should have been built in the first place." Psychology is being asked to determine its physical needs and choice of vicinity in terms of the balance between its two strong thrusts, cognitive sciences and biologically-based neuroscience.

And, she added, the present Book Store site is for the Wharton School—but upgraded retail amenities should remain on the Walnut Street side of the block.

Other land being studied for reuse are stretches of Walnut Street that have been criticized as creating a "brick canyon" that turns Penn's back on the public—notably in the 3400 block. Stouffer Triangle, Superblock and the Graduate Towers are also to be looked at anew in this continuing examination of Penn's future physical development.

(Ed. Note: Dr. Rodin's presentation at Council contained numerous additional details for which space was inadequate in this issue. We hope to follow up on some of these plans shortly.)

An Undergraduate Advisory Board for the 21st Century Project

Provost Stanley Chodorow has announced the formation of an Undergraduate Advisory Board (UAB) to the 21st Century Project, modeled after highly successful UABs in College departments.

On it are Hillary Aisenstein, Laura Cobey, Sarah Federman, Jamie Feiner, David Futer, Tal Golomb, Chien-shen Steven Huang, Margaret Jones, Robb LeMasters, Ben Nelson, Mark Saget, Laura Schulman, Ari Silverman, Roshini Thayaparan and Ann Wang—students nominated by students, including those selected by the Nominations and Elections Committee (NEC), the Student Committee on Undergraduate Education (SCUE) and the Undergraduate Assembly (UA). It also includes representatives of each of the four undergraduate schools.

The 21st Century Project for the Undergraduate Experience is a major strategic initiative of President Judith Rodin and Provost Chodorow's *Agenda for Excellence* and, he said, "The success of the 21st Century Project relies on student involvement and ownership of the project. The UABs have a proven track record at Penn. They provide an excellent opportunity for students to engage in creative discussions with faculty, administrators and other students. Ultimately, the 21st Century Project UAB will help shape the future of undergraduate education at Penn and we want students to become involved and work with their peers to make every aspect of the project a success."

The UAB will work collaboratively with the Council of Undergraduate Deans, who have

oversight for the 21st Century Project, soliciting opinions and suggestions from other students, student groups, faculty and staff to seek "the broadest possible consultation on the 21st Century Project goals and projects," Dr. Chodorow said.

The UAB is expected to hold its first meeting before Thanksgiving break. Among its first agenda items, it will determine its own governance and adopt a formal charge for the committee. It is expected to create a listserv, engage newsgroups, and create a Web site to invite participation in its work. Students interested in the project should contact the 21st Century Project Coordinator Dr. Susan Albertine at century@pobox or 898-8516.



Speaking Out

On 'Crime Rate' Remarks

As a long time resident of West Philadelphia, and someone who works in a firm located on Penn property, I would like to express my outrage at the remarks supposedly made by Thomas Seamon in the November 3 *Inquirer*: "The crime rate goes up significantly, really just about every block. And then as you move past our patrol area, the crime rate... goes up astronomically."

I question his statistics and would appreciate some clarification; but more important, I think that his remarks are a slap in the face of many homeowners and community groups that are working hard to make this area a neighborhood. There seems to be a "them against us" attitude toward this neighborhood.

It is my view that the area from 40th Street to 43rd Street is a problem area, but this is because of the transient nature of the area (and I don't mean that pejoratively; it's the natural state of affairs for college students). No one knows who their neighbors are from one year to another nor who owns what building. Within that area and as you go beyond it, I think you would find many proud homeowners struggling to have a sense of neighborhood in the mega-presence of the University of Pennsylvania.

I do think that the University Real Estate office needs to re-group and re-assess its role in the neighborhood. The current penchant for strip malls, chains, and mega-stores creates a *mall* environment and not a neighborhood. Support of small business and diversity are what we need to help a neighborhood survive. More businesses create more foot traffic and less criminal behavior. This is probably why so many students are relocating east of the Schuylkill because there is more an atmosphere of neighborhood and less of a barren suburban mall.

—Vincent Whittacre,
South 48th Street Resident

Response to Mr. Whittacre

Four Public Safety Division staff members, including myself, met for over two hours with the *Inquirer* reporter who authored the November 3rd article. During that long interview we discussed a wide range of topics about crime and safety in Philadelphia. The reporter chose to take a few sound bites out of context and use it for his own ends.

The only point Public Safety was trying to make is that the 18th Police District taken as a whole is one of the busiest police districts in Philadelphia. Some areas within its confines are wonderful neighborhoods with low crime rates while other areas are dangerous as reflected by high violent crime rates. This is the larger context within which the Penn Police attempt to provide service and safety, not only to Penn affiliates, but to everyone in Philadelphia.

—Thomas M. Seamon, Managing Director
Division of Public Safety

Penn's Way: Can Do Better

As one of the people who worked to create a Combined Charitable Campaign a few years ago, I am compelled to respond to the statements made by John Fry and Carol Scheman in last week's *Almanac*.

First, a combined campaign is not defined by how the partner organizations are presented in a brochure. A true combined campaign, the one Penn faculty and staff voted for, means that no one umbrella organization administers the drive. In an open campaign all umbrella groups are treated equally, and contributions are not channeled first through United Way or any other umbrella organization.

The plan proposed for this year goes against the vote, has all funds go first to United Way, which takes 11.9%, and then to the donor's umbrella group of choice (for example, Women's Way, Black United Fund, Bread and Roses, United Jewish Appeal), which also has administrative costs that must be deducted before the money can be put to work in our community. Under this method, fewer of our dollars are working to improve Philadelphia; more are going to administrative overhead—just what people at Penn wanted to avoid.

Mr. Fry and Ms. Scheman are correct that those costs were always there, and were being borne by Penn. One way to look at that is to earmark these overhead costs as part of Penn's contribution to its community. That is what Harvard does.

But if we cannot bear the costs, and we need to outsource the campaign, then we should do what the City of Philadelphia and other organizations have done: let the campaign be run by the Center for Responsible Funding, a neutral party with no vested interest in any of the different umbrella organizations.

Times change and so do organizations. United Way does important work in our community. But there is an unfortunate history with United Way, which has excluded women's groups, environmental groups and other organizations. Letting United Way run our campaign is guaranteed to turn some potential donors away, and that certainly works against what we are trying to accomplish.

It is true, as Mr. Fry and Ms. Scheman report, that our giving dropped off last year. But that is not because we moved to a new model. Quite the contrary, the first years of our combined campaign set new records for generosity. Last year's total dropped precipitously because the University decided to conduct Penn's Way without departmental solicitors. Surely anyone who has done fundraising knows that a direct appeal works much better than an intramural mailing, which is what was substituted last year.

I understand the thinking behind the decision to change Penn's Way, but I believe those who decided did not themselves under-

stand the full history of charitable giving at the University and in Philadelphia. I hope it is not too late to re-think that decision for this year, but if it is, then those of us who worked on this issue years ago are ready to work again with the administration to return Penn's Way to what our faculty and staff said they wanted: a truly open, robust, combined campaign. We can do better; we owe it to our Philadelphia community.

—Patricia Rose
Director, Career Planning and Placement
Service University of Pennsylvania

Outsourcing on Horseback

So FinMIS is once again the whipping boy, and outsourcing the knight in shining armor, galloping to the rescue! And, *mirabile dictu*, the activity threatened, then rescued, is the organization of workplace charitable giving ("Demise of Combined Campaign" and response, *Speaking Out*, November 12, 1996). The outside contractor is United Way, at first blush not an unreasonable choice. One wonders whether the 11.9% that they will cream off donations for providing these services will appear as a "saving" in some balance sheet touting the successes of reengineering.

I have long held United Way in considerable suspicion. Readers will recall some of the more recent problems. During the '80s, when it became possible to direct donations to charities of one's choice, from a list provided, none associated with the provision of women's reproductive health services to needy audiences appeared on that list, apparently at the behest of the Roman Catholic Church. There were concerns about charities managed by and directed towards minorities, too.

Concerned employees eventually persuaded the University to hold a referendum, out of which came the Combined Campaign, in which United Way was just one of a number of recipients. Strangely enough at the same time organizations with names confusingly similar to the alternates appeared in United Way's list.

The Aramony scandal should have been the *coup de grâce*. Mr. Aramony engaged in embezzlement and nepotism, and other unsavory though possibly not illegal practices, to support his lifestyle and salacious adventures. To be fair, his part of the United Way conglomerate did not handle funds destined for charities; they were concerned with campaign organization—the 11.9%. Why the University did not sever all relationships with United Way then I do not know. Was it said that that kind of thing happens in even the best of organizations from time to time, and anyway they've cleaned up their act now? Or was there someone in a powerful position, as was rumored at the time, who wanted the relationship to continue?

Given the history of employee involvement in shaping the University's charitable

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.

campaign, one wonders how this latest change was decided. The response cited above is little help. It begins coyly in the passive voice: "a decision was made." Later a mysterious "Committee," nameless and faceless, with an ominous capital "C" takes control, but is never explained. It all seems very underhand and cryptic to me.

I am sure that many in the University will now do as I have long done: give directly to the charities of their choice. What would be wrong with that? Why the concern over what percentage of employees in which unit contributed to the workplace campaign, especially when it raises the specter of coercion? But it would be a pity if the lack of an acceptable option with the convenience of payroll deduction caused some not to give at all.

— Martin Pring, Associate Professor of Physiology/Med

How to Give 100%

The decision to re-channel Penn's workplace giving through the United Way, unwise as it is, has been taken and probably cannot be undone in the short time left for assisting the charities of our choice this year—though it must surely be fully discussed before the advent of Penn's Way '98.

For now, the important thing is that each of us as an individual can, with the stroke of a pen, restore the *real* Penn's Way on our own—by giving directly to the agencies and organizations of our choice.

This will not enhance the statistics on participation by which some people are said to measure the community spirit of Penn's faculty and staff. It will, however, let us be 11.9% more generous to our neighbors, for it bypasses the tax that will be applied to such gifts if they are channeled through the United Way acting as Penn's Way contractor.

To give a dollar, instead of giving 88.1 cents, can make a very significant difference.

The unrepresented umbrellas that Penn's Way embraced after the referendum five years ago were:

Black United Fund of Pennsylvania
2227 North Broad Street
Philadelphia PA 19132

Bread and Roses Community Fund
1500 Walnut Street, Suite 1305
Philadelphia PA 19102

United Negro College Fund
111 S. Independence Mall East,
Suite 910, Philadelphia PA 19106

Women's Way
1233 Locust Street
Philadelphia PA 19107

— Phoebe S. Leboy,
Professor of Biochemistry/Dent

At the Drawbridge

I have never been more proud of my university than on Wednesday, November 13, when two very different events showed what tremendous progress Penn is making toward a more humane and diverse society.

The first, at noontime, was a magnificently spirited "celebration of the University and the Community" in Houston Hall, where many leaders of Penn and the real world expressed their mutual respect and solidarity

as we work to reclaim and improve our city. On a campus beset by fears of violence, deeply shaken by the loss of that brilliant scientist and wonderful man Vladimir Sled', I was heartened by the courage and dedication of our faculty, staff and senior administration—and especially of our neighbors—as they paused, said thanks to each other, and got on with the job. One of the most touching things I have ever heard was the Rev. Patterson's saying that all his life Penn had been the castle on the hill, with a moat not to be crossed, but that finally the drawbridge had come down.

The second event was the University Council meeting where President Rodin de-

Penn Web Survey

The University is conducting a review of the Penn Web and is interested in finding out how you use it, what you like or dislike about it, and what features you value in a web site. We invite you to participate by filling in the Penn Web [survey form](#) available from the Penn Home Page, the various "view" pages, and other locations on the Penn Web.

Survey participants who include their e-mail address will be eligible for the following prizes: A copy of Claris Home Page software for Macintosh or Windows, donated by the Computer Connection; a \$100 gift certificate to the Penn Book Store; a \$50 food/beverage certificate, donated by the Palladium Restaurant.

We urge you to express your opinions and help us design the best possible information resource for and about the Penn community.

— Edda Katz for the Penn Web Team

Food Services Survey

To the University Community:

As part of the campus-wide Food Services Study being conducted by the University's Division of Business Services and the Cornyn-Fasano Consulting Group, a series of 400 telephone surveys is now under way. If you are contacted, please take time from your busy schedule to participate. Student, faculty and staff input are vital to this study.

Market researchers will use a random sampling of Penn's population for these calls. Students will be contacted at their residences and faculty and staff at their offices.

Following the phone surveys, 600 intercept surveys (shorter, paper and pencil surveys) will be conducted at multiple locations across campus. Intercept surveys will begin this week. A similar version will be posted on the web, for anyone who does not have the opportunity to participate via phone or intercept. It will be active November 21-27. All surveys will be completed prior to the Thanksgiving holiday.

Any questions regarding the Food Services Study may be directed to me at 898-1199 or witt@pobox.upenn.edu.

— Marie D. Witt, Director,
Support Services, Business Services

scribed a master plan that gives physical coherency to what we are trying to do in education, research and service—a plan that not only meets the University's needs for space and identity, but also turns a welcoming face toward our neighbors. Tearing down ugly walls, both symbolic and real, may turn out to be the hallmark of the Rodin administration, and one that the next century's University family will be grateful for.

I am heartsick that these encouraging signs come in the midst of revelations that we have gone backward in the Penn's Way campaign, as shown in last week's *Speaking Out* letters. There is something *not* coherent in overturning the consensus of 1991 without consultation, at a time when our leadership has promised to consult before outsourcing. And there is something *ungenerous* toward our community in putting all our eggs back in the United Way basket, in view of what that symbolizes to those who look for help from agencies that have been historically rejected by the United Way.

John Fry and Carol Scheman seem to be saying that gifts to Penn's Way dropped in '96 because of some built-in flaw in combined campaigning. That is not a valid conclusion to draw from the data. As co-chair of the '95 campaign—which set a new high in charitable giving at Penn—I would suggest a far more likely cause of the drop in '96 was the University's withdrawal of official sanction for staff coordinators to devote time to the campaign. That is certainly a logical thesis to have explored before abandoning all the progress that had been made in the four years prior to the one-time drop in proceeds.

This university needs trust, consensus, and cooperation as we plan together for the 21st century. Penn's Way is one of the few areas in which we actually had achieved consensus, and maintained it for over five years. It is tragic to see it thrown away so lightly.

What matters now is that people give and give generously to the charities of their choice. For me, this will mean giving outside the Penn's Way umbrella. I wish this dilemma were not forced on me, or on anyone else in the University. But I need to tell my neighbors I'm not up there in that castle, I'm down here at the foot of the drawbridge with the gifts I promised to those in need in my community. This year my gifts will have to go to them without Penn's name attached, but they will go—and that is what this is all about.

— Helen C. Davies, Professor of
Microbiology/Med and Senior Resident,
Spruce House/The Quad

Response to Penn's Way Letters

The letters from our colleagues clearly indicate the need for a thorough analysis and discussion about how we will manage Penn's Way '98.

We are committed to having this dialogue and will put together a representative group early next semester to discuss how we move forward with a Campaign that provides maximum benefits to the recipient organizations.

— John A. Fry, Executive Vice President
— Carol R. Scheman, Vice President for
Government, Community, and
Public Affairs

Wharton Prof: Friendship Better for Business

By Sarah Trachtenberg

Many people already have a picture in their minds, perhaps inspired by office sitcoms, of friends at work: they gossip, drink coffee, eat doughnuts and make snide remarks until the boss walks in and restores order. Not exactly a model of efficiency. However, a recent study by a Penn professor found the opposite may be true: groups of friends perform better at tasks than do acquaintances.

Professors Karen A. Jehn, of Wharton, and her colleague Pri Pradhan Shah, of the University of Minnesota, explored the idea that cooperation and working well in groups is vital to success. Jehn is a graduate of Northwestern University, which along with Wharton and the University of Minnesota, supported the study.

Since a write-up of Jehn and Shah's study appeared in the Wall Street Journal, more than 50 callers have requested copies of the study to show to their employers.

Using two different tasks, Jehn, who has a Ph.D. in organizational behavior, evaluated the efficiency of 53 three-person groups, some of them friend groups, the others acquaintance groups. Friends were defined as people who mutually described having a close relationship with each other. Acquaintances did not have a close relationship with each other prior to the experiment.

The groups performed two different jobs — decision-making and motor-skills tasks.

For the cognitive or decision-making task, the members of the group decided, as a team, whether to admit MBA candidates from a series of applications. Their success in cognitive skills was measured by how well their acceptances matched the real acceptances of those candidates.

For the motor skills task, the group built models, using Styrofoam, glue, popsicle sticks and other supplies. The resulting model had to match a given diagram. The goal was to build as many models as possible within a 10-minute time period.

In both tasks, groups of friends performed better than groups of acquaintances. Friend groups were found to share information, build morale, plan, evaluate, commit, monitor and cooperate better than non-friends.

"Employers can make use of this study," Jehn said. "It would be absurd and unethical to hire only the friends of current employees, but the workplace can promote friendship among employees and discourage cut-throat competitiveness."



Professor Karen A. Jehn

Employees of "like" personalities and interests may also improve work relations, although, Jehn said, "Differences should be present as well to promote diverse ideas and healthy conflict.

"Healthy conflict is productive," said Jehn, who hypothesized that "minority" ideas (ideas that are not shared by many) are more likely to be squelched by acquaintances, who tend to have more conformist groups, than by friends, who tend to be more trusting of "crazy" ideas. The tendency of strangers to be polite and more task-oriented discourages productive criticism, a key part of healthy conflict. Productive criticism, such as, "This part of the model is lopsided," is criticism that promotes the

success of the group. Nonproductive criticism, like calling someone stupid or incompetent, would not promote task completion.

When groups of friends are committed to the task, they use healthy conflict to generate ideas and avoid personality clash, Jehn said.

In another study that investigated organizational teams, Jehn found that groups of friends had more productive discussions. For example, one group member quoted in the study said: "We, I think, are not afraid to express ourselves and our different opinions on the subject. We sit down and discuss and talk about it...and we can openly express ourselves and fight about any type of situation in our group or cut across groups. And there's really no fear of any type of retribution whether it's directly, or you know, the person getting excited and holding a grudge behind your back or somebody trying to make it uncomfortable for you in the future."

Acquaintances were often more apprehensive and this hindered their creativity, Jehn said. Also, acquaintances lacked much of the morale and ego support that friends were more free to bestow in the form of comments or physical affection such as high fives towards group members. Such praise increases efficiency in motor tasks.

When praise exists in acquaintance groups, it is less likely to be sincere. Acquaintances often praise each other in hopes that someone else will return the favor or in order to return the favor.

Jehn also said: "Friends, because they socialize outside of the office, are likely to discuss work in different realms. This, too, promotes creativity."

Not all aspects of friends at work are positive — Jehn cautions that friends are more likely to get distracted and sidetracked, gossip and plan social events, or otherwise misuse work time — but her findings clearly show that friendship at work is an asset and not a hindrance.



Music Deal Puts Theory Into Practice

By Kirby F. Smith

A driver stops his car in midtown Manhattan and asks a traffic cop how to get to Carnegie Hall. "Practice," the cop replies, waving the motorist on.

OK, it's an old joke, but Penn and Curtis Institute music students don't laugh at the punch line. In fact, they take it so seriously that they perform a variation on Judith Rodin's "Unity of Theory and Practice" theme.

Curtis helps put into practice the ideas of Penn student composers.

Earlier this month Curtis music students gave a concert of new music composed by Penn music department composers David Osbon and I-Uen Wang. "The Penn/Curtis collaboration is a key factor in the composition program at Penn," said Osbon. "The need to hear pieces within months of their completion is vital for any young composers."

For eight years both Penn and Curtis have had a reciprocal agreement that is designed to give students from both institutions access to greater choices of classes and resources.

"The Nov. 3 concert was another good example of the fine work that the reciprocal agreement makes possible: well-made pieces brought to life by gifted performers, an invaluable learning experience for all the students concerned," said Associate Professor James Primosch, chairman of Penn's music department.

"The need to hear pieces within months of their completion is vital for any young composers. ... Twice a year the Curtis Symphony orchestra is made available to read through symphonic works by Penn composers. Very few university music departments can offer such an opportunity."

— David Osbon

For Penn graduate student composers, the agreement significantly broadens their musical experience. They "have access to Curtis orchestra readings of their works, and are allowed to participate in higher-level music courses offered by the Institute, and can use Curtis Hall for Penn chamber concerts," said Curtis Dean Robert Fitzpatrick.

Participating Penn students appreciate the chance that Curtis offers them to hear their work performed.



photograph by David DeBaiko

Curtis student orchestra "reading" a piece by a Penn student composer

"In Philadelphia we have an incredible resource in the Curtis Institute and I have taken every possible advantage of the relationship," said Osbon. "In addition to the performances we get high-quality recordings, and the opportunity to work with conservatory musicians.

"One other key part of the collaboration is the orchestral reading. Twice a year the Curtis Symphony orchestra is made available to read through symphonic works by Penn composers. Very few university music departments can offer such an opportunity."

The agreement with Curtis is unusual, and gives Penn music students access to studies at Curtis as well.

"The reciprocal arrangement allows me to study certain technical disciplines at Curtis — in my case, conducting — not offered by Penn," Osbon said.

Some former Penn student-composer participants in the Curtis collaboration have made a significant impact on contemporary music. "Osvaldo Golijov is currently on the faculty of the College of the Holy Cross in Massachusetts," said Primosch. "His music has been performed worldwide at various important festivals by such ensembles as the Kronos Quartet and the Chamber Music Society of Lincoln Center. He is the recipient of two Friedheim awards for chamber music competition.

"Another beneficiary of the Penn/Curtis program is Pierre Jalbert, who is an assistant professor at Rice University. A new orchestral work by Pierre will be done by the American Composers Orchestra at Carnegie

Hall this season."

Yes, he made it to Carnegie Hall. Which goes to show that the traffic cop had it right, after all.

It should be noted that Curtis Institute student conductors look forward to the Penn concerts and readings. "Penn composers offer a challenge for the Curtis Orchestra and its conductors," said Mischa Santora, a fourth-year conducting student who grew up in Switzerland. The pieces are usually very difficult and generally less idiomatic than those written by Curtis student composers, who tend to write more traditional music."

Last spring Santora conducted a reading of an orchestral piece entitled "dear body, dear heart," by Penn graduate student Thomas Meadowcroft. "Dean Fitzpatrick will give the Curtis conductors a new composition by a Penn composer, and ask us to conduct it," said Santora. "I try to get together with the composer for two or three hours, so that we can talk about the piece's structure and underlying themes. This is helpful to both composer and conductor."

Fitzpatrick said the agreement offers Curtis students other opportunities. "Our qualified students can enroll free of charge for University of Pennsylvania academic courses not available at Curtis," Fitzpatrick said. "In the past, they have taken courses ranging from economics to oceanography to Polish. In addition, our students with a Penn ID have access to Penn's athletic facilities and its library, as well as the opportunity to experience campus life on a much larger

(continued on page 11)

Literati, Struggling Poets, Prosaic Others Meet at the Writers House

By Sandy Smith

Despite the various writers' workshops, seminars, and institutes found at American universities, and despite (or perhaps because of) volumes of literary theory and analysis produced by academic English departments, the university campus has traditionally not been a place where literary culture flourishes.

While some people have regarded this as a good thing — the novelist Flannery O'Connor, when asked if she thought universities stifle writers, replied, "In my opinion, they don't stifle enough of them" — it has meant that students, faculty, and others interested in being part of an active community of writers usually feel isolated and disconnected.

A group of Penn students, staff and faculty last year set out to eliminate that isolation by providing a place where writers could meet to hear and talk about writing in an informal setting. They hoped to create a community of writers that crossed the boundaries between academic disciplines, between prose and poetry, between fiction and nonfiction, and between campus and community.

The place is the Writers House, which opened in September in the former home of the University Chaplain on Locust Walk. And in just three months, the house has exceeded the hopes of the people who created it.

Dave Deifer, network installation coordinator in Data Communications and Com-

puting Services (DCCS), editor and publisher of the on-line literary magazine *CrossConnect*, and one of the original prime movers behind the Writers House, explained that the house already serves two important functions: "We're providing a place where students can go talk to writers, and a place to study contemporary works, not just dead writers." The house also provides a convenient central location for students to organize and host writing-related activities.

Even though the Writers House building opened this fall, the Writers House community was born a year ago when eight students, faculty, and staff and one alumnus got together to discuss ways to create a space for writers that was not directly tied to existing academic departments or programs.

As might be expected from a group that included Deifer, DCCS project coordinator Matt Bixler, English professor Al Filreis, and Alex Edelman (C '97), a technologically savvy English major, the meetings evolved into an e-mail discussion that grew as word spread to others across the campus.

From these discussions, a planning committee emerged that prepared a mission statement, which in turn became the core of a formal proposal to establish the Writers House as a program under the 21st Century Project for the Undergraduate Experience. The 21st Century Project, a major initiative undertaken by the provost as part of President Rodin's Agenda for Excellence, seeks

to create programs that integrate the academic experience with student social and residential life. The Provost's Office approved the project last spring.

The mission statement noted that interest in writing among undergraduates has increased over the past several years, but the lack of a central space for writers made it difficult for student literary activities to grow. The Writers House, the statement said, would provide that space, as well as a place where, as Edelman put it, "the students create their own curriculum" by planning programs, meetings and other activities.

The people who came up with the idea for the Writers House were a little apprehensive about whether it would flourish in a campus environment, especially one with a reputation for pre-professionalism. "A literary salon has never worked well on a university campus," noted Shawn Walker (C '96), the house's resident coordinator. Those fears proved groundless. Students, faculty and the area's writing community responded enthusiastically to the Writers House and its programs.

Walker noted that prior to the house's first open-mike night this fall, "we were wondering whether we would be able to compete with the fraternity parties. Now we have trouble getting rid of the people who come — everyone likes to linger a while after the end of the event."

The regular events on the Writers House calendar include combination readings and dinners with area authors, Saturday-night "open mike" readings and "show and tell" performances, and weekly jazz concerts on Thursdays with the Virgin House Band, a local combo that Edelman said "just showed up" one night and asked to play. Several student publications also use the Writers House as their meeting place.

While the idea of a "writers' space" usually raises associations with fiction and poetry, Walker noted that the Writers House is intended for anyone who writes. "When people try to buttonhole us by saying that we will feature only 'poetry' or 'creative writing,'" she said, "we ask them, Why don't you bring a journalist [over to talk]?"

Even though it is located right in the heart of the Penn campus, the Writers



A Halloween reading at the Writers House sizzles.

All in the Family



Photograph by Dwight Luckey

Secretary of Housing and Urban Development Henry Cisneros, Sen. Arlen Specter and Rep. Chaka Fattah. In addition to the Pattersons, Rodin honored five other civic leaders and 13 other members of the Penn faculty, staff and student body for their contributions to the community. The event also marked the official release of the Community Service Directory, the first comprehensive guide to community-based service/learning, research and volunteer projects across the University.

Writer's House (continued from page 10)

House aims to be a meeting place for writers throughout the city — of any age: “High school kids who think of themselves as writers should come here,” Filreis said. In fact, some are: the house also hosts regular meetings of Penn and Ink, a student-run program that brings Penn students into Philadelphia public schools to teach and encourage youth interested in writing.

Right now, the Writers House may well be the hottest “scene” on campus. Interest in its activities has been enthusiastic and widespread: “Everybody wants to do something with it,” Filreis said. For example, nearly 60 percent of the 200 or so people on the Writers House e-mail list are non-English majors, and one-quarter are not students in the College. “Given the heavy involvement of English faculty and students in preparing the original proposal,” Walker said, “this shows the soundness of the original vision for the house.”

Membership in the Writers House is not based on major or residence: the Writers House differs from earlier 21st Century Project houses in lacking a residential component. To become a “member” of the Writers House, all one has to do is show up

for events on a regular basis and be available to help staff the house or house events. A smaller group of “affiliates” (currently hovering around 50) helps plan activities and events, and a Planning Committee of about 25 people, including most of the original group of nine, acts as a sort of executive board that guides overall policy and resource allocation.

The longer-term goal is to renovate the house to provide study and classroom space, computer terminals, desktop-publishing resources and Internet connections, and a more open space on the main floor that can handle both large and intimate events. The Writers House Planning Committee is currently working with the Development Office to raise the funds needed to renovate the 1851 house and wire it for the next century.

The Writers House Web site (<http://www.english.upenn.edu/~wh/>) contains the house's mission statement, program descriptions, floor plan and space utilization proposal, calendar of events, and information about affiliates and electronic journals associated with the house.

The Community Service Directory Reception in Houston Hall's Bodek Lounge Wednesday, Nov. 13, was a time to honor those who have worked to forge stronger ties between the University and its communities. But there was another tie that united two of those honored at the ceremony. The Rev. Joseph Patterson (right), pastor of Hickman Temple A.M.E. Church in Cedar Park and past president of the Black Clergy of Philadelphia and Vicinity, has a daughter, Jocelyn (C '97), attending Penn. Both were recognized at Wednesday's ceremony for their service to the West Philadelphia community. Penn's own work in this area received recognition from

Music (continued from page 9)

scale.”

Curtis student Heather Connor, a fifth-year piano student, has taken Introduction to Legal Studies and Introduction to Environmental Law, and Medicine and Public Policy among her Penn courses.

“Because of the Curtis/Penn agreement, I've been able to maintain my interest in law by taking courses in that discipline,” Connor said. I've taken one course a semester at Penn. It's been a whole different learning experience for me, but I feel I've really benefited from it. There were students in my classes with different majors and that made the experience really interesting.

“The Penn students and professors were very receptive. Some of them even expressed an interest in coming to Curtis' student recitals. Taking classes at Penn has been great for me since I can enjoy campus life at a larger institution while I still focus on my piano studies.”

The next Penn/Curtis concert takes place 8 p.m. on Sunday, Feb. 9 at the Curtis Institute of Music, 1726 Locust St. Admission to the concert is free. Those interested should call Penn's music department at (215) 898-6244 for information.

Enthusiasm, Anger Greet Expert on Drug Culture

By Meghan Leary

A dozen years ago, Michael Katz, then the director of the urban studies department, decided to give students a chance not only to encounter an important author on the printed page, but in person. And they'd get a chance to pick the author themselves.

This year's student choice was Philippe Bourgois, a professor of anthropology at San Francisco State University, author of "In Search of Respect: Selling Crack in El Barrio." The book, researched in the East Harlem section of New York City between 1985-1990, was hailed in a Philadelphia Inquirer review as "a rich, deep, interesting, even exciting look at the entrenched, complex social problems that plague the country's most troubled urban neighborhoods."

Too often when a well-known author or scholar visits, Katz said, "the faculty brings in their friends and they give their talk and then they go out to dinner and this takes away from the educational value."

Not so in the urban studies department program that invited Bourgois.

The exchanges proved Katz's contention that students with a stake in the curriculum will be more excited about the course and more willing to participate in classroom discourse. Elaine Simon, who co-teaches the senior seminar with Eric Schneider, agreed. And she also believes that there is an educational factor in the selection process itself because it forces the students to do preliminary research into various authors in order to decide upon one to examine in further depth.

In the spring semester of their junior year, all urban studies majors were given the option of sitting on the committee to choose the author of focus for the fall semester. In the spring, eight students sat on that committee. In their initial meeting they listed topics they felt would be interesting and then were given a list of authors who fit into those topics. A list of about ten authors was compiled and students read samplings of their works to help them with their decision. The committee narrowed its choices down to four possibilities, and finally picked Bourgois.

In preparation for meeting him, the class read "In Search of Respect," as well as some articles he'd written — "The Moral Economies of Homeless and Heroin Addicts," "Social Misery and the Sanctions of Substance Abuse" — as well as "Hope to Die a Dope Fiend," written by a co-worker of Bourgois.

Their studies culminated in an intimate, two-hour lunch session with the author, during which students asked questions raised in their classes. The author then gave an hour long formal presentation of his work in the evening, with that session open to the public.

At the Nov. 4 luncheon, the students peppered Bourgois with questions about his work. While incongruously munching away on a hoagie, he graphically described how he lived with drug users in sometimes dangerous locales. His descriptions were frank, and so were his answers to student queries. The discussion was enhanced by slides of the people he was describing, many of whom he had befriended while drinking malt liquor on street corners.

Bourgois lived in the neighborhood to see the true effects that the drug culture had on the area. The crime rate in the area was high, and most of the drug users had spent time in prison for criminal activity ranging from theft to murder.

Most of their crimes were drug-related. They stole to support their habits. They got into disputes that turned violent because they were high or were in search of that high.

He said he found it difficult being an impartial observer. He observed the different ways in which the drug users abused their bodies with crack or heroin but he said that he could not sit idly by and watch them stick a dirty needle into their arm without throwing in a warning or two about the risks in which they were engaging. He stressed the risks of doing jail time, contracting HIV and dying.

He was surprised to learn that they were well aware of the consequences of drug abuse; after all, they had seen their friends fall victim to these fates. But no dire consequences seemed to scare them

more than the feeling of drug withdrawal.

Bourgois said that no matter how strong his arguments were against their drug abuse and lifestyle, he could not change the minds of the people he was observing.

The strength of the drug culture is larger than my part in it," he lamented. But one young man to whom he drew especially close — Primo — has managed to turn his back on the street life of drugs, sex and violence. He now has a regular job.

Bourgois said his research showed that drug users needed help, not punishment, and he hoped it would influence government policy.

Supti Bhattacharya, one of the students influential in choosing Bourgois, was delighted with the "one-on-one" interchange with the author. The class "really got to know his thoughts," she said.

The evening session, which was open to the public, proved to be testier. About 60 people came to the auditorium at the Annenberg School for Communications to hear and speak to Bourgois. Several audience members — Penn and Temple students and others who identified themselves as Puerto Ricans — attacked Bourgois' research methodology and his character. They accused him of painting an unfair picture of Puerto Rican culture by depicting negative stereotypes and focusing on drug users.

Bourgois said he was attempting to show the government's failure in dealing with the drug problem, and not trying to portray the Puerto Rican culture in a negative light.

Overall, those involved in choosing Bourgois were enthusiastic about his visit. Jeff Pokras, one of the seminar students, said that he now had "a better idea of the drug culture and related health and addiction issues including HIV and needle distribution."

Katz, said that Bourgois' critics had "misread his work" and that the evening session was positive because it drew people in from the community. The community participation added to "the strength of the urban studies program," he said.



Innovation CORNER

Team Helps 40th Street Now

By Phyllis Holtzman

The issues were how to improve safety and enhance the quality of life on and around campus, and a group of Penn administrators attending a management development program were considering the challenges posed by this important mandate. But what began as a theoretical problem quickly evolved into a real life exercise, when the group left their conference room and went on a "field trip" to the 40th Street retail corridor.

Once there, they identified a variety of problems that impact on safety, the perception of safety and the quality of life, such as inadequate lighting, unattractive building facades and sidewalks in need of repair. Then, they returned to the conference room for a brainstorming session that drew upon their individual areas of expertise.

"What emerged from that entire exercise was the idea of forming a team that could deal with some of the short-term problems of 40th Street, and develop longer-term recommendations as well," said Laurie Cousart, Director of Telecommunications.

And so the 40th Street Action Team was born, with the charge of implementing a number of short-term enhancements along 40th Street within 45 days.

"Our goal is to make the area cleaner, safer and more attractive by the end of the semester," said Maureen Rush, Director of Operations, Division of Public Safety, who is serving as the team's co-chair.

The team is concentrating its efforts on 40th Street, from Sansom Street to Baltimore Avenue. The improvements it is working on include increasing lighting, treescaping, painting, repairing sidewalks and cleaning.

"The purpose of this project is to make an immediate impact in a short period of time that will improve the quality of life for our students, faculty, staff and community members," said

Executive Vice President John Fry. "This is part of a comprehensive, long-term strategy, working with our neighbors, designed to provide a safer, more attractive and exciting environment to our entire West Philadelphia community."

Among the long-range initiatives cited by Fry were plans to offer incentives for commercial development on 40th Street, to offer greater incentives for home ownership in the immediate area and to work with the community and public school system to enhance area schools.

The home ownership incentives would include enhancing Penn's mortgage program. Other efforts would include leveraging public and private sources of funds to acquire residential properties, to renovate them, and to offer them for sale or rent to faculty, staff and community members.

At the team's initial meeting Nov. 8, Rush; co-chair Diane-Louise Wormley, the University's associate treasurer; and team members focused primarily on the section of 40th Street from Sansom to Spruce Street. The next meeting on Nov. 15 identified additional projects for the area from Spruce Street to Baltimore Avenue. Tasks were assigned to team members based on their areas of expertise.

The projects currently underway include:

- Increasing lighting along 40th Street;
- Moving Penn's Special Services Division and Public Safety Mini-Station from 3927 Walnut St. to offices on 40th Street;
- Seeking new retail tenants for vacant properties;
- Painting the facade of the University City Shopping Center, replacing lights, and improving the signage;
- Developing a "zero tolerance" anti-graffiti plan;
- Repairing sidewalks;
- Developing and implementing a weekend cleaning plan;
- Initiating streetscape improvements, such as planting trees and upgrading entranceways;
- Working with local vendors to identify more suitable locations for their businesses;
- Enforcing rules and regulations governing the conduct of local busi-

ness establishments;

- Working with landlords on issues of cleanliness and lighting.

"We are aware that the issues confronting the 40th Street area are many fold," Rush said. "By bringing together a team with expertise in a variety of key areas, we believe that we will begin to make a quick and meaningful impact in the area, that can serve as a model for future projects."

Added Wormley, "It gives people an opportunity to make a real difference to the community where they live, work and study."

Hotlines for 40th Street improvement ideas & graffiti removal:

The team has established a hotline and e-mail address to solicit suggestions for improvements to the 40th Street area. Suggestions can be made by calling 57-FUTURE, or by e-mail to future@pobox. In addition, graffiti on University-owned buildings can be reported by calling 898-0000, or by e-mail message to zerotol@pobox.

Safety Tips

Former Chicago Police Officer J.J. Bittenbinder offered Penn students safety tips Thursday night at Irvine Auditorium. Here are a few:

- * look tough by keeping your head up and at least sweeping your eyes over the person that walks by or towards you
- * if you have to go out at night, stay in groups
- * if you don't like the look of the person on the elevator, don't get on
- * if you don't like the look of the person boarding the elevator, get out
- * if you are confronted on the elevator, push all the buttons so that you have a chance to escape at every floor
- * keep all doors locked while driving
- * get an extra set of fake keys and throw them when a robber wants to take your car
- * get a money clip, put one five and two one dollar bills through it with the five showing; anytime you are confronted for money, throw the money clip in one direction and run in the other
- * yell fire instead of help
- * get a cellular phone for the car, in case you get stranded at night
- * get a cell phone for the home, so that you can call the police if the burglar takes the downstairs phone off the hook
- * make duplicates of your identification documents; if you lose your wallet, you can have identification faxed to you

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

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

ANNENBERG SCHOOL

Specialist: Clyde Peterson

INFORMATION MANAGEMENT SPECIALIST II (091133CP) P6; \$32,857-42,591 9-26-96 Annenberg School

ARTS AND SCIENCES

Specialist: Susan Curran

COORDINATOR III (111409SC) Coordinate, book, manage performance activities in conjunction with music director of each ensemble in various facilities; create promotional materials & programs for at least 20 concerts per year; order music; develop & monitor performance funds with music directors, facilitate purchases & payments with business administrator; supervise student assistants. **Qualifications:** BA/BS in music; three-five years performance administration; demonstrated organizational, interpersonal & problem-solving skills; experience with desktop publishing for brochures/programs/advertising. (*Work schedule may require some evenings*) **Grade:** P3; **Range:** \$24,617-31,982 11-18-96 Music

RESEARCH SPECIALIST JR./I (111410SC) Perform experiments, interpret results & write reports pertaining to construction of the cellular cytoskeleton; construct DNA expression plasmid, transgenic *Drosophila*, expression & purify recombinant proteins, gel electrophoresis & blotting, immunodetection of proteins; maintain stocks & order laboratory supplies. **Qualifications:** BA/BS in biology or related field. **RES SPEC JR.:** experience in molecular biology or biochemistry preferred. **RES. SPEC. I:** 1-3 years experience in molecular biology or chemistry **Grade:** P1/P2; **Range:** \$20,291-26,368/\$22,351-29,098 11-12-96 Biology

ASSOC. DIR. VI (101211SC) P8; \$39,655-52,015 10-4-96 SAS Computing

COORDINATOR II (101026SC) P2; \$22,351-29,098 10-16-96 History

COORD. IV (101223SC) P4; \$26,986-35,123 10-8-96 African Studies Center

ELECTRONICS ENGINEER I (101236SC) P4; \$26,986-35,123 10-10-96 Physics & Astronomy

ADMIN. ASS'T. I (101372SC) G9; \$17,614-21,991 10-31-96 Psychology

ADMIN. ASS'T. III (37.5 HRS) (101346SC) G9/G10; \$18,872-23,562/\$20,637-25,713 10-24-96 SAS Admin.

ADMIN. ASS'T. II (101222SC) G10; \$19,261-23,999 10-10-96 Linguistics/LDC

ADMIN. ASS'T. III (101344SC) G10; \$19,261-23,999 10-24-96 External Affairs

DENTAL SCHOOL

Specialist: Clyde Peterson

CLERK III (111396CP) Maintain patient charts; pull, file, transfer, release & inactivate charts; enter patient assignments on computer; page students for patients & departments; color-code & duplicate charts. **Qualifications:** High school graduate or equivalent; one year of clerical experience; computer knowledge desirable; good telephone & interpersonal skills required. **Grade:** G6; **Range:** \$14,008-17,201 11-12-96 Clinic Management

COORD. III (101265CP) P3; \$24,617-31,982 10-17-96 Clinic Mgmt.

MANAGER I (091202CP) (*Work schedule may include some Saturdays*) P2; \$22,351-29,098 10-2-96 Dental Care Center

RESEARCH SPEC. I (091102CP) P2; \$22,351-29,098 9-20-96 Biochemistry

STAFF DENTIST (091199CP) (091198CP) (091200CP) Blank 10-2-96 Dental Care Center

STAFF HYGIENIST (091149CP) P3; \$24,617-31,982 9-24-96 Dental Care Center

ADMIN. ASS'T. II (101270CP) G10; \$19,261-23,999 10-22-96 Academic Affairs

INSTRUMENT STERILIZATION ATTENDANT I (40 HRS) (101331CP) G5; \$14,714-18,069 10-28-96 Clinic Management

RECEPTIONIST III (40 HRS) (101363CP) G8; \$18,481-23,132 11-5-96 Pediatric Dentistry

TECH, X-RAY II (101341CP) G11; \$20,497-26,008 10-31-96 Radiology

ENGINEERING/APPLIED SCIENCE

Specialist: Clyde Peterson

RESEARCH SPECIALIST, JR. (111395RS) Participate in biochemistry & cell biology research directed at elucidating relationships between cell structures & their structural functions; perform basic molecular biology & biochemistry experiments; perform cell & tissue culture, including isolation & maintenance of primary & established cell lines & preparation of media; perform microinjection & micromanipulation of cells (well train); assist in planning protocols; perform evaluation, establishment operation & maintenance of equipment; perform library bibliographic searches; keep logs & write reports; maintain inventory & order supplies. **Qualifications:** BA/BS in scientific field; exposure to laboratory research in molecular biology & tissue culture; desire to do challenging experimental work under direction. **Grade:** P1; **Range:** \$20,291-26,368 11-15-96 IME

OFFICE ADMINISTRATIVE ASSISTANT I (111414CP) Process all requests for services using appropriate forms; record, monitor & verify financial transactions using the department computerized transaction log; provide new & existing employees appropriate forms, assist in preparation, review & process forms; maintain office supply stock; assist with maintenance of confidential personnel records; assist with timely processing of weekly payroll/effort reporting; deliver mail to University Offices. **Qualifications:** Completion of high school business curriculum; minimum two years of related administrative/book-keeping experience; initiative, attention to detail & willingness to learn & develop new skills; good oral & written communication skills; ability to operate a personal computer. **Grade:** G9; **Range:** \$17,614-21,991 11-15-96 Towne Business Office

ASS'T. TO CHAIRMAN I (101225CP) P1; \$20,291-26,368 11-19-96 Electrical Engineering

PROGRAMMER ANALYST II (101302CP) P6; \$32,857-42,591 10-29-96 Computer and Education Technology Services

TECHNICIAN, ELECTRONIC II (101303CP) G10; \$19,261-23,999 11-8-96 Computer and Education Technology Services

EXECUTIVE VICE PRESIDENT

Specialist: David Smith/Susan Curran

FINANCIAL SERVICE ASS'T. III (111407SC) Provide support to grad counseling area; oversee & manage reception area; review & process reports; implement procedures to enable financial aid funds to be disbursed to student accounts; maintain inventory & coordinate financial applications packet-making process. **Qual.:** H.S. grad; two yrs. exp. pref. in student fin. aid environment; ability to deal with diverse student population in courteous manner; excellent organizational & communication & time mgmt. skills. **Grade:** G11; **Range:** \$20,497-26,008 11-18-96 Student Fin. Svcs.

ACCOUNTANT II (101267SC) P4; \$26,986-35,123 10-16-96 Office of the Comptroller

ACCOUNTANT, FIXED ASSIST (101266SC) P5; \$29,664-38,677 10-16-96 Office of the Comptroller

DIR., INTERNAL AUDIT (CORPORATE COMPLIANCE) (091127SC) P12; \$65,611-80,031 9-20-96 Internal Audit

DIR., INTERNAL AUDIT (HEALTH SYS.) (091129SC) P12; \$65,611-80,031 9-19-96 Internal Audit

DIR., INTERNAL AUDIT (INFO. SYS.) (091128RS) P12; \$65,611-80,031 9-19-96 Internal Audit

DIR., INTERNAL AUDIT (UNIVERSITY) (091130SC) P12; \$65,611-80,031 9-19-96 Internal Audit

ADMIN. ASS'T. II (40 HRS) (101254SC) G10; \$22,013-27,427 10-14-96 Dining Services

CLERK, STORE II (37.5 HRS) (101332SC) (*Weekend work & extra hours req. as needed*) G6; \$15,009-18,429 10-21-96 Computer Connection

COOK (091126SC) Union 9-19-96 Faculty Club

COOK (101310SC) Union 10-18-96 Faculty Club

KITCHEN PORTER (40 HRS) (101313SC) (101312SC) Union 10-18-96 Faculty Club

KITCHEN PORTER/SERVER (40 HRS) (101308SC) (101309SC) Union 10-18-96 Faculty Club

GRAD SCHOOL OF EDUCATION

Specialist: Clyde Peterson

RESEARCH SPEC. I (07785CP) (*On-going contingent on grant funding*) P2; \$22,351-29,098 7-19-96 GSE/NCOFF

ADMIN. ASS'T. II (07730CP) (*On-going contingent upon funding*) G10; \$19,261-23,999 7-19-96 NCOFF

LAW SCHOOL

Specialist: Clyde Peterson

COORD. II (081013CP) P2; \$22,351-29,098 9-17-96 Law Dev. & Alum. Rel.

STACK ATTENDANT (101279CP) Union 10-21-96 Biddle Law Library

MEDICAL SCHOOL

Specialists: Ronald Story/Janet Zinser

DATABASE TECH II (091139JZ) Design, implement & maintain database systems for clinical research; create & implement data models; design, implement & do procedures for quality assurance, database auditing & disaster avoidance & recovery; design & implement reports; create subfiles for statistical analysis; do basic stat. analyses. **Qualifications:** Master's in info. systems or related field & two yrs. exp. or equiv. or BA/BS in info. sys. or related field & four yrs. exp. or equiv.; exp. must incl. expertise in designing & implementing Oracle database systems to support clinical research; exp. conducting basic statistical analyses using SAS &/or SPSS & PC & UNIX environments; demonstrated project mgmt. & communication skills. **Grade:** P7; **Range:** \$36,050-46,814 11-12-96 CCEB

COORDINATOR III (111416SC) Act as liaison for personnel/payroll/benefit matters; ensure proper payroll transactions for personnel, interpret policies relating to h.r., benefits, budgeting; oversee prep. of weekly & monthly payroll & timekeeping; complete period reports; oversee prep. of docs. req. for foreign scholars; answer questions about budgets, payroll, benefits & employment. **Qualifications:** BA/BS or equivalent in business/office management; 2-4 yrs. personnel/payroll or equivalent; knowledge of acctg. sys., office practice & computers. **Grade:** P3; **Range:** \$24,617-31,982 11-13-96 Pathology & Laboratory Medicine

FISCAL COORD. II (091193JZ) Do payroll/personnel functions for all Univ./HUP employees; handle purchasing using University/HUP/CPUP policies & procedures; act as accounts payable officer; use FinMis for purchasing & general ledger; monitor expenses on all budgets; responsible for facilities; maintain/design spreadsheets & databases to produce reports; handle special projects; assist in annual Univ./HUP/CPUP budget prep. **Qualification:** BA/BS preferably in accounting or business or equivalent; 1-3 yrs. experience in fiscal operations or equivalent; working knowledge of accounting & office standards & practices; proficient in Lotus 1-2-3 for Windows & database knowledge. **Grade:** P2; **Range:** \$22,351-29,098 11-12-96 Medicine-Pulmonary

FISCAL COORD. I (111400JZ) Assist in budget preparation & preparation of initial projections; monitor budgets & reallocate funds; prepare summary activity reports; prepare & authorize financial forms & reports; exercise resource stewardship; serve as liaison with Research Admin., Business Svcs., Comptroller's Office, Budget Office & vendors. **Qual.:** BA/BS or equiv. exp., pref. in business or accounting; knowledge of acctg. principles & exp. with computerized acctg. systems/Lotus 1-2-3; familiarity with Univ. policies & FinMis system pref. (End date: one year) **Grade:** P1; **Range:** \$20,291-26,368 11-12-96 Cell & Dev. Bio.

RESEARCH COORD. (101382RS) Execute research protocols (clinical & grant related); monitor patient participation in protocols; provide documentation; chart case report book to sponsors & the FDA; market department resources through effective phone communications, community speaking engagements & a liaison to other Memory Disorders/Alzheimer's Clinics & associated service organizations. **Qualifications:** BA/BS; one-three yrs. exp.; knowledge & exp. in gerontology req.; some exp. in clinical trials setting; ability to function independently & use good judgment in a team setting. (On-going contingent on grant funding) **Grade:** \$24,617-31,982 11-12-96 Neurology, Memory Disorders

RESEARCH COORD. JR. (111394RS) Assist with subject recruitment; responsible for data collection & entry; function as part of clinical research team; work with number of principal investigators (MD's); assist with blood-drawing, handle other samples & fluids; review patient information, select for study & maintain records. **Qual.:** BA/BS in science related field; computer skills req., incl. Microsoft Word, Excel, DOS; extreme attention to detail & ability to relate well to patients. (One year limited appointment; position requires time flexibility; hours may vary between 6 a.m.-9 p.m., depending upon study demands; some weekends req.) **Grade:** P2; **Range:** \$22,351-29,098 11-12-96 Anesthesia

RESEARCH SPEC., JR. (111395RS) Participate in biochem. & cell bio. research directed at elucidating relationships between cell structures & their structural functions; do basic molecular bio. & biochem. experiments; do cell & tissue culture, incl. isolation & maintenance of primary & established cell lines & preparation of media; do microinjection & micromanipulation of cells (well train); assist in planning protocols; do evaluation, establishment operation & maintenance of equipment; perform library bibliographic searches; keep logs & write reports; maintain inventory & order supplies. **Qualifications:** BA/BS in scientific field; exposure to lab research in molecular bio. & tissue culture; desire to do challenging experimental work under direction. **Grade:** P1; **Range:** \$20,291-26,368 11-15-96 IME

STAFF ASS'T. II (111406JZ) Assist Director with review approval process for certification of CME activities; draft & prepare correspondence; distribute forms needed for documentation; follow-up on outstanding documentation; maintain accreditation files; manage database for statistics & other information; organize, schedule & coordinate CME Council & committee meetings; manage director's daily schedule of meetings & appointments; general secretarial responsibilities. **Qualifications:** BA/BS or equiv.; at least one-three yrs. prior exp. in a responsible admin. support position, pref. in an academic or health care environment; strong interpersonal & communication skills; ability to work under pressure & act independently; attention to detail & ability to meet deadlines. **Grade:** P2; **Range:** \$22,351-29,098 11-12-96 CME

ADMIN. ASS'T. I (40 HRS) (111412JZ) Schedule & implement visitor itineraries; maintain contact with visitor/recruit on regular basis; type & proofread standard material; transcribe dictated materials; draft routine correspondence/forms; assist with scheduling & publicizing Inst. weekly Research Conferences; assist with special events arrangements. **Qual.:** H.S. grad; BA/BS pref.; two yrs. previous clerical or sec. exp. or equiv. req.; exp. with word processing & database systems; excellent typing skills; exp. transcribing dictation desirable; solid phone exp. & professional, courteous phone manner; good verbal & written communication skills; excellent organizational skills; ability to meet deadlines. (End date: 11/30/98) **Grade:** G9; **Range:** \$20,130-25,133 11-12-96 IHGT

CLERK V (111415JZ) Assist in routine personnel & payroll matters; ensure completion of paperwork for posting & filling Univ. positions; verify accurate completion of forms to ensure correct payroll checks; maintain & update sources of support for all current staff in on-line payroll system; maintain & update departmental computer & paper records. **Qualifications:** H.S. grad with business curriculum & related post-H.S. training or equiv.; college back ground desirable; two-three yrs. clerical/admin. exp.; exp. with Lotus/Excel spreadsheet essential; familiarity with Univ. procedures pref.; knowledge of clerical accounting. **Grade:** G8; **Range:** \$18,481-23,132 11-13-96 Path. & Lab Med.

OPHTHALMIC PHOTOGRAPHER (40 HRS) (111411RS) Produce photos to be used for clinical & surgical assessment, patient diagnosis & audio visual productions; handle production of slides for lectures; produce publication quality prints for journals; assist in general functions of photo dept. **Qualification:** H.S. grad; BA/BS in biomed photography &/or certification as registered biological photographer highly desirable; two-

five yrs. training in photography, audio visual production, lab (photo) functions; demonstrated skill in ophthalmic photo, anatomy of eye desirable. **Grade:** G12; **Range:** \$26,133-33,725 11-13-96 Ophthalmology

RESEARCH LAB TECH I (40 HRS) (101377RS) Perform psychophysical testing on patients; keep logs of testing; assist in writing lab reports & protocols for both testing procedures & computer analysis programs; perform computer analysis on test results; assist in writing lab reports; prepare blood for molecular geneticist analysis; maintain files & reports, transcribe letters & reports; copy research materials for faculty; organize maintain filing system; order supplies; serve as receptionist. **Qualifications:** H.S. grad, some college pref.; strong background in science, computer systems & programs knowledge req.; word processing skills; knowledge of basic research/clinical procedures & psychophysical testing exp. pref. **Grade:** G7; **Range:** \$17,068-21,247 11-12-96 Ophthalmology

RESEARCH LAB TECH III (40 HRS) (111417RS) Perform sleep studies on patients & research subjects, analyze data acquired during studies; maintain lab equipment; administer prescribed treatments & a variety of test to evaluate fatigue & fitness for duty. **Qualifications:** BA/BS; familiarity with computers & knowledge of basic electronics; possession of valid driver's license & access to car highly desirable. (Must be available to work nights or days) **Grade:** G10; **Range:** \$22,013-27,427 11-13-96 Center for Sleep

RESEARCH LAB TECH III (111433RS) Perform complex techniques such as assays; test new procedures; perform library bibliographic searches; demonstrated techniques to students; assign tasks to lower grade techs, students workers & lab aides; keep logs & write reports; perform inventory & order supplies. **Qualifications:** BA/BS in scientific field; exposure to lab work. **Grade:** G10; **Range:** \$19,261-23,999 11-14-96 Psychiatry

RESEARCH LAB TECH III (40 HRS) (111439RS) Perform technical services for two on-going research projects, each one requires specific & different skills; measures gas partial pressure in blood samples using gas chromatography; work with gas liquid sample specimens; calculate & perform serial dilutions; carry out basic components of a physiologic preparation; prepare experiments; measure tissue gas samples; induce anesthesia; perform microsurgery; clean-up upon completion of study. **Qualifications:** BA/BS; exp. in mass spectrometry & gas chromatography desirable; basic skills & background in analytical chemistry; familiarity with instrumentation & measurement principles; exp. in micro-surgery; ability to work with gas & liquid specimens; ability to calculate & perform serial dilutions; ability to plan experiments & set-up; ability to work with database to enter physiologic data. (End date: 12/1/97) **Grade:** G10; **Range:** \$22,013-25,133 11-18-96 Anesthesia

SEC'Y V (111432JZ) Provide support to Manager, Human Resources & the Deputy Director; answer phones, type & edit correspondence & other documents from hard copy & dictation; create & maintain filing system, photo copy & manage the Deputy Director's calendar; initiate the composing of general correspondence; prepare routine correspondence; maintain computerize data base of records; perform data entry; review accuracy & integrity of the system. **Qualifications:** H.S. grad; BA/BS pref.; four yrs. of previous secretarial exp. req. or comparable exp.; demonstrated phone skills; professional & courteous manner; strong word processing skills (prefer exp. with Macintosh MS Word & Excel); exp. with spreadsheet, databases &/or calendar programs; good verbal & written communication skills; must be highly organized & flexible in dealing with multiple projects, in the face of tight deadlines. **Grade:** G10; **Range:** \$22,013-27,427 11-14-96 IHGT

ASST. DIR. IV (091154JZ) P5; \$29,664-38,677 9-25-96 Institute of Neuroscience/Neuroscience

ASST. DIR. VI (101352RS) P7; \$36,050-46,814 10-28-96 IHGT

COORD. III (101365JZ) P3; \$24,617-31,982 11-4-96 Dean's Office Biomedical Graduate Studies

COORD. IV (101384JZ) P4; \$26,986-35,123 11-5-96 Business Office

COORD. IV/V (091191JZ) P4/P5; \$29,986-35,123/\$29,664-38,677 10-7-96 Cancer Center

EDITORIAL SUPERVISOR/EDITOR/MANAGING CLINICAL EDITOR (101234JZ) P7/P8; \$36,050-46,814/39,655-52,015 10-24-96 Radiation Oncology

INFO. MGMT. SPEC. I (111389JZ) P4; \$26,986-35,123 11-5-96 Psychiatry

PROG. ANALYST I (101355JZ) P4; \$26,986-35,123 11-1-96 Radiology

PROG. ANALYST II (091101JZ) P6; \$32,857-42,591 9-19-96 Genetics

PROG. ANALYST III (101262JZ) P6; \$32,857-42,591 10-18-96 Radiology

RESEARCH COORD. (101215RS) P3; \$24,617-31,982 10-7-96 Radiology

RESEARCH COORD. (101280RS) (On-going contingent on grant funding) P3; \$24,617-31,982 10-18-96 Psychiatry

RESEARCH COORD. (101353RS) (End date: 7/1/98) P3; \$24,617-31,982 10-24-96 CCEB

RESEARCH COORD., JR. (101227RS) P2; \$22,351-29,098 10-8-96 Medicine/Rheumatology

RESEARCH COORD., JR. (101215RS) P2; \$22,351-29,098 10-28-96 Radiology

RESEARCH SPEC., JR. (07795RS) P1; \$20,291-26,368 9-19-96 IHGT

RESEARCH SPEC., JR. (091204RS) (On-going contingent on grant funding) P1; \$20,291-26,368 10-3-96 Surgery

RESEARCH SPEC., JR. (101221RS) (Flexibility in work hours will be required) P1; \$20,291-26,368 10-15-96 Radiation Oncology

RESEARCH SPEC., JR. (101361RS) P1; \$20,291-26,368 (End date: 11-30-98) 10-29-96 IHGT

RESEARCH SPEC., JR. (101361RS) P1; \$20,291-26,368 (End date: 9/30/98) P2; \$22,351-29,098 9-24-96 IHGT

RESEARCH SPEC. I (101240RS) P2; \$22,351-29,098 10-11-96 Medicine/Rheumatology

RESEARCH SPEC. I (101271RS) (Flexibility to work beyond requisite scheduled hours, share on-call responsibilities for after hours, weekends & holidays) (End date: 10/31/98) P2; \$22,351-29,098 10-18-96 IHGT

RESEARCH SPEC. I (101261RS) (Position requires travel to multiple study sites, must have access to a car.) P1; \$20,291-26,368 10-22-96 Psychiatry

RESEARCH SPEC. I (101339RS) (End date: 10/31/98) P2; \$22,351-29,098 10-22-96 IHGT

RESEARCH SPEC. I (101243RS) (101245RS) P2; \$22,351-29,098 11-6-96 Medicine-Pathology

RESEARCH SPEC. I/II (091141RS) P2/P3; \$22,351-29,098/\$24,617-31,982 9-24-96 Pathology & Lab Medicine

RESEARCH SPEC. III (101386RS) (On-going contingent on grant funding) P2/P3; \$22,351-29,098/\$24,617-31,982 11-5-96 Medicine

RESEARCH SPECIALIST II (101239RS) (On-going contingent upon grant funding) P3; \$24,617-31,982 10-11-96 Medicine

RESEARCH SPEC. II (101326RS) P3; \$24,617-31,982 10-18-96 Medicine-Hematology/Oncology

RESEARCH SPEC. II (101241RS) P3; \$24,617-31,982 11-6-96 Medicine-Pathology

RESEARCH SPEC. I/III (06641RS) P3/P4; \$24,617-31,982/\$26,986-35,123 9-23-96 Dermatology

RESEARCH SPEC. III (101378RS) (101379RS) G10; \$19,261-23,999 11-5-96 Pathology & Lab Medicine

RESEARCH SPEC. IV (101210RS) (End date: 10/31/98) P6; \$32,857-42,591 10-4-96 IHGT

STAFF PHYSICIAN (101371RS) Blank 11-1-96 Medicine

ADMIN. ASS'T. II (091138JZ) G10; \$19,261-23,999 9-26-96 Psychiatry

CLERK II (40 HRS) (101275JZ) (On-going contingent upon grant funding) G5; \$14,714-18,069 10-17-96 Smell & Taste Center

CLERK III (101381JZ) G6; \$14,008-17,201 11-08-96 Medicine/Gastroenterology

HISTOLOGY TECH II (40 HRS) (101330RS) G10; \$22,013-27,427 10-22-96 Ophthalmology

OFFICE ADMIN. ASS'T. II (40 HRS) (101376JZ) G10; \$22,013-27,427 11-1-96 Rehabilitation Medicine

PSYCH TECH I (101351RS) (On-going contingent upon grant funding) G10; \$19,261-23,999 11-5-96 Psychiatry

RESEARCH LAB TECH III (091169RS) G10; \$19,261-23,999 9-27-96 Radiology

RESEARCH LAB TECH III (101221RS) G10; \$19,261-23,999 10-7-96 Radiation Oncology

RESEARCH LAB TECH III (101328RS) (On-going contingent upon grant funding) G10; \$22,013-27,427 10-18-96 Surgery/Neurosurgery

RESEARCH LAB TECH III (05437RS) G10; \$19,261-23,999 10-28-96 Medicine/Cardiology

RESEARCH LAB TECH III (101383RS) G10; \$19,261-23,999 11-5-96 Pathology & Lab Medicine

RESEARCH LAB TECH III (40 HRS) (101385RS) (On-going contingent upon grant funding) G10; \$22,013-27,427 11-5-96 Center for Experimental Therapeutics

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

SEC'Y IV (091155JZ) G9; \$17,614-21,991 9-24-96 Institute for Neuroscience

SEC'Y IV (091177JZ) G9; \$17,614-21,991 9-27-96 Pathology & Lab Medicine

SEC'Y V (40 HRS) (091192JZ) G10; \$22,013-27,427 10-2-96 Rehabilitation Medicine

SEC'Y V (40 HRS) (101247JZ) (On-going contingent upon grant funding) G10; \$22,013-27,427 Center for Bioethics

SENIOR SEC'Y (40 HRS) (04368JZ) G11; \$23,425-29,723 10-16-96 Neuroscience

SERVICE ASSISTANT II (40 HRS) (101338JZ) G10; \$22,013-27,427 10-21-96 Architecture & Facilities Mgmt.

P-T (ACCOUNTANT JR.) (20 HRS) (08906JZ) G11; \$11,262-14,290 10-30-96 Continuing Medical Education

REGULAR P-T (SUPERVISOR/SOM SECURITY UNIT) (22 HRS) (07802JZ) (Able to work overtime on short notice; must pass police background security check; position considered essential personnel) (Work schedule: Sat-Sun 8 p.m.-8 a.m.) G10; \$10,583-13,186 11-4-96 Architecture & Facilities Management

NURSING

Specialist: Ronald Story

PROJECT MANAGER II (111421RS) Provide day-to-day management of the project which includes 30+ University Teaching Hospitals; communicate with HRIO study coordinators regarding data collection & submittal; coordinate request; direct & manage research office operations; train & supervise research assistants; maintain integrity of research protocols; contribute to development & maintenance of code book; prepare & distribute data collection instrument; receive & process data; oversee data entry; enter data & perform data analyses; contribute to publication of results. **Qualifications:** MSN req.; may be doctoral candidate in nursing; University Teaching Hospital experience as clinician & manager; computer literate; knowledge of various software packages (SPSS, SAS, WordPerfect for Windows); demonstrated publications record; excellent interpersonal skills; ability to travel to sites as req. (End date: 8/31/99) **Grade:** G11; **Range:** \$23,425-29,723 11-15-96 Nursing

ADMINISTRATIVE ASSISTANT III (40 HRS) (111420RS) Provide administrative clerical support to project manager, principal investigator & other members of the research team; organize administrative aspects of the research project; compile, code, enter & verify data; assist with data collection, prepare, edit & administer data collection instruments; schedule & coordinate site visits, project meetings; track & handle correspondence; type reports. **Qualifications:** AAS required; BS preferred; four or more years progressively responsible administrative support; previous research grant experience; excellent organizational & interpersonal skills with a high level of initiative & ability to manage multiple tasks simultaneously; ability to maintain a high standard of accuracy & attention to detail in processing & verifying research data; demonstrated verbal & written skills; strong word processing, spreadsheet & PC related skills; WordPerfect 6.1 for Windows, Lotus/Excel, Power point exp. req. (End date: 8/31/99) **Grade:** G11; **Range:** \$23,425-29,723 11-15-96 Nursing

P-T (SEC'Y IV) (17.5 HRS) (08165JZ) Type general correspondence, case summaries, manuscripts & research-related documents; gather, summarize & ensure accuracy of research data; answer phones; schedule follow-up phone interviews with research subjects; assemble/copy interview forms; organize & maintain files; maintain computerized tracking files; schedule/coordinate research team meetings; obtain office supplies; code interviews for data entry. **Qualifications:** Completion of H.S. business curriculum & related post H.S. trng.; two yrs. secretarial exp.; excellent word processing, organizational & interpersonal skills; WordPerfect exp.; use of Freelard Graphics & Paradox pref. **Grade:** G9; **Range:** \$9,678-12,083 11-13-96 Nursing

ADVANCED PRACTICE NURSE (101232RS) (Must be able to make home visits within 25 mile radius of HUP, Presbyterian, Phoenixville & Nazareth Hospitals or any additional research sites) (End date: 6/30/00) P9; \$43,569-57,217 10-10-96 Nursing

ASSOC. DIR. V/III (101251RS) P7/P8; \$36,050-46,814/ \$39,655-52,015 11-6-96 Nursing

COORD. IV (101387RS) P4; \$26,986-35,123 11-6-96 Nursing

COORDINATION II, FINANCIAL AID (101229RS) P2; \$22,351-29,098 10-11-96 Nursing

P-T (ADVANCED PRACTICE NURSE) (101231RS) (Must be able to make home visits within 25 mile radius of HUP, Presbyterian, Phoenixville & Nazareth Hospitals or any additional research sites) (End date: 6/30/99) P9; \$19,917-26,156 10-10-96 Nursing

PROJECT MGR. II (101334RS) (Evening & weekend scheduling as needed to facilitate enrollment) (End date: 6/30/00) P7; \$36,050-46,814 10-24-96 Nursing

ADMIN. ASST. T. II (40 HRS) (101252RS) G10; \$22,013-27,427 10-18-96 Nursing

ADMIN. ASST. T. II (40 HRS) (091187RS) G10; \$22,013-27,427 10-2-96 Nursing

ADMIN. ASST. III (40 HRS) (101360RS) G11; \$23,425-29,723 10-25-96 Nursing

ADMIN. ASST. III (40 HRS) (07804RS) (On going dependent on practice viability) G11; \$23,425-29,723 11-6-96 CARE Program

P-T (SEC'Y IV) (20 HRS) (101233RS) (Some weekend work may be req.) (End date: 6/30/00) G9; \$9,678-12,083 10-8-96 Nursing

PRESIDENT

Specialists: Susan Curran/Janet Zinser

ANNUAL GIVING OFFICER III (07740JZ) Coordinate & implement fundraising activities with emphasis on non-alumni parent constituency; cultivate & solicit Penn Fund's non-alumni parents; manage prospect pool in parent constituency; design & run special events; recruit, manage & motivate volunteers; staff fundraising visits with parents; conduct visits at request of senior development officers; participate in cultivation & stewardship programs. **Qualifications:** BA/BS; five yrs. progressively responsible exp. in development, pref. in higher education fundraising, incl. demonstrated solicitation skills; excellent oral & written communication skills; demonstrated ability to work in

goal oriented environment; excellent interpersonal & organizational skills; travel & valid driver's license req. (Application deadline date: 11/24/96) **Grade:** P6; **Range:** \$32,857-42,591 11-18-96 Dev. & Alum. Rels.

OFFICE MGR. II (111428JZ) Hire, train & supervise, coordinate workload & schedule time off of support staff; monitor & evaluate performance, set performance standards, establish goals & objectives; assist with human resources activities; assess, revise & oversee implementation of office policies, procedures & organizational systems; prepare & administer budgets; monitor expenditures, prepare financial reports & consult with & advise in budget planning projections; oversee financial system end users for office; recommend & facilitate purchase of equipment & supplies; serve as primary manager of Sweeten Alumni Ctr.; provide leadership in shaping office ethos; serve as liaison with alumni faculty, staff & students. **Qual.**: Assoc. degree or equiv.; three-five yrs. progressively responsible admin. exp.; demonstrated ability to supervise & motivate; thorough knowledge of standard office procedures & methods; proficient in Lotus 1-2-3, WordPerfect for Windows, FileMaker Pro & Meeting Maker; ability to learn other software products; excellent clerical & numerical aptitude; strong oral & written communication skills; knowledge of University's organization & method of operating pref.; willingness & availability to work evenings & weekends. (Application deadline: 11/21/96) **Grade:** P2; **Range:** \$22,351-29,098 11-21-96 Dev. & Alum. Rels.

COORD. III (091134JZ) (Some evening & weekend work req.) P3; \$24,617-31,982 9-23-96 Dev. & Alum. Rels.

STAFF ASST. III (09892SC) P3; \$24,617-31,982 9-17-96 Office of the Secretary

STAFF ASST. III (10133SC) P3; \$24,617-31,982 10-18-96 Office of the Secretary

STAFF RESEARCHER I (101216JZ) P2; \$22,351-29,098 10-7-96 Dev. & Alum. Rels.

STAFF WRITER II (04062JZ) (Two writing samples must accompany application.) P3; \$24,617-31,982 10-4-96 Dev. & Alum. Rels.

ADMIN. ASST. I (40 HRS) (101217JZ) G10; \$22,013-27,427 10-7-96 Dev. & Alum. Rels.

ADMIN. ASST. II (091120JZ) G10; \$19,261-23,999 9-19-96 Dev. & Alum. Rels.

ADMIN. ASST. II (40 HRS) (111399JZ) G10; \$22,013-27,427 11-7-96 Dev. & Alum. Rels.

ADMIN. ASST. III (40 HRS) (101260SC) (Some nights & wknds. req.) G11; \$23,425-29,723 10-14-96 President's Office

PROVOST

Specialist: Clyde Peterson

EXEC. ASST. I (111403CP) Manage a wide range of issues, confidential files, & respond to Dean's correspondence related to Admissions; act as liaison on strategic planning & special project committees; serve as Admission Office representative to Student Financial Services, University Scholars, Affirmative Action & attend University meetings in Dean's absence; act as Dean's representative to other University offices, applicants, parents, school officials & Trustees; coordinate & supervise administrative assistant, work study students, & facilitate Admissions projects. **Qualifications:** BA/BS; four-six yrs. progressively responsible professional exp. req.; strong communication, organizational & interpersonal skills essential; demonstrated ability to follow a project from inception to closure is essential; ability to coordinate several assignments simultaneously is critical. **Grade:** P6; **Range:** \$32,857-42,591 11-12-96 Undergrad Admissions

ASST. LAB ANIMAL TECH (40 HRS) (091160CP) Provide lab animal care; feed, water & change cages; observe & report unsafe or unusual conditions pertaining to animal's environment or facility security; perform technical assignments such as medical treatments, euthanasia; receive & house animals; maintain accurate records for receiving & census; handle, restrain & determine sex of all lab animals; identify lab animal according to accepted means. **Qual.:** H.S. grad or equiv.; 18 months exp. or AALAS cert. as an assistant lab animal tech; ability to lift 50 lbs. & properly handle restrain lab animals. (Schedule may incl. shifts other than M-F, incl. weekneds, holidays & overtime) **Grade:** G7; **Range:** \$17,068-21,247 11-14-96 ULAR/Med School

HELP DESK ASST. (111392CP) Provide assistance to customers using ISC supported computing & networking products; troubleshooting problems, answer questions or make referrals, using phone, e-mail & other communication media; assist on projects which include on line documentation, team performance metric collection & reporting, common problem identification resolution & customer follow-up. **Qualifications:** H.S. grad or equiv.; computer tech training; strong customer service orientation; strong oral & written communication skills; demonstrated ability to work with customers using the phone; exp. supporting a variety of computing systems & a wide range of application packages, pref. performing end-user support in an academic environment; familiarity with either Mac or DOS/Windows desktop systems, WordPerfect, Microsoft Word, Excel; familiarity with one or more computer networking, protocols or networking apps.; TCP/IP, FTP, TELNET, SLIP, PPP, Fetch; familiarity with e-mail apps.; Elm, POP (Eudora), WWW.

Grade: G11; **Range:** \$20,497-26,008 11-12-96 ISC/First Call

LTD. SERVICE (SALES CLERK) (111390CP) Responsible for ticket sales through window, phone & mail orders; ability to reconcile money taken in with ticket audit stubs; assist in preparing statistical reports & mailing list. **Qualifications:** H.S. grad; college degree pref.; previous sales exp. in a similar setting helpful; good phone manner & ability to work under pressure; ability to learn a computerized box office system. (Work schedule requires some evenings & weekends) **Grade:** G5; **Range:** \$7,074-8,687 11-12-96 Annenberg Center

CRC COMPUTER TECH SPEC. II (101258CP) P6; \$32,857-42,591 10-17-96 Computing Resource Center

COORD. III (101238CP) P3; \$24,617-31,982 10-15-96 Arthur Ross Gallery

COORD. IV (091066CP) P4; \$26,986-35,123 10-17-96 University Press

INFO. SYSTEM SPEC. II (101323CP) P5; \$29,664-38,677 10-25-96 Undergrad Admissions

LIBRARIAN I/II (091122CP) P4/P5; \$26,986-35,123/29,664-38,677 9-20-96 University Libraries

LIBRARIAN III (101340CP) P4/P5; \$26,986-35,123/29,664-38,677 10-30-96 University Libraries

LIBRARIAN III/IV (091059CP) P6/P7; \$32,857-42,591/\$36,050-46,814 9-12-96 University Libraries

MGR., MUSEUM SALES (091094CP) P3; \$24,617-31,982-17-96 Museum

MARKETING COORD. II (091063CP) P3; \$24,617-31,982 10-17-96 University Press

PROG. ANALYST I/III (091119CP) P6/P7; \$32,857-42,591/36,050-46,814 9-20-96 ISC/Application Development

RESEARCH SPEC. III (101348CP) P4; \$26,986-35,123 11-7-96 Institute for Research & Analysis

RESEARCH SPEC. IV (101349CP) P6; \$32,857-42,591 10-31-96 Museum

STAFF ASST. III (1011347CP) P3; \$24,617-31,982 11-5-96 Center for Greater Philadelphia

SYS. ANALYST I/ISR. (091113CP) (091118CP) P7/P8; \$36,050-46,814/39,655-52,015 9-20-96 ISC/App. Dev.

SYS. ANALYST I/ISR. (101374CP) P7/P8; \$36,050-46,814/39,655-52,015 11-1-96 ISC/Application Development

SYS. ANALYST, SR. (09112CP) P8; \$39,655-52,015 9-20-96 ISC/Application Development

SYS. ANALYST SR. (091150CP) P8; \$39,655-52,015 9-24-96 ISC/Application Development

P-T (COORDINATE I) (17.5 HRS) (091197CP) P1; \$10,145-13,319 10-2-96 Museum

ADMIN. ASST. I (101336CP) G9; \$17,614-21,991 10-29-96 Museum

ADMIN. ASST. III (101320CP) G11; \$20,497-26,008 10-21-96 Undergrad Admission

ADMIN. ASST. III (101321CP) G11; \$20,497-26,008 10-21-96 Undergrad Admissions

ADMIN. ASST. III (101319CP) G11; \$20,497-26,008 10-30-96 Undergrad Admissions

ADMIN. ASST. III (101357CP) G11; \$20,497-26,008 11-7-96 Undergrad Admissions

ASST. LAB ANIMAL TECH (40 HRS) (081031CP) G7; \$14,935-18,592 9-20-96 ULAR

BIBLIOGRAPHIC SPEC. (101256CP) Union 10-22-96 University Libraries

COORD. INVENTORY CONTROL II (37.5 HRS) (101259CP) G12; \$24,500-31,617 10-28-96 ISC/Networking

ELECTRONIC TECH/III/ELECTRONIC COMPUTER TECH, SR. (091105CP) G11/G13; \$20,497-26,008/\$25,132-33,270 9-24-96 ISC-Networking

LIBRARY DOOR GUARD (091185CP) Union 9-30-96 University Libraries

LTD. SERVICE (ADMIN. ASST. I) (101274CP) G9; \$14,678-18,326 10-22-96 Annenberg Center

LTD. SERVICE (ADMIN. ASST. I) (101322CP) G9; \$9,678-12,083 10-30-96 Undergrad Admissions

REG. P-T (ADMIN. ASST. I) (20 HRS) (101213CP) G9; \$9,678-12,083 10-9-96 Biomedical Library

REG. P-T (ADMIN. ASST. I) (101257CP) G10; \$10,583-13,186 10-17-96 University Libraries

Classifieds

FOR SALE: Three well-maintained, affordable twins in Delaware County. Conveniently located to Penn campus. Must see!! Call (610) 449-6488.

FOR RENT: 4700 Springfield Avenue. 2 bedrooms, second floor, modern kitchen and bathroom, hardwood floors, large backyard. \$600 includes all utilities. 724-7102.

For classifieds rates and information, contact The Compass at 898-3632

VETERINARY SCHOOL

Specialist: Ronald Story

ADMIN. ASST. III (40 HRS) (111419RS) Coordinate day-to-day office activities of NBC's mobile veterinary service, handle client communication, manage billing, supervise technical support person & provide secretarial support to six veterinarians; organize & prepare Department of Agricultural documents for testing, vaccines & transport of animals; prioritize & handle routine & emergency calls. **Qualifications:** H.S. grad or equiv., some college pref.; large animal & medical terminology desirable; ability to communicate effectively with minimal supervision; must be able to take detailed phone message; computer literacy essential. **ADM. ASST. I:** two yrs. secretarial or administrative assistant exp.. **ADM. ASST. II:** two yrs. exp. at the AAI level or equiv.. (Position located in Kennett Square, PA - there is no public transportation) **Grade:** G9/G10; **Range:** \$20,130-25,133/22,013-27,427 11-15-96 Large Animal Hospital

VET. TECH I/II (40 HRS) (111401RS) **TECH I:** Administer treatments, injections & medications as prescribed; assist with diagnostic & therapeutic procedures; monitor vital parameters; observe & record symptoms, reactions of patients. **TECH II:** Same as above, as well as; perform diagnostic & therapeutic procedures; assist in the instructions of nursing & Veterinary students (may have direct teaching responsibility). **Qualifications:** **TECH I:** Completion of accredited Animal Health Tech program or degree in Animal Science or three yrs. Vet Tech exp.; State certification/licensure may be necessary. **TECH II:** Same as above, as well as at least two yrs. exp. as a Vet Tech I or equiv. req.. (Works schedule requires rotating nights/weekends) **Grade:** G8/G10; **Range:** \$18,481-23,132/\$22,013-27,427 11-13-96 VHUP-Wards

RESEARCH SPEC. I (091092RS) (On-going contingent upon grant funding) (Position located in Kennett Square, PA - there is no public transportation) P2; \$22,351-29,098 9-16-96 Clinical Studies

HISTOLOGY TECH I (101263RS) G7; \$14,935-18,592 10-24-96 Pathobiology

TECH. VET III (40 HRS) (101253RS) G8/G10; \$18,481-23,132/22,013-27,427 10-22-96 VHUP-WARDS

TECH. VET O.R. III (40 HRS) (0888INS) (Schedule may incl. evenings, weekends, holidays & emergency on-call) G8/G10; \$18,481-23,132/\$22,013-27,427 10-31-96 VHUP-Surgery

P-T (VET TECH TRAINEE) (20 HRS) (101249RS) (Position located in Kennett Square, PA - there is no public transportation) G7; \$8,201-10,215 10-11-96 Pathobiology

VICE PROVOST/UNIVERSITY LIFE

Specialist: Clyde Peterson

VETERANS UPWARD BOUND COUNSELOR (101255CP) (On-going contingent upon grant funding) P3; \$24,617-31,982 10-14-96 Academic Support Programs

WHARTON SCHOOL

Specialist: Janet Zinser

COORD. II (111423JZ) (111425JZ) Responsible for logistical support & management of Executive Education programs; work with client s, faculty & program directors to develop & deliver executive education programs; monitor & control Programs costs; coordinate logistical arrangements for participants prior to & during the program; coordinate daily program schedule for both classroom & conference center. **Qualifications:** BA/BS req.; one-three yrs. exp. coordinating conferences or management training programs; willingness to take initiative with minimal supervision; excellent oral & written communication skills; PC exp., WordPerfect, Lotus graphics. **Grade:** \$22,351-29,098 11-15-96 Aresty Institute

DATA ANALYST I (111402JZ) Provide research computing & statistical expertise in support of faculty & students; ensure integrity of data & software prior to releasing for production; formulate & implement computing solutions & strategies for existing & future databases; provide research & computing support in consulting office; provide update documentation online & hard copy; provide reports on data usage; train staff & users on accessing data using SAS, SQL & FORTRAN. **Qualifications:** BA/BS, pref. in CS or MIS or equiv.; one-two yrs. programming exp.; knowledge of prog. language (Fortran or C); knowledge of statistics & expertise in statistical software (SAS or SPSS); working knowledge of MS-DOS & Windows; knowledge of UNIX, HTML, PERL, NT, database technologies & commitment to System Development Life Cycle Methodologies. **Grade:** P5; **Range:** \$29,664-38,677 11-12-96 WCIT

DESIGNER PUBLICATIONS (111422JZ) Design, develop & produce materials to be used in executive education classroom based, incl. multi-media & distance learning courses; work with manager to develop & design communication tools to reach target markets; coordinate production of communication tools & work with outside vendors. **Qualifications:** BA/BS/BFA; two-three yrs. communications/design exp.; demonstrated ability to

manage multiple media projects within established time line & budget; excellent working knowledge of presentation desktop publishing & Internet technology. **Grade:** P3; **Range:** \$24,617-31,982 11-18-96 Aresty Institute

DIR. VII (111418JZ) Responsible for all facilities operations maintenance, scheduling & security for four buildings totaling 600,000 square feet, School's capital planning, space planning & allocation & new capital construction & renovations; manages staff of twelve & directly supervise the managers of facilities, classroom & special event scheduling, project management & scheduling & facilities services; responsible for the successful implementation of multi-department operations initiative which consolidates the scheduling of special events, facilities maintenance; classroom technology delivery, computer lab reservation & student registration for computer courses. **Qualifications:** BA/BS with major in engineering or business administration or equiv.; MBA or Master's in engineering, architecture or design strongly pref.; five-seven yrs. progressively responsible exp. in facilities management, architectural planning/design or engineering; thorough understanding of technical aspects of planning for & maintenance of structural, mechanical & electrical systems of large building complex; demonstrated computer literacy; ability to use spreadsheets, databases, CAD & read blue prints; proven problem analysis skills; excellent communication & negotiating skills with proven ability to work with people from a variety of backgrounds & exp.; strong management skills; position is considered "essential" personnel; able to be on call at all hours; position may require incumbent to inspect roof tops, sub-basements & other confined space & at times require incumbent to be exposed to adverse weather conditions. (On-going contingent upon grant funding) **Grade:** P10; **Range:** \$48,822-64,066 11-15-96 Facilities Services

INFO. SYSTEM SPEC. II (111301JZ) Provide research computing expertise & coordination of services & resources in support of Accounting Department faculty; formulate & implement computing solutions & strategies for department faculty; instruct faculty on use of available new computing technologies; manage network of HP Apollo 9000 series 730 UNIX (HP-UX) workstations; perform systems & third-party software installation & updates, network hardware installation; manage system resources; provide network access to databases & application programs; manage data resources on Department UNIX workstations; support analysis of financial databases. **Qualifications:** BA/BS in computer science or equiv. exp.; two-four yrs. exp. in many facets of computing support; familiarity with end-user computing requirements in an academic environment; Windows, UNIX, especially HP-UX, MacOS; TCP/IP, NFS, Novell; distributed environments: SAS, IMSL; extensive knowledge of PC & Macintosh computers, incl. software & peripherals; familiarity with financial data, such as CRSP or Compustat; ability to work independently; communicate with clients having a wide range of technical expertise. **Grade:** P5; **Range:** \$29,664-38,677 11-12-96 WCIT

INFO. SYS. SPEC. II (101212JZ) Provide departmental support to the assigned Wharton School administrative users in planning, developing/implementing & using information management systems & IS tools to support their business needs; facilitate end user access to data; participate in programming, testing implementation & evaluation of software system packages; provide a reliable computing environment; install, manage & maintain departmental LAN & application; support mission-critical data. **Qualifications:** BA/BS, pref. in computer science or MIS or computer exp.; minimum three yrs. exp. in computing support, such as network management, programming systems/db analysis & PC application support; ability to coordinate variety of projects simultaneously & manage conflicting priorities; thorough knowledge of user comp environments; ability to provide timely solutions to users IS challenges; exp. with Windows trouble-shooting req.; working knowledge of word processing, spreadsheet & db packages req.; working knowledge of Novell networks &/or Windows NT a plus; working knowledge of major programming languages such as C; working knowledge of UNIX & RDBMS theory & one product, such as Oracle or Access; SQL exp. pref.; working knowledge of at least one other query/report tool such as SAS or Business Objects. **Grade:** P5; **Range:** \$29,664-38,677 11-18-96 WCIT

MGR. IV (111440JZ) Implement & oversee initiative to consolidate scheduling of special events, facilities maintenance, classroom technology delivery & computer lab reservations & student registration for computer courses into one stop service delivery to students, faculty & staff; schedule fifteen staff to staff the function on a rotating shift basis; in conjunction with managers from the content areas (facilities, room & special event scheduling, classroom technology & computer labs), clarify & refine all policies; communicate policies & procedures to constituents; resolve any policy interpretation issues; provide staff with on-going training; in conjunction with Wharton Computing & Institutional Technology (WCIT) staff develop & maintain integrated computer data base to record & track status of schedule services; work minimum of four hrs. daily at the Wharton Scheduling & Facilities Services (WSFS) functions. **Qualifications:** BA/BS; two-four yrs. progressively responsible exp. providing customer service in a fast paced, high volume service/hospitality environment; proven customer ser-

vice exp. & skills; advance proficiency using PC software such as Word, Excel & Access & communicating via local area network & World Wide Web; strong learning & collaborative working skills; detail oriented communication skills. (Work schedule may req. that no vacation can be taken during the months of August, September, January & May; minimum work week of 40 hours is req. to manage the function which is open 8:00AM-5:30PM) **Grade:** P5; **Range:** \$29,664-38,677 11-18-96 Facilities Services

PROG. ANALYST I (111224JZ) Manage statewide MIS system & Novell LAN; maintain programs written in Visual Basic & MS-Access; assist in reporting & analyzing data; handle hardware & software requirements & support at main site; some travel require. **Qualifications:** BA/BS in computer science or related field or equiv.; one-three yrs. programming/systems exp.; exp. with Microsoft Access & Visual Basic highly pref.; exp. in PC-compatible computing support in DOS, Windows, Novell environments; LAN support exp. pref.; software proficiency with word-processing, spreadsheet, database systems-pref. Microsoft-necessary. (On-going contingent upon grant funding) **Grade:** P4; **Range:** \$26,986-35,123 11-15-96 Pennsylvania SBDC

ADMIN. ASST. III (111426JZ) Provide administrative support to busy Director & Associate Directors; organize & streamline information; arrange meetings & serve as liaison; coordinate personal contact with faculty staff & client personnel; support daily communicate by typing, filing, faxes & phone calls work on several projects simultaneously. **Qualifications:** BA/BS req.; one-three yrs exp. in the executive administrative area; excellent oral & written communication skills; PC exp. (WordPerfect, Lotus, graphics); excellent organizational & analytical skills; proven ability to integrate ideas & concepts. **Grade:** G11; **Range:** \$20,497-26,008 11-18-96 Steinberg Conference Center

ADMIN. ASST. III (111427JZ) Provide administrative support to Director & Associate Directors; organize & streamline information; arrange meetings & serve as liaison; coordinate personal contact with faculty, staff & client personnel; support daily communication by typing, filing, faxes & phone calls. **Qualifications:** BA/BS; one-three yrs. exp. in the executive administrative area; excellent oral & written communication skills; PC exp. (WordPerfect, Lotus, graphics); excellent organizational & analytical skills; proven ability to work on several projects simultaneously. **Grade:** G11; **Range:** \$20,497-26,008 11-18-96 Aresty Institute

BUILDING SVCS. ASST. (40 HRS) (111413JZ) Receive, sort, meter & pick up mail for Wharton; inspect & set-up classrooms, set up furniture for special events, check & report maintenance issues in restrooms & public space facilities; provide back-up coverage for Wharton courier & information desk. **Qualifications:** H.S. grad; two yrs. related exp.; postal clerk exp. strongly pref.; ability to lift over 50 lbs. & manipulate metering machinery; extensive bending, reaching & lifting req. **Grade:** G8; **Range:** \$18,481-23,132 11-13-96 Wharton Facilities Services

SUPERVISOR II (08873JZ) Evaluate work request, job specifications, assignments & delivery; prioritize & coordinate all production; operate equipment, incl. Xerox Docu Tech Publishing Systems, Hamada (665) printing press, Xerox 5775 color copier, photo copier & related bindery equipment; supervise employee & additional temporary staff during peak production cycle; train new employees; develop & maintain quality controls on all phases of production; consult on production & duplication projects; inform Production Manager of problems relating to production or exam security; work closely with course material coordinator & computer publishing supervisors to ensure smooth transition from one area to another; provide weekly status reports; perform special, confidential & routine production tasks; maintain exam security; prepare employee performance reviews; responsible for compliance with Wharton & University of Pennsylvania personnel policies & procedures. **Qualifications:** H.S. grad req.; some college pref.; training in advanced operate & maintenance of Xerox high speed laser copiers; two yrs. supervisory exp. or equiv. exp.; minimum three yrs. exp. on high speed automated copiers/duplicators or printing presses or equiv.; ability to work under pressure. (This position requires periodic overtime on evenings, Saturdays, Sundays, University holidays; production cycle of the department requires that no vacation be taken during the months of December, January, August & September; availability for overtime is a requirement of this position) **Grade:** G11; **Range:** \$20,497-26,008 11-15-96 WCIT

ASSOC. DIR. VI (091121JZ) P8; \$39,655-52,015 9-24-96 WCIT

ASSOC. DIR. VI/VII (101219JZ) P8/P9; \$39,655-52,015/ \$43,569-57,217 10-9-96 Undergrad Division

DIR. VIII (101324JZ) P11; \$56,135-70,246 10-18-96 Finance & Administration

INFO. SYS. SPEC. III (101276JZ) P3/P5; \$24,617-31,982/ 29,664-38,677 10-17-96 WCIT

MEDIA TECHNOLOGY SPECIALIST (06592JZ) P6; \$32,857-42,591 9-26-96 WCIT

ADMINISTRATIVE ASSISTANT II (101367JZ) G10; \$19,261-23,999 10-20-96 MBA Admissions

ADMINISTRATIVE ASSISTANT II (101368JZ) G10; \$19,261-23,999 10-20-96 MBA Admissions

1996-97: Emergency Closing

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

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

Communicating Modifications of Work Schedules

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

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

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

Types of Work Schedule Modifications

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

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

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

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

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

Recording Absence due to Emergency Closing

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

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

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

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

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

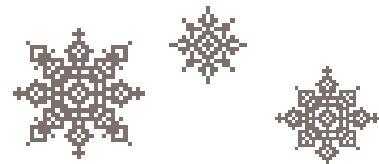
5. If the University is not closed and a staff member arrives late due to emergency conditions affecting transportation, the supervisor may excuse the lateness and consider it as time worked. Late arrival beyond reason should be charged to personal or vacation leave.

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

Unionized Staff Members

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

— Division of Human Resources



Snowcare for Children in '97

Human Resources' Quality of Worklife program is offering an extension of last year's Snow Day Child Care (SDCC) pilot. It provides full and part-time Penn faculty and staff with temporary child care services for their children (ages 12 weeks through 12 years).

SDCC is available:

... December 2, 1996 - April 15, 1997...

... Monday through Friday, 8 a.m. to 6 p.m....

... when Philadelphia County public schools are closed all day due to weather, and...

... the University is open.

Children attending other schools are welcome.

The University has arranged for two nearby, high-quality child care centers to provide these services. The Center used is determined by the age of the child:

School age (5—12 yrs.)—60 spaces:

The Parent-Infant Center, 4205 Spruce St.

Pre-School (12 wks. —4 yrs.)—5 spaces:

Penn Children's Center, 4201 Spruce St.

This program is focused on school age care where the greatest need is expected. Schools are more likely to be closed for inclement weather than day care centers because of school reliance on bus service.

Costs:

The University has paid for all set up costs and is subsidizing the cost of care on a sliding scale based on the faculty or staff member's Penn salary:

Salary	<\$50,000	>\$50,000
School Age Care	\$ 10	\$18
Pre-School Care *	\$ 15	\$25

* Pre-school costs are more expensive due to the lower ratio of children to caregivers for the age group.

Payment is made directly to the Center at the end of each day of care.

To sign up, faculty and staff complete and return all enrollment forms to the child care center they will use, based on the age of the child(ren) being enrolled. All enrollment forms must be in hand at the child care center before care can be provided.

On the day that care is needed, a procedure is followed for registering for space, on a first come/first served basis.

For more information, please call the Human Resources' Quality of Worklife Program Coordinator at 898-0380.

The Division of Human Resources Quality of Worklife (QOWL) program supports faculty and staff efforts to manage the competing demands of work and personal life needs.

Other QOWL programs include: programs for child care and elder care responsibilities, such as child care resource and referral Services (Child Care Choices: 985-2929), health promotion programs, such as Discount Fitness Club Memberships (Globalfit: 790-7859), alternative work schedule and worklife balance consultation and workshops, and faculty and staff recognition and appreciation programs.

Watch *Almanac* for announcements of new QOWL initiatives.

— Marilyn Kraut,
Quality of Worklife Program Coordinator,
Division of Human Resources

Faculty/Staff Appreciation Weekend: December 7-8

Since a downpour interfered with Staff Appreciation Day October 19, Human Resources and its partners in Athletics and the Museum have scheduled a follow-up *weekend* of activities—and this time, there's no need to choose because faculty/staff families can attend both dates.

Men's Basketball—Penn vs. Lehigh Saturday, December 7 7 p.m. The Palestra

All faculty and staff get free tickets with PennCard, and guest tickets at \$2 each, for the Penn vs. Lehigh basketball game, where the highlight at halftime is a chance to win \$5000 in the PNC Mid-Court Challenge Shooting Contest. Each ticket also nets the holder a free beverage and hotdog. Autographs will be offered after the game by Penn basketball players and coaches for youths under 12. *Complimentary parking:* Lot 1 (Walnut Street between 32nd and 33rd Streets) with Penn Card.

Tickets and coupons can be picked up at the Weightman Hall Ticket Office, M-F 10 a.m.-4:30 p.m. or at the door starting at 4 p.m. Tickets are also good for the 5 p.m. Eastern vs. Cabrini game that precedes the Lehigh contest.

'Peace Around the World' Sunday, December 8 1-4 p.m. The University Museum

There's a Kwanzaa Celebration, plus storytelling and magic, puppet shows and jugglers, face-painting, dance workshop and a demonstration on making Ginger Bread Houses—all at the University Museum, which opens another of its World Culture Days free to faculty and staff and their family members with PennCard. At the door (33rd and Spruce Streets), families receive tickets to the individual events and coupons for refreshments (cupcake and punch for children under twelve; beverage and pastry at the Coffee shop for older children and for adults). *Complimentary parking:* Lot 7 (32nd and Convention Avenue) with PennCard.

Recognized Holidays for Remainder of FY 1997

The following are the remaining holidays observed by the University for fiscal year 1997:

- Thanksgiving, Thursday and Friday, November 28, 29, 1996
- Christmas Day, Wednesday, December 25, 1996
- New Year's Day, Wednesday, January 1, 1997
- Memorial Day, Monday, May 26, 1997

In addition, staff are eligible for a floating holiday off each fiscal year (effective each July 1) which may be used for any reason, scheduled mutually with one's supervisor. Floating days are not cumulative.

The special vacation granted to faculty and staff between Christmas and New Year's Day will be December 26, 27, 30, 31, 1996. If a staff member is required to be on duty to continue departmental operations for part or all of this period, the special vacation can be rescheduled for some other time.

Staff members who are absent from work either the work day before a holiday, the work day after a holiday, or both days, will receive holiday pay provided that absence is charged to pre-approved vacation or personal days, or to sick days substantiated by a written note from the staff member's physician.

Vacations and holidays for Hospital staff members or those staff members in collective bargaining units are governed by the terms of Hospital policy or their respective collective bargaining agreements.

—Division of Human Resources

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 **November 4 through November 10, 1996**. Also reported were **Crimes Against Property**, including 51 thefts (including 6 burglaries, 9 thefts of auto, 8 thefts from auto, 3 of bikes and parts); 4 incidents of criminal mischief and vandalism. Full crime reports are in this issue of *Almanac* on the Web (www.upenn.edu/almanac/v43/n13/crimes.html).—Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department between the dates of **November 4 and November 10, 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, Threats & harassment—1

11/04/96	2:08 AM	3400 Bldg. Chestnut	Property taken by unknown actor
11/04/96	9:46 AM	Franklin Bldg.	Obscene message on voice mail

38th to 41st/Market to Baltimore: Simple assaults—1, Threats & harassment—4

11/06/96	12:14 AM	Harrison House	Unwanted calls received
11/06/96	9:40 AM	Harrison House	Unwanted phone calls
11/07/96	5:56 PM	3956 Pine St.	Unsolicited calls received at home
11/08/96	8:55 AM	Levy Building	Employee vs. employee
11/09/96	2:06 AM	Harrison House	Unwanted calls received

30th to 34th/Market to University: Aggravated assaults—1

11/05/96	6:48 PM	Towne Bldg.	Assaulted by unknown suspect w/knife
----------	---------	-------------	--------------------------------------

Crimes Against Society

38th To 41st/Market To Baltimore: Alcohol & drug offenses—1

11/10/96	8:11 PM	41st & Pine	Male arrested for drug offense
----------	---------	-------------	--------------------------------

Update

NOVEMBER AT PENN

EXHIBITS

Paul Santoleri: recent work; Esther M. Klein Art Gallery, University City Science Center. Through December 31.

FITNESS/LEARNING

26 *Deadline for Intramural Basketball Classic:* \$50; *deadline for intramural basketball league:* December 18; \$50; registration for both: Murray Grant, 573-5350.

TALKS

20 *Keeping the Beat: Studies of Flagellar Biology;* Karl Johnson, Haverford College; noon; Hirst Auditorium, Dulles Bldg. (Center for Research on Reproduction and Women's Health).

26 *The Palestinian Minority and the Israeli State: Control, Resistance, and Ethnic Regionalism;* Oren Yiftachel, political science and city planning; noon; Anspach Lounge, Stiteler Hall (Political Science).

Ca²⁺ Transients and SR Ca²⁺ Release in Mammalian Fast-Twitch Fibers; Stephen Hollingworth, physiology; 4 p.m.; Department of Physiology Conference Room, Richards Bldg. (Physiology).

Next Issues: The issue immediately following the Thanksgiving holiday will be published December 3; deadline: *November 22*. There will be issues December 3, 10 and 17, but none December 24 or 31, and none January 7.



Almanac

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

The University of Pennsylvania's journal of record, opinion and news is published Tuesdays during the academic year, and as needed during summer and holiday breaks. 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.

EDITOR	Karen C. Gaines
ASSOCIATE EDITOR	Marguerite F. Miller
EDITORIAL ASSISTANT	Mary Scholl
WORK-STUDY STUDENTS	Sonia Bazán, Radhika Chinai, Tony Louie, Zack Miller Christal Spivey

ALMANAC ADVISORY BOARD: *For the Faculty Senate*, Martin Pring (Chair), Jacqueline M. Fawcett, Phoebe S. Leboy, Peter J. Kuriloff, Ann E. Mayer, Vivian Seltzer. *For the Administration*, Ken Wildes. *For the Staff Assemblies*, Berence Saxon for PPSA, Diane Waters for A-3 Assembly, and Joe Zucca for Librarians Assembly.

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

ACTING MANAGING EDITOR	Libby Rosof
NEWS STAFF:	Barbara Beck, Jon Caroulis, Phyllis Holtzman, Carl Mauerer, Esaúl Sánchez, Kirby F. Smith, Sandy Smith
DESIGNER	Erin Herbst
CLASSIFIEDS	Ellen Morawetz

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

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

Electronic Advising: The Scholars Have Come

by David Williams

"If you build it they will come" is the design philosophy that elevated electronics from mere technology to revolutionary force. Electronically supported communication and access to information have transformed the practices of research and teaching. The scholars have come and the revolution has earned its success.

I want to call attention to another outbreak of the electronic revolution. It is happening now, in the quiet precinct of our academic community where faculty-student interactions broadly understood as "advising" take place. I perceive the first wave of this revolution in the communications I receive from students who know me in the classroom but e-mail me for advice about following up on topics that I teach, or about the kinds of careers, academic and otherwise, that depend on those topics. Students now introduce themselves by inviting me to explore their personal web pages. Formal advisees often arrive well-prepared with information they've found browsing on the Penn web: while they are now in command of the bare facts, they still want advice on how to use those facts wisely in support of their individual goals. Advising and mentoring conversations are changing as a consequence of the electronic revolution. The revolution will reshape this part of our domain if we, the faculty whose scholarly conversations are its essence, do not actively structure it ourselves.

The urgency—better, the opportunity—that confronts us as the teaching faculty in a research university became apparent to me last spring, as Chair of a committee the Provost tasked (as one component of the 21st Century Project for the Undergraduate Experience) to take the viewpoint of a University undergraduate and consider how best to use Penn's existing and emerging electronic resources to support "advising." The committee quickly realized that the challenge of electronic advising support arose from the human factors involved, not the technical ones. The outlook and preparation of our students has been changed by the electronic revolution, and so has the world they will take part in and lead. At a research university like ours, which attracts the best undergraduates in the country, advising is about opportunities not hurdles, and usually requires framing alternatives wisely despite scanty information about the ultimate purpose the alternatives are designed to serve. Undergraduates come to Penn in the throes of personal change, as their talents, creativity, and capacity for leadership mature. Sometimes these qualities are well formed and easy to discern; sometimes they are not. The purpose of faculty advising is to put every student in touch with the parts of our academic community that will, at any stage of development, best serve the goals they choose individually, as they gain awareness of their intellectual and social power. The capacity of our academic community to accommodate the growth and diversity of undergraduate interests is an expression of our vitality as a research university.

It became clear to the committee that electronic advising support is more a matter of promoting informed conversations between individuals than it is a matter of accessing documents. Electronic advising support should be designed to promote effective conversations, not to supplant faculty-student relationships. Connecting a student with a person rather than a document should be regarded as a success of the system. Increasing the information known or avail-

able to both parties to an advising conversation, deepening and extending it, also counts as a success.

At a research university like ours, progress through the undergraduate curriculum is an individual matter, driven by personal interests and ambitions. Advising's contribution is to support, rather than inhibit, the diversity of ways an undergraduate curriculum can be accomplished. Undergraduates—far more than faculty or administrators—have intellectual interests that cross the administrative boundaries of the four schools, and these interests lead them to other domains of student life as well. It must be acknowledged that undergraduates are often more focused on the world's future than they are on its past, and they are more concerned with integrating their total Penn experience than with segmenting it in ways that make sense to their faculty and administration. An advising web should accommodate this bureaucratically inconvenient outlook, supporting the effectiveness of faculty and other advisors whose interests are

deeper, but less broad, than the concerns their undergraduates bring.

Elements of the new electronic infrastructure are already being prepared—from arrangements to facilitate electronic communication between students and faculty, to innovations that help students explore curricular possibilities, to the mobilization of students eager to guide faculty, on an individual basis, through the intricacies of website development and maintenance. Changes like these will contribute to but not replace the way we faculty do our best advising: by engaging

students in conversations about the stuff of our competencies, the life of the mind, and the direction our disciplines are taking. Such conversations are our irreplaceable contribution to advising, and supporting them in every way possible is the task of the electronic infrastructure.

I am Chair of a 21st Century Project committee charged with taking steps to implement the view of advising that I have outlined here—a view of advising supported by the electronic revolution but reflective of the scholarly contributions we bring to the many kinds of teaching that we do. In most teaching situations, the roles and expectations of student and professor are well understood. In the currently developing advising domain, there are no such understandings. What topics do we expect our students to bring up, and what kind of answers do they expect us to provide? We can of course allow the necessary understandings to arise from an electronically supported chaos of often misguided, or at least misdirected, communications. More light and less heat might result if we were clear from the outset about the nature of the advising conversations we would welcome as part of our participation in the academic community.

The revolution is far speedier than our traditional modes of response. If you have any thoughts about how faculty advising can respond constructively to the challenges it confronts, including but not limited to the kind of electronic support that would enhance your own effectiveness in the advising domain as broadly understood, I hope you will e-mail them to me (*williams@cattell.psych*). If there is interest, I'll be glad to set up an electronic forum to help us, as faculty across the University, develop the customs and expectations that will guide our participation in the revolutionary years ahead.

Connecting a student with a person rather than a document should be regarded as a success of the system. Increasing the information known or available to both parties also counts.

December

AT PENN

ACADEMIC CALENDAR

- 2** Thanksgiving Recess ends at 8 a.m.; classes resume.
9 Fall term classes end.
10 Reading Days. Through Dec. 12.
13 Final Exams. Through Dec. 20.
20 Fall term ends. Spring term classes begin Jan. 13.

CHILDREN'S ACTIVITY

- 14** *Journey to Alaska*; children ages 8 to 12 explore the world of Alaska's native people, tour the Raven's Journey exhibit and make a totem pole; 10 a.m.-noon; University Museum; \$5/materials fee; pre-registration required: 898-4016.

EXHIBITS

Admission donations and hours:

University Museum: \$5, \$2.50/seniors and students with ID, free/members, with PENNCard, children under 6; Tues.-Sat., 10 a.m.-4:30 p.m., Sunday, 1-5 p.m.; closed Mon. and holidays. *Institute of Contemporary Art*: \$3, \$1/students, artists, seniors, free/members, children under 12, with PENNCard, and Sun. 10 a.m.-noon; Thurs., 10 a.m.-7 p.m.; Wed.-Sun., 10 a.m.-5 p.m.; closed: Mon. & Tues. *Morris Arboretum*: \$4, \$3/seniors, \$2/students, free/with PENNCard, children under 6; Mon.-Fri., 10 a.m.-4 p.m.; Sat. & Sun., 10 a.m.-5 p.m. *Other galleries*: free.

Upcoming

- 2** *Collages and Paintings*; paintings of coastal Maine by Bruce Montgomery, director of the Penn Glee Club and Penn Players, and colorful collages by Charles Lee, WFLN "Arts in Review" host; reception, Dec. 3, 4:30-6:30 p.m.; Burrison Art Gallery, Faculty Club. *Through Dec. 27.*
8 *Toys and Games for All the Ages*; from the Museum's collections: toys and games—from a 4,500-year-old Mesopotamian board game fragment and dice, to leather playing cards from Southwestern Native Americans, to dolls from ancient Egypt and North America; Museum. *Through January 26.*

Now

- Fine Arts: First-Year Student Show*; Upper Gallery, Meyerson Hall. *Through Dec. 6.*
Neil Welliver Prints: The Essence of Maine; Print Center, 1614 Latimer St. *Through Dec. 21.*
The Art of the Illustrated Book, 1780-1830; Rosenwald Gallery, Van Pelt-Dietrich Library. *Through Dec. 24.*
The English Novel in an Age of Revolution; Kamin Gallery, Van Pelt-Dietrich Library. *Through Dec. 31.*
Paul Santoleri: New Works; paintings and drawings; Esther Klein Art Gallery, 3600 Market St. *Through Dec. 31.*
Sculpture of Harry Gordon; Morris Arboretum. *Through 1996.*
Central Asian Weavings from the Russian Ethnographic Museum; Museum. *Through Jan. 5.*
One House, One Voice, One Heart: Native American Education at the Santa Fe Indian School; Museum. *Through Jan. 5.*
Polynesian Artifacts Collected by Titian Ramsay Peale: Self-Guided Tour; Museum. *Through Jan. 5.*
Peter Fischli and David Weiss: In a Restless World; see also Talks and Films; ICA. *Through Jan. 19.*
Mysteries of the Maghreb: Rugs and Textiles of North Africa; see also Talks; Arthur Ross Gallery. *Through Feb. 2.*
Time and Rulers at Tikal: Architectural Sculpture of the Maya; Museum. *Through Fall 1997.*



The Tony-nominated play, *Having Our Say: The Delany Sisters' First 100 Years*—the story of Sarah "Sadie" and A. Elizabeth "Bessie" Delany (above)—comes to the Zellerbach Theatre at the Annenberg Center from December 10 through 15. Micki Grand and Lizan Mitchell star in the national touring production, based on the sisters' best-selling autobiography.

University Museum Holiday Celebration: Peace Around the World

The University Museum rings in the holiday season with an all-new afternoon extravaganza on Sunday, December 8, 1-4 p.m. *Peace Around the World* features choirs, a storyteller, magician, juggler and puppeteer, crafts and dance workshops, face painters, holiday treats, and 14 international boutiques, throughout the galleries. This event is free for children under 12 accompanied by an adult paying the Museum admission donation (see Exhibits). *Peace Around the World* is also a Penn's Faculty-Staff Appreciation Weekend activity (for details, see the November 19/26 Almanac).

An all-new exhibition, *Toys and Games for All the Ages*, opens in time for the celebration. Included in the exhibit are about 60 games and toys from around the world. Pictured here: 19th-early 20th Century Indian playing cards and box made of wood and paper (at left) and dolls from three continents (below)—left to right, a female doll (c. 1900) of the Lakota tribe of North or South Dakota, a model of an Indian soldier (c. 1900), and a Japanese model of an archer (c. 1900-49). The toys and games are on display through January 26.



Watercolors: *Medicinal Plants of Shakespeare*; Morris Arboretum. *Through 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*; University Museum.
Healing Plants: Medicine Across Time and Cultures; Morris Arboretum.

FILMS

12 *The Way Things Go* (Fischli and Weiss, 1987); with Craig Saper, English; in conjunction with exhibit; 6 p.m.; ICA; free with gallery admission (*Exhibits*).

Film/Video Project

Films and programs at International House, 3701 Chestnut; full descriptions: www.liberty-net.org/~ihouse, tickets (unless noted): \$6, \$5/members, students, seniors, \$3/kids under 12; foreign language films w/ subtitles (unless noted); info/tickets: 895-6542; repeat dates & time in italics.

4 *Maborosi* (Kore-Eda, Japan, 1995); 7 p.m.; Dec. 5, 9:15 p.m.; Dec. 7, 6 & 8:15 p.m.; Dec. 8, 4 & 6:15 p.m.; Dec. 9 & 10, 7 p.m.

In the Realm of the Senses (Oshima, Japan, 1976); 9:15 p.m. Dec. 5, 7 p.m.; Dec. 7, 10 p.m.; Dec. 8, 8:30 p.m.; Dec. 9 & 10, 9:15 p.m.

11 *Not Bad for a Girl* (Apramian, US, 1995); 7:30 p.m. Dec. 12, 7:30 & 9:15 p.m.; Dec. 13, 1 & 9:30 p.m.

12 *101 Dalmations* (US, 1996); open-captioned film; noon; Dec. 13, 7:30 p.m.

Independent Film/Video Ass'n
 Registration: 895-6594.

4 *PIFVA Open Screen*; 7 p.m.

9 *Preparing for Audio Post Production*; Sigma Sound Services; 6:30-9 p.m.

FITNESS/LEARNING

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

19th Annual Computer Graphics Video Show; with the latest from SIGGRAPH '96; 6:30-8:30 p.m.; Alumni Hall, Towne Bldg. (Center for Human Modeling and Simulation).

7 *Shamanism and Curing Practices of the Native Peoples of Latin America*; workshop with Peter Furst, American Section, Museum; 10:30 a.m.-noon; University Museum; \$7.50, \$5/members, seniors and full-time students with ID; registration: 898-4890 (Museum).

Ice Skating; public skating, figure skating sessions and hockey sessions; Class of 1923 Ice Rink; admission \$5, \$4.50 with PENNCard; info: 898-1923.

Choirs

- 1:05-1:20 *Episcopal Academy*; third and fourth graders sing a wide variety of holiday songs.
 2:00-2:30 *Doves of Ararat*; a Turkish choir in costume from Solomon Schechter Day School sings Turkish folkloric, Sephardic, and Hanukkah songs.
 3:00-4:00 *U.S. Postal Workers Choir*; 25-member choir sings gospel and holiday music.

Workshops/Activities

- 1:00-4:00 *Rainbow Child Workshop*; crafts celebrating holiday traditions from six cultures: Latin American, African-American, Jewish, Southwest Native American, Japanese, and Swedish.
 1:15-1:45 *Gingerbread House Demonstration*; with the Museum Catering Company pastry chef. *Repeated 3-3:30 p.m.*
 1:30-2:00 *Dance Workshop*; traditional folkdancing with Yuri Sergeyev. *Repeated 3-3:30 p.m.*
 2:30-3:00 *Puppet Shows*; Native American tales and Punch & Judy with Steve Abrams. *Repeated 3:30-4:00.*
 1:45-2:15 *Kwanzaa Celebration and Storytelling*; with Karen Abdul-Malik. *Repeated 2:45-3:15.*

Entertainment

- 1:00-4:00 *The Magic of John Moran*.
 1:00-4:00 *Eric Belcher of the Give and Take Jugglers*.
 1:00-4:00 *Face Painting*; led by Peanutbutter.



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

F/SAP

Faculty/Staff Assistance Program noon workshops in Houston Hall, rooms to be determined; info/registration: 898-7910.

Surviving Divorce and Separation; call for details.

3 *Caregivers. Meets every first Tuesday.*

4 *Sobriety Group. Meets Wednesdays.*

17 *Managing Stress During the Holidays.*

Home-Buying Seminars

Registration: 898-7256; meetings in Room 720, Franklin Bldg. (Treasurer's Office).

2 *Mortgage Counseling*; individual sessions with representatives from Mellon Bank; hourly from 11 a.m. to 3 p.m.

13 *University Mortgage Program Seminar*; with representatives from Mellon Bank; noon and 1 p.m.

MEETINGS

12 *Association of Women Faculty Administrators*; with Michelle Battistini, Penn Health for Women; 4 p.m.; Smith-Penniman Room, Houston Hall (AWFA).

MUSIC

3 *Curtis Organ Restoration Society Annual Holiday Luncheon*; 12:05-12:35 p.m.; Irvine Auditorium; free lunch.

6 *Rumillajita*; Bolivian group plays Andean and other South American music using traditional and modern instruments; 8 p.m.; International House; \$15, \$13/students & seniors, \$10/members; day-of-show tickets: at Int'l House box office two hours prior to show; advance tickets: 893-1145 (Folklife Center; Asociacion de Musicos Latino Americanos).

Music Department

Concerts at 8 p.m. (unless noted); free.

2 *Chamber Music Concert*; music by Bach, Kennan, Satie, Villa-Lobos and others; noon; Annenberg Center Lobby.

Early Music at Penn; Gwyn Roberts directs the Penn Baroque Ensemble and Recorder Ensemble and William Parberry directs the Madrigal Singers doing music by Bach, Handel and Telemann; Bodek Lounge, Houston Hall.

6 *University Choral Society and Wind Ensemble*; Ricardo Averbach and William Parberry conduct a concert of

Carmina Burana by Orff, the *Mass* by Stravinsky, *In Ecclesiis* by Gabrieli; Cathedral Church of the Saviour, 38th & Chestnut Streets.

8 *Annual Handel's Messiah Sing-Along*; William Parberry directs the University Choral Society and the audience; Cathedral Church of the Saviour; bring a score or buy one at the door (\$5).

ON STAGE

2 *Previewers*; Philadelphia Festival Theatre for New Plays monthly reading of a new work, title to be announced; 7 p.m.; Annenberg Center; free.

10 *Having Our Say*; Emily Mann directs the play based on the best-selling book *Having Our Say: The Delany Sisters' First 100 Years*, the story of two African-American women and their century of experiences; Annenberg Center Theatre Series; 7 p.m.; Zellerbach Theatre, Annenberg Center; \$36, \$40/Friday and Saturday shows, \$12/students; box office: 898-6791. Dec. 11 & 13, 8 p.m.; Dec. 12, 1:30 & 8 p.m.; Dec. 14, 2 & 8 p.m.; Dec. 15, 3 p.m.

SPECIAL EVENTS

2 *World AIDS Day Events*; third annual ceremony with candle-lighting, songs and remembrances in memory of friends who have died of AIDS; 5 p.m.; Suites C/D, Penn Tower Hotel (HUP).

7 *Faculty/Staff Appreciation Weekend*; events include Basketball game vs. Lehigh at The Palestra and Peace Around the World at the University Museum. *Through Dec. 8.*

8 *World Culture Day: Peace Around the World*; details above; 1-4:30 p.m.; University Museum.

11 *21st Annual Holiday Bookstore Sale-A-Bration*. *Through December 14.*

Faculty Club

Call 898-4618 for reservations and prices.

4 *Tree Lighting Buffet*; 5:30-8 p.m.

18 *Holiday Open House*; 4:30-6:30 p.m.

SPORTS

Tickets for winter sports events, except basketball, are free. For basketball tickets: 898-6151.

Home locations: basketball, Palestra; swimming, Scheerr Pool.

2 *Men's and Women's Swimming v. Swarthmore*; 5:30 p.m.

3 *Women's Basketball v. St. Joseph's*, 7 p.m.; *Men's Basketball v. Towson State*, 8 p.m.

7 *Women's Gymnastics Exhibition*, 6 p.m., Hutchinson Gym; *M. Basketball v. Lehigh*, 7 p.m., Autograph Night for kids under 12, Faculty/Staff Appreciation Weekend Game.

9 *W. Basketball v. La Salle*; 7 p.m.

10 *M. Basketball v. Villanova*; 7 p.m.



The Gymnastics Exhibition features Shilpa Rao (C '98) and her teammates.

Almanac

Suite 211 Nichols House, 3600 Chestnut St. Philadelphia, PA 19104-6224
 (215) 898-5274 or 5275 FAX 898-9137
 E-Mail ALMANAC@POBOX.UPENN.EDU
 URL: www.upenn.edu/almanac

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 December 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 *January at Penn* calendar.

TALKS

2 *Objectivity and Subjectivity*; Raymond Martin, University of Maryland; 12-2:30 p.m.; Room 329A, 3401 Walnut (History).

Role of Ras in the Regulation of Cardiac Excitability; Jonas Galper, Brigham and Women's Hospital; noon; Seminar Room, Morgan Building (Pharmacology; Experimental Therapeutics).

Penn Graduate Students' Research in South Asia; Sarah Diamond, anthropology graduate student; Leela Prasad, folklore graduate student; 3-5 p.m.; Room 103, Williams Hall (South Asia Regional Studies).

Specialization and Hybridization in Darwin's Finches; Peter and Rosemary Grant, Princeton; 3:30 p.m.; Rm. 109, Leidy (Biology).

Systems Engineering for Chemical Structures; Michael Mavrouniotis, Northwestern University; 3:30 p.m.; Rm. 337, Towne Bldg. (Chemical Engineering).

The Use of Motion in Perceptual Organization; Mary Bravo, psychology; 4 p.m.; Room B-26, Stiteler Hall (Psychology).

Natural Objects and Diplomacy: The Repatriation of Atomic Bomb Victim Body Parts to Japan, 1965-75; Susan Lindee, history & sociology of science; 4 p.m.; Suite 500, 3440 Market St. (History & Sociology of Science).

An Evening with Susie Bright; in conjunction with World AIDS Day celebrations: lecture and book signing by the author and "sexpert"; 7 p.m.; David Rittenhouse Labs (Office of Health Education; Student Health Service; Connaissance; SPEC; LGB Center; Women's Center; FLASH; LGBA; Women's Studies; GSE; Pan-Hellenic; Lesbian/Gay Academic Union; Q-Zine [WXPN-FM]; Wooden Shoe Books; AIDS Information Network; Planned Parenthood-Southeastern Pennsylvania).

3 *Hemoglobin Degradation in the Malaria Parasite Plasmodium Salciarum*; Daniel E. Goldberg, Washington University; noon; Austrian Auditorium, Clinical Research Bldg. (Biochemistry & Biophysics).

The Multi-Ion Nature of Ion Permeation Through the Pore in Cloned Potassium Channels; Ted Begeenisch, University of Rochester; 4 p.m.; Physiology Conference Room, Richards Bldg. (Physiology).

Columbus, Palestine, and Arab-Jews: Towards a Relational Approach to Community Identity; Ella Shohat, CUNY; 4:30 p.m.; Room 843, Williams Hall (Middle East Center).

TALKS

New EPA Carcinogen Risk Assessment Guidelines: How Much of a Difference Will They Make?; Linda Erdreich, Bailey Research Associates; 6 p.m.; Faculty Club; \$20/PSRA member, \$25/non-member, \$5/lecture only, 7:15 p.m. (Institute for Environmental Studies; Philadelphia Society of Risk Analysis).

4 *The Man in the Glass Box: American Television Coverage of the Eichmann Trial*; Jeffrey Shandler, Columbia; 10 a.m.-noon; Center for Judaic Studies, 420 Walnut St.; reservations: 238-1290 (Center for Judaic Studies).

Macrophages, HIV, Opportunistic Infections and SLPI; Sharon Wahl, National Institute of Dental Research; noon; Room 432, Levy Bldg. (Dental Medicine; Biochemistry).

Regulation and Physiological Role of an Estrogen Specific Sulfotransferase; Wencho Song, experimental therapeutics; noon; Hirst Aud., Dulles Bldg. (Reproductive & Women's Health).

Ultra-fine Refractory Particles on Au¹¹¹ Surface; Ping Zhou, materials science and engineering; noon; LRSB Reading Rm. (Physics).

The Historical Background of the Shenhar Report: The Rise and Fall of 'Jewish Consciousness' in Israeli Education; Ilan Troen, Ben-Gurion University; 1-3 p.m.; Center for Judaic Studies, 420 Walnut St.; reservations: 238-1290 (Center for Judaic Studies).

Mapping the Elusive: Christian Colonialism and the Construction of the 'Black' Subject in the Early Modern Atlantic; Herman Bennett, Johns Hopkins; 4 p.m.; Smith-Penniman Room, Houston Hall (Latin American Cultures Program; Center for the Study of Black Literature and Culture).

TGFβ Signaling and Cell Cycle Control; Joan Massagué, Sloan-Kettering; 4 p.m.; Grossman Aud., Wistar (Wistar).

Channel Block of NMDA Receptors; Jon Johnson, Pitt; 4:15 p.m.; Rm. 140, Morgan Bldg. (Neurological Sciences).

Weaving Traditions of Morocco; Brooke Pickering, Moroccan Textile Curator; 4:30 p.m.; Arthur Ross Gallery (Arthur Ross Gallery; Middle East Ctr.).

5 *New Horizons on Contemporary Art*; slide presentation and guided tour of Fischli and Weiss, followed by a brown bag lunch and discussion; 10:30 a.m.-12:30 p.m.; ICA. (ICA)

New Insights into the Rearrangement of Antigen Receptor Genes; Martin Gellert, NIDDK, NIH; 4 p.m.; Grossman Auditorium, Wistar (Wistar).

TALKS

Mathematical Modeling in Medicine; Gary D. Knott, Civilized Software, Inc.; 4 p.m.; Room 140, Morgan Bldg. (Physiology).

Childhood Onset Schizophrenia: New Research; Judith Rapoport, National Institute of Mental Health; noon-1 p.m.; Robert Austrian Auditorium, Clinical Research Bldg. (Psychiatry and Behavioral Health Studies).

Realities of the Studio, or the Vexations of Art; Svetlana Alpers, UC-Berkeley; 4:30 p.m.; Room 329A, 3401 Walnut St.; papers distributed in advance: 898-5357 or mhesson@mail.sas.upenn.edu (Ethnohistory Program).

Tour of Fischli and Weiss Exhibit; with Peter Schjeldahl, senior art critic, *The Village Voice*; 6 p.m.; ICA; free with gallery admission (ICA).

6 *The SSRC and Area-Based Funding*; Ron Kassimir, Social Science Research Council; noon; Rm. 421, Williams Hall (African Studies Center).

The Wound and the Voice: Trauma, Narrative, and History; Cathy Caruth, Emory; noon; Rm. 111, Annenberg School (Communication).

The NOx Budget: A Market-Based Approach to Ozone Control; Roger Raufer and Alex Farrell, city & regional planning; 12:15-1:45 p.m.; Rm. 109, Steinberg Hall-Dietrich Hall (Institute of Environmental Studies).

Titian Revisited; Paul Watson, history of art; 3-5 p.m.; Seminar Rm., Jaffe Bldg. (History of Art).

9 *Cellular and Molecular Events in Neural Apoptosis*; Randall Pittman, pharmacology; noon; Seminar Rm., Morgan Bldg. (Pharmacology; Experimental Therapeutics).

History: Contested Terrain; Deborah Gray White, Rutgers; 12-2:30 p.m.; Room 329A, 3401 Walnut St. (History).

Religious Commitment and Social Change at Grassroots in Latin America; Samuel Escobar, Eastern Baptist Seminary; 3-5 p.m.; Rm. 103 Williams Hall (South Asia Regional Studies).

Stability of Proteins in Metal Affinity Systems; Janice Lumpkin, University of Maryland, Baltimore County; 3:30 p.m.; Rm. 337, Towne Bldg. (Chemical Engineering).

Experiencing Narrative Worlds; Richard Gerrig, SUNY, Stony Brook; 4 p.m.; Room B-26, Stiteler Hall (Psychology).

10 *Cell Death Proteases*; Gerald Litwack, Thomas Jefferson; noon; Austrian Auditorium, CRB (Biochemistry & Biophysics).

TALKS

Novel Subunit Composition of the Renal Epithelial K_{ATP} Channel; Paul Welling, University of Maryland; 4 p.m.; Conference Rm., Richards Bldg. (Physiology).

11 *Vested Interests: Or, What Happens When Jewish History Meets Fashion Theory*; Jenna Weissman Joselit, NYU; 10 a.m.-noon; Center for Jewish Studies, 420 Walnut St.; reservations: 238-1290 (Center for Judaic Studies).

IACUC/ULAR Investigator Training Seminar; required for all new investigators and researchers; 1-3 p.m.; Robert Austrian Auditorium, Clinical Research Bldg. (ULAR).

Vested Interests: Or, What Happens When Jewish History Meets Fashion; Jenna Weissman Joselit, NYU; 10 a.m.-noon; Center for Judaic Studies, 420 Walnut St.; reservations: 238-1290 (Center for Judaic Studies).

Mediterranean Identities in Israeli Culture; James Diamond, Princeton; 1-3 p.m.; Center for Judaic Studies, 420 Walnut St.; reservations: 238-1290 (Center for Judaic Studies).

Phosphate Metabolism and Cell Cycle Control; Erin O'Shea, UC-San Francisco; 4 p.m.; Grossman Auditorium, Wistar Institute (Wistar).

Learning to Sing: A Tale of Two Circuits in the Songbird's Brain; Richard Mooney, Duke; 4:15 p.m.; Rm. 140, Morgan Bldg. (Neurological Sciences).

Is There a Federal Role in Quality and Technology Assessment?; Janet Shikles, US General Accounting Office; 4:30-6 p.m.; Auditorium, Colonial Penn Center (LDI Center for Health Policy).

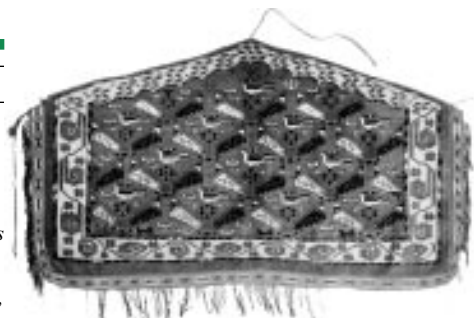
12 *A la Recherche du Temps Perdu or Eggs of the Living Dead: the Evolutionary Significance of Long Term Dormancy*; Nelson Hairston, Jr., Cornell; 3:30 p.m., Room 109, Leidy Labs (Biology).

TBA, Gail Morrison, vice dean for education, medicine; noon-1 p.m., Austrian Auditorium, CRB (Psychiatry and Behavioral Health Studies).

Correlated Electrons in a Million Gauss; Greg Boebinger, Lucent; 4 p.m.; LRSB Lecture Hall (Physics).

16 *Structure-Function Analysis of the Dopamine D4 Receptor*; Hubert Van Tol, University of Toronto; noon; Seminar Room, Morgan Building (Pharmacology; Experimental Therapeutics).

18 *The Lost Generation in American Judaism: 1920-1940*; Jeffrey Gurock, Yeshiva University; 10 a.m.-noon; Center for Jewish Studies, 420 Walnut St.; reservations: 238-1290 (Center for Judaic Studies).



Two Textile Exhibits

The University Museum displays Central Asian Weavings from the Russian Ethnographic Museum, including the camel trapping (above), "asmalyk" (Turkoman-Tekke, 18th Century; from the collection of A.A. Bogolubov), a decorative piece placed on camels during ceremonies such as weddings. Exhibit open through January 5.

The Arthur Ross Gallery features Mysteries of the Maghreb: Rugs and Textiles of North Africa. The 19th Century silk Chechouen embroidery (above right) from Morocco is courtesy of Clive Loveless. In conjunction with the exhibit, Brooke Pickering, Moroccan Textile Curator lectures on December 4 about Weaving Traditions of Morocco. Exhibit open through January 26.

TALKS

The Regulation of Glucose Transport by Insulin; Morris Birnbaum, HHMI; noon; Hirst Aud., Dulles Bldg. (Reproductive & Women's Health).

The Lost Generation in American Judaism: 1920-1940; Jeffrey Gurock, Yeshiva University; 10 a.m.-noon; Center for Jewish Studies, 420 Walnut St.; reservations: 238-1290 (Center for Judaic Studies).

Title to be Announced; Dan Miron, Hebrew University; 1-3 p.m.; Center for Jewish Studies, 420 Walnut St.; reservations: 238-1290 (Ctr. for Judaic Studies).

Identification of Components of the Cell Death Pathway; Vishva M. Dixit, University of Michigan; 4 p.m.; Grossman Auditorium, Wistar (Wistar).

19 *Artists in Collaboration*; Judith Tannenbaum, ICA; panelists: Connie Coleman, Alan Powell, Carolyn Healey, John Phillips, Marcia Kocot and Tom Hattori; in conjunction with Fischli and Weiss exhibit; 6 p.m.; ICA; free with gallery admission (ICA).



Special Seasonal Celebrations

Holiday Reminder...

Along with the observance of Christmas on Wednesday, December 25, 1996 and New Year's Day on Wednesday, January 1, 1997, University employees are also granted special vacation for December 26, 27, 30, 31, 1996. If an employee is required to be on duty to continue departmental operations for part or all of this period, the special vacation can be rescheduled for some other time. Normal University hours of operation resume Thursday, January 2, 1997. See *Almanac* November 19/26, 1996 for more details.

For Music Lovers...

Curtis Organ Restoration Society's Annual Holiday Luncheon; noon, December 3, Irvine Auditorium.

Messiah Sing-Along; with the University Choral Society and director William Parberry; 8 p.m., December 8; Cathedral Church of the Saviour, 38th and Chestnut Streets; scores available at the door for \$5, or bring your own. Admission is free. Call 898-6244 for more information.

For Kids of All Ages...

Peace Around the World; an international celebration at the University Museum, Sunday, December 8, 1-4 p.m., activities, performances, and a new exhibition, along with vendors of international crafts. See other side for details.

For Shoppers...

Book Store's 21st annual Holiday Sale-A-Bration; 20% off purchases store-wide; doors open at 10 a.m. Wednesday, December 11; free gift wrapping Wednesday, 10 a.m.-8 p.m.; Penn Book Store. (20% off discount does not apply to *NY Times* bestsellers, textbooks, special orders, out-of-print seaches, Josten ring orders, phone cards, My Favorite Muffin and Clinique). *Sale continues December 12, 8:30 a.m.-6:30 p.m.; December 13, 8:30 a.m.-6 p.m.; December 14, 10 a.m.-5 p.m.*

Bazaar Shop Holiday Shopping; gift ideas: holiday ornaments from Peru, Mexico, India, Ecuador and Japan; festive, jewelry; Guatemalan vests and purses, colorful holiday cards and gift wrap, and international toys; International House. Weekdays, 11 a.m.-7:30 p.m., Saturdays noon-7 p.m., Sundays 2-7 p.m.

Museum Shops; gifts for kids in the Pyramid Shop; Ecuadorean dolls, Japanese origami sets, international stocking stuffers and ornaments; in the Museum Shop: Native American and Inuit carvings and pottery, African carvings, world music, and reproduction jewelry inspired by the Museum's collection; University Museum.

Meals to Enjoy...

Annual Tree Lighting Buffet; menu includes terrines, pâtés, smoked fish, salads, cranberry orange relish, baked ham with honey glaze, flounder with crabmeat stuffing and shrimp sauce, turkey carving station, chicken fingers, green beans provençale, rice pilaf, glazed baby carrots, mashed potatoes with caramelized onions, holiday cakes, pies and cookies, coffee and tea; 5:30-8:30 p.m., December 4; Main Lounge, Faculty Club; reservations: 898-4618; prices (excluding 18% service charge): \$16.25, \$8.50/children under nine.

Holiday Open House; menu includes cheese and fruit, chicken satay, mozzarella with prosciutto, smoked salmon, dim sum, cheese tortellini, tomato basil penne, roasted turkey with cranberry sauce and tarragon mayonnaise, top round of beef au jus with horseradish cream, mini confections and candies, and holiday punch; Hourglass bar open; 4:30-6:30 p.m., December 18; Faculty Club; call 898-4618 for price and reservations.

Holiday Hosting; to include a Philadelphia-area international student who can't go home for winter break at a holiday meal or celebration, call International Programs at 898-4661 or International House at 387-5125 extension 2232.

And gifts to share...

Operation Santa Claus; provides gifts to hundreds of children and senior citizens at a holiday luncheon on December 16. Donations of presents or cash are being collected. Call Yvonne Oronzio at 898-4210 or 898-7239 for more information.



Holiday Hours

Accounts Payable Open December 26-31, 9 a.m.-2 p.m.

Annenberg Center Box Office Open December 23 and 30, noon-6 p.m.; December 26, noon-3 p.m.; December 27 and 28, 10 a.m.-3 p.m.; December 29, noon-5 p.m. Closed December 24, 25 and 31, January 1. Reopens January 2, noon.

Book Store Open December 23, 8:30 a.m.-6:30 p.m.; December 24, 27, 30 and 31, January 2 and 3, 8:30 a.m.-5 p.m.; January 4, 10 a.m.-5 p.m.; January 5, 10 a.m.-4 p.m. Closed December 25, 26, 28, and 29, and January 1.

Cashier's Office Closes December 24, 2 p.m.; reopens January 2, 9 a.m.

Christian Association Closes December 24, 6 p.m. Reopens January 2, 8:30 a.m.

Class of 1923 Ice Rink Closed December 25. See *Fitness/Learning* for regular public sessions. Extra sessions: December 26, 27 and 31, 2-4 p.m.

Escort Service, PennBus, Handivan Escort Service operates a limited on-call service (898-RIDE) December 23 through January 3, 6 p.m.-3 a.m.

Faculty Club Closes December 24, 3 p.m. Reopens January 6, 8 a.m.

Hillel Open daily, 9 a.m.-3:30 p.m. Closed December 25 and January 1.

Houston Hall/Houston Hall Mall Open December 20 and 23 and January 2 and 3, 7:30 a.m.-7 p.m.; December 24, call 898-5552 for hours; Closed December 21, 22, 25-31 and January 1, 4 and 5. Normal hours resume January 6.

ICA Closed December 25 and January 1. Open December 24 and 31, 10 a.m.-3 p.m. See *Exhibits* for regular hours.

Jazzercise No class December 24, 26 or 31; classes resume January 2; See *Fitness/Learning* for December Schedule.

Morris Arboretum Closed December 25 and January 1.

Newman Center Closes December 20, 1 p.m. Reopens January 13, 7:30 a.m.

Recreation Department: Gimbel Gym Closes December 23, 4:45 p.m.; normal hours resume January 13. **Hutchinson Gym** Closes December 23, 4:45 p.m.; open January 2-3, 6-10, noon-4:45 p.m.; closed January 4-5, 11-12; normal hours resume January 13.

Residence Halls Grad Towers A and B, Harrison, House, Harnwell House, Mayer Hall and High Rise North remain open. All other dormitories close at December 21, noon and reopen January 9, 9 a.m. Residential Living Office closes December 24, 5 p.m. and reopens January 2, 9 a.m.

Student Financial Services Closes December 25-January 1.

Student Information & Systems/Registrar Closes December 24, 5 p.m. Reopens January 2, 9 a.m.

University Museum Closes at 3 p.m., December 24 and 31; open December 26-28, 10 a.m.-4:30 p.m.; December 29, 1-5 p.m. Closed December 25 and 30, and January 1. Resume regular hours January 2.

Van Pelt/Lippincott Libraries and Rosengarten Reserve Open December 23, 24, 26, 27, 30, 31, and January 2, 3, 6-10, 8:30 a.m.-5 p.m. Closed December 25, 28, 29, and January 1, 4, 5, 11, 12.

December

AT PENN