

UNIVERSITY of PENNSYLVANIA *Almanac*

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The Year of The Tiger

The Year of the Tiger comes in with a roar on Saturday, January 24, when the University Museum offers its 17th annual Chinese New Year Celebration from 11 a.m. to 4 p.m. Performances and crafts, cookery and martial arts, Feng Shui and Qi Gong instruction, and many children's activities lead up to the Chinese Lion Dance and Firecracker Parade that traditionally ends the festival.

Chinese food—decorative and edible—is featured in two cooking demonstrations and one on vegetable carving, where vegetables are turned into flowers, birds, and spectacular scenes. The Cafe will offer Chinese lunch entrees.

The Jade River Dancers make their Museum debut with traditional Chinese dances.

Also new this year is Chinese Musical Voices, a 30-member choral group directed by Dr. Hai-Lung Dai, chair of Penn's Chemistry Department. Its two performances combine Chinese classics and folk, ancient and modern music.

Kurt Jung and Anna Chan, as the Sounds of Cathay, perform—on Chinese zither and Chinese violin—well-known folk songs from various areas and ethnic groups of China, as well as music originating from the Imperial Court. Members of the Kung Fu Academy offer a demonstration before the lion dance winds its way outside for the firecracker finale.

Zhe-Zhou Jiang will demonstrate the art of Chinese watercolor; he adapts traditional Chinese techniques to create Philadelphia landscapes and Center City scenes. A Chinese calligrapher translates visitors' names.

Jennifer White, keeper of the Asian Section, hosts a workshop on Chinese Mandarin Squares, displaying some rare examples of the brilliant silks in Penn's collection and helping children look for the Chinese symbols hidden there, to make their facsimiles for "rank badges."

As part of a focus on Chinese practices for health and well-being, Master Faxiang Hou introduces the ancient Chinese Qi theory of vital energy and offers a beginner's demonstration of the "no touch" healing art of Qi Gong. Melanie Lewandowski, president of Phoenix Design Associates and a Feng Shui master, talks about creating a home design optimal for health, harmony and prosperity. Dr. Yong K. Kim, head of physical rehabilitation and acupuncture at HUP, explains acupuncture, and herbalist Ching-Yao Shi discusses the use and benefits of Chinese medicinal herbs.

Children can explore Chinese arts, crafts, games, and dance at workshops where they make tiger dolls, paper dragons, masks from the Chinese Zodiac, hats and fans, or learn ribbon dancing and street games, including Chinese jump rope.

Students from the Chinese Students' Association will teach Mah Joong and Chinese Chess. Displays range from weapons used in martial arts, to show-and-tell on fresh vegetables and other Chinese foods, as well as chopstick demonstrations.

The admission donation is \$5 (\$2.50 for students and senior citizens) but the celebration is free for members, PENN Card holders and children under 6.

From a photo by Adam Gordon, courtesy of the University of Pennsylvania Museum of Archaeology and Anthropology



Members of Cheung's Hung Gar Kung Fu Academy in Philadelphia perform the Lion Dance at the University Museum's annual Chinese New Year Celebration.

Tiger people (1926, 1938, 1950, 1962, 1974, 1986, 1998) are sensitive, given to deep thinking, capable of great sympathy. They can be extremely short tempered, however. Other people have great respect for them, but sometimes Tiger people come into conflict with older people, or those in authority. Sometimes Tiger people cannot make up their mind, which can result in a poor, hasty decision, or a sound decision arrived at too late. They are suspicious of others, but they are courageous and powerful.

— from *The Chinese Zodiac*

MLK Celebration: January 19

To the University Community

The theme for this year's celebration of the birth of Dr. Martin Luther King, Jr., is *The Vision Lives On . . . Recapturing the Spirit*.

We encourage all faculty, staff and students to participate in some of the many commemorative programs being held on January 19 and throughout the spring semester.

Release time has been authorized for staff to attend Martin Luther King Jr. Day commemorative programs on January 19, and supervisors are encouraged to be flexible in granting release time and making arrangements for coverage of responsibilities.

Likewise, faculty are encouraged to be flexible regarding class attendance to allow students the opportunity to participate fully in January 19 programming.

Judith Rodin, President

Michael Wachter, Interim Provost

John Fry, Executive Vice President

Note: for a list of events January 19 and beyond, please see www.upenn.edu/VPGE/mlk.html

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Pullout:

Self-Report to the Ivy League
[On Eligibility of an Athlete in Fall 1997]

News in Brief

Self-Report of NCAA Violation

Before leaving office as provost, Dr. Stanley Chodorow issued a *Self-Report to the Ivy League* detailing a violation of NCAA rules during football season "as a result of a student-athlete practicing and competing while not enrolled full-time." The report, based on investigation by a faculty-administrative team, concludes that the violation resulted from misunderstanding—but Penn forfeits eight games; recommends that the Ivy League vacate the athlete's 1997 honors; and outlines steps to be taken with administrators involved. (See complete report in pullout, pp. S1-S4.)

Council Open Forum January 28

The January 28 University Council meeting is the annual Open Forum, where under Council Bylaws "all members of the University community are invited to bring their concerns and during which any member of the University community can direct questions to the Council."

For details of attending and/or participating, please see page 5. (Note that there is no meeting on January 14 as originally announced to Almanac and incorrectly published in January at Penn.)

SAS Units in Logan Hall

As programs of the School of Arts and Sciences move from their scattered locations to the reopened Logan Hall, here are their new addresses (phone numbers remain as in the Penn phone book):

Benjamin Franklin Scholars/General Honors and University Scholars
190 Logan Hall/6304
Classical Studies & Graduate Group in Ancient History
201 Logan Hall/6304
College Office
120 Logan Hall/6304
History and Sociology of Science
303 Logan Hall/6304
Philosophy Department
433 Logan Hall/6304
Religious Studies
201 Logan Hall/6304
Women's Studies
411 Logan Hall/6304

Public Safety's Move

The University Division of Public Safety's mailing address has changed from 3914 Locust Walk to:

Division of Public Safety
4026-40 Chestnut Street
Philadelphia, PA 19104-3020.

All mail for the Division should be addressed to the new address, although the Special Services Unit will, due to the nature of its work, advertise its physical location as 4026 Chestnut Street so that customers can choose to visit their part of the building directly without using the Police lobby if necessary.

Also, the Communications Center will temporarily remain physically at 3914 Locust Walk, but this should not affect delivery of mail to the new address, said George Clisby, Director of Police Administration.

SAS Vice Dean, Finance & Administration: Michael Mandl of Duke

Michael J. Mandl of Duke University has been named Vice Dean for Finance and Administration in the School of Arts and Sciences as of February 2. The appointment, announced late in December by then Interim Dean Walter Wales, makes Mr. Mandl the School's chief administrative and financial officer, with oversight responsibilities for budget, computing, facilities, and administrative staff personnel matters.

At Duke Mr. Mandl has served as director of academic financial services, budgets and systems in the Office of the Provost since 1993. In that role he has been responsible for directing the budget preparation and long-range financial planning process for Duke's schools, programs and academic administrative units. He has also led Duke's development and implementation of a new on-line budget and planning system and has worked closely with Duke's administrative officers and deans to analyze a variety of policy issues ranging from federal funding to undergraduate financial aid.

A graduate of George Washington University with a Bachelor of Accountancy with distinction, Mr. Mandl took an M.A. in Liberal Studies from Duke and has done doctoral work in business administration, management, and organizational theory at Duke and at the University of Michigan.

From 1989 to 1991, he was assistant dean for budget and administration at Duke's School of Forestry and Environmental Studies, which was reconfigured during his tenure as the School of the Environment. Earlier in his career he was with Glaxo, Inc. as a senior budget, financial and accounting analyst and with Peat, Marwick, Main & Co. as a certified public accountant (CPA).

"I am delighted that we have been able to attract such a seasoned academic financial administrator to SAS as we make a transition to a new Dean," said Dr. Wales. "I am confident that Michael will be a great help to Sam Preston and to all of us in the School as we continue to address the complex budgetary and administrative issues that impact our academic activities."



Photo by Tommy Leonard

Vice Dean Michael Mandl

Search Committee for Provost

I am pleased to announce the formation of the committee to advise on the search for a new Provost. Dr. Thomas P. Gerrity, Dean of the Wharton School, has agreed to chair the committee. Serving with him are:

Dr. Herman Beavers, Associate Professor of English and Director of Afro-American Studies, Mr. Rasool Berry, C '99
Prof. Stephen B. Burbank, David Berger Professor of Law
Dr. William J. Donawick, Mark Whittier & Lila Griswold Allam Professor of Surgery at New Bolton Center
Mr. Owen Garrick, WhG '98
Dr. Glen N. Gaulton, Associate Professor of Pathology and Laboratory Medicine, Associate Dean of the Combined Degree Program, and Director of Biomedical Graduate Studies, Medicine
Dr. Eduardo D. Glandt, Heuer Professor of Chemical Engineering, SEAS
Ms. Rachel Goldfarb, C '99
Dr. Larry Gross, Professor of Communication, Annenberg
Prof. Geoffrey C. Hazard, Jr., Trustee Professor of Law
Dr. Risa J. Lavizzo-Mourey, Sylvan Eisman Professor of Medicine and Director of the Institute on Aging
Dr. Marvin Lazerson, Carruth Family Professor of Education, GSE
Dr. Jeremy Sabloff, Professor of Anthropology and Charles K. Williams II Director of the University Museum
Dr. Joyce E. Thompson, Professor of Nursing
Ms. Sandra K. Tilford, EdG '98

Staffing the Committee is Rebecca Trumbull, senior planning associate, School of Medicine administration.

As we prepare ourselves for the 21st century, the leadership of the Provost is more important than ever. This is unquestionably a key search for the University, and I am delighted and appreciative that such talented people have agreed to take on the task.

— Judith Rodin, President

Agreement to Protect Gutman Farm from Development

At presstime Monday, Penn and the Heritage Conservancy were preparing for a press conference to announce an agreement that will protect the 211-acre Gutman Center property in Bucks County from development as it changes hands. The Gutman farm was given to Penn in 1973 to be used for fine arts, but when the arts program there was discontinued several years ago the bulk of it was rented as farmland and its cottages leased to artists. A move to sell the land to developers last year was opposed by the community—a controversy that has been covered in detail in the *Philadelphia Inquirer* and *Daily Pennsylvanian*. Details of the agreement will be published here on release.



Omar Blaik

VP Facilities Services and Contract Management: Omar Blaik of Facilities

Omar H. Blaik, associate vice president for facilities management since 1997, became Vice President for Facilities Services and Contract Management effective January 5, according to Executive Vice President John A. Fry.

In this new position, Mr. Blaik's responsibilities will be two-fold: to oversee the Trammel Crow contract which will become effective on April 1, 1998, and to manage the facilities functions which will remain with the University after that date. The functions which will remain at Penn include its master planning and infrastructure planning efforts, as well as the capital budgeting process.

Mr. Blaik came to Penn from Coopers & Lybrand Consulting, where he served most recently as a managing associate, directing a team of professionals who assisted corporate and higher education clients in addressing facilities management issues, including process improvement in the construction and maintenance areas and planning and execution of capital programs.

"Omar brings a wealth of valuable experience and expertise to this key position," Mr. Fry said. "We are confident that under his direction Penn's collaboration with Trammel Crow will become a model for universities nationwide."

Mr. Blaik holds a B.S. from Cairo University, an M.S. from USC, and an M.B.A. from NYU's Stern School of Business. He is a member of the American Society of Civil Engineers and the American Association of Cost Engineers.

Prior to joining Coopers & Lybrand, Mr. Blaik served as project engineer at Kiewit Construction Company in Los Angeles from 1987-1990. He had previously served as field engineer with Howard-Harbert-Sadelmi in Cairo, Egypt.

Trustees' Council Grants

The Trustees' Council of Penn Women invites members of the University community to apply to its grant program. Grants in amounts ranging from \$1,000 to \$5000 will be made to individuals or organizations selected by The council's Grant Committee.

The grant program is potentially available to an individual who, or organization which, promotes "women's issues...the quality of undergraduate and graduate life for women...the institutional advancement of women...the physical, emotional and psychological well-being of women."

The Council is inclined to give favorable consideration to projects, that

- affect a broad segment of the University population,
- move the University community to a higher awareness of women's issues,
- provide seed money for pilot programs that show potential for becoming ongoing self supporting programs.

For applications: Allison Cannady-Smith at 3533 Locust Walk; phone 898-7811. Applications must be submitted by February 1, 1998; awards will be announced in April and grants will be awarded after July 1, 1998.

AAUP PennChapter

The following relates to the announcement that a Special Committee on Consultation is being formed to examine the consultative process, as called for in the November 5 Special Meeting of University Council (see [Almanac November 11 and 18](#)). The make-up of the Special Committee was announced in [Almanac December 9](#).

Consultation as a Process and Procedure

The University is a very special community. Ideally, it would consist of just faculty and students. In this complex, modern society, administrative expertise is required to ensure that the faculty and students can serve the University purposes of knowledge creation, codification, preservation, and transmission. However, the faculty deserve and expect a substantial voice in the manner in which they are administered.

Our personal memories on the Executive Board of the University of Pennsylvania Chapter of AAUP go back to the Harnwell presidency and the formation of the Faculty Senate and University Council. Their formation was a reaction first by the faculty and later by other affected constituencies, against administrative fiat. The Harnwell and subsequent administrations learned that broad consultation from the very beginning leads ultimately to better decisions which are more easily and widely accepted. This consultative apparatus is in place and ready for use. To say that it is too cumbersome is truly disingenuous. Democracy may be cumbersome; judicial procedures may be lengthy and tedious to insure due process. But, would we have it any other way? It is the process and the procedure that we talk about here. Our experience amply demonstrates that early consultation, from the very beginning of a new initiative, builds trust in the relationships involved in the change process and in the administration of the system.

In the most sensitive and delicate decisions, where there is a genuine need for closely held information and confidentiality, the very minimum consultation would be to involve from the beginning the three Faculty Senate chairs. Collectively there is often 75 years or more of University experience which should not be lightly disregarded by high administrators who may be recent arrivals here. Their wisdom is a University treasure and should be valued as such. Most important decisions are neither so sensitive nor so delicate. In these circumstances, full information should be shared with and advice sought from the appropriate Senate or Council committees. These committees very often have among their membership faculty with great expertise in the matters at hand. The purpose of these committees is to provide advice to the administration. The current administration may have forgotten that. An administration that does not listen to its constituencies is an administration at risk.

In reflecting over our many decades of dedicated service to Penn, we realize that every time there was a serious problem, a committee was formed to consider the problem and make recommendations to the administration for the solution. A new "Committee on Consultation," to recommend to the administration how to consult with all of the University constituencies is redundant. It is all here: the Faculty Senate and University Council have a well established committee structure in place to do what is needed. Our strong recommendation to the administration is to use this existing structure in a continuing effort to involve the broader community in necessary and responsible decision making. Involve the committees very early, present alternative solutions under consideration and listen, yes *listen* to what is said in response. An administration that takes the deliberations of consultative committees seriously into consideration is an administration that will receive widespread support for the necessary decisions, however unpleasant they may be. We believe this is the only way to restore a full measure of trust, a sense of community, and a sense of shared destiny, to Penn.

*The Executive Board of the University of Pennsylvania Chapter,
American Association of University Professors*

President: Elsa Ramsden

Vice-President: Morris Mendelson

Secretary: Ira M. Cohen

Treasurer: Erling Boe

*Executive Board Members: Helen Davies, Janet Deatrick,
Marten Estey, Peter Freyd,
Reuben Kron, Charles Mooney*



Salim Alani



Mary Lee Brown



Craig Failing



Odell Guyton

Photos by Art Siegel, Biocommunications

Appointments in Audit and Compliance

Rick N. Whitfield, Vice President for Audit and Compliance, said in announcing key leadership appointments made in his area over the past several months that they are part of "the progress toward accomplishing strategic goals for restructuring."

"Penn's business environment has changed significantly, and change will continue," he said. "The *Agenda for Excellence* recognized the need to upgrade internal controls, risk management and compliance functions to minimize Penn's financial, operational, regulatory and reputational risks. The success of any organization is dependent on having excellent people who understand changing business environments, seek to continuously improve processes and approach change in a proactive manner. I have been successful in recruiting these outstanding leaders to join Penn's expanded management team."

Salim M. Alani, Director of Audit

Mr. Alani joined the Office of Audit and Compliance in September as the Director of Audit/University, responsible for the management and oversight of "all audit-related matters for the University." With 19 years' experience in higher education and public accounting, he comes to Penn from Tufts University, where he had been director of internal audit since 1985. There he was responsible for formalizing the internal audit function and directing all internal audit activities. He was instrumental in preparing, with Tufts' external auditors, an integrated audit work plan approach that was the first of its kind in higher education. He also served on numerous task forces, search committees and business process re-engineering projects. Earlier he was at the Massachusetts Institute of Technology and at Arthur Andersen & Company.

Mr. Alani received his B. S. in Business Administration from Northeastern University and is a Certified Internal Auditor, Certified Information Systems Auditor and Certified Fraud Examiner. He currently serves on the Grants and Review Board of His Highness Prince Aga Khan Shia Imami Ismaili, U.S.A.

He is also a member of the Association of College and University Auditors, Institute of Internal Auditors, Information Systems Audit and Control Association, Association of Fraud Examiners, and past president of the New England Chapter of Information Systems Audit and Control Association.

Mary Lee Brown, Director of Audit Information Systems

Ms. Brown joined the Office of Audit and Compliance in March after 18 years with Johns Hopkins University. She served there in several leadership roles, including director of accounting services in the Controller's Office, and assistant director and EDP audit manager in the Office of Audits and Management Services. Ms. Brown directed a large operational staff while also leading or participating in diverse short- and long-range projects to bring about major improvements and efficiencies to the overall financial processes and systems.

As director of accounting services, she was responsible for the day-to-day management of a \$2.85 million annual budget and five operational units. Utilizing her understanding of management information systems and business processes and procedures, she co-developed a plan and effectively co-led a team to complete a three-year financial system implementation.

Ms. Brown received her B.A. in Accounting from Loyola College in Baltimore, Maryland. She is a member of the Association of College and University Auditors, Institute of Internal Auditors, and the Information Systems Audit and Control Association. She is a Certified Internal Auditor.

Craig A. Failing, Director of Audit, Health System

Mr. Failing joined the Office of Audit and Compliance in June after 14 years' experience in both a "Big Six" professional services firm and private industry. He has expertise in health-care, manufacturing and biotech industries, and experience in audit, internal controls, mergers and acquisitions, SEC filings, project management, consulting and managed care.

The former senior manager for Coopers & Lybrand, L.L.P., Philadelphia, was interim chief financial officer for the University of Pennsylvania Institute for Human Gene Therapy in 1996-97. His other responsibilities at Coopers & Lybrand included management of consulting and other professional services, audits and relationships for local, domestic and international clients. Earlier in his career held various posts at Playtex International.

Mr. Failing received his B.S./Accounting in 1983 from West Chester University, and his M.B.A. in 1986 from Wilmington College.

Odell Guyton, Corporate Compliance

Odell Guyton, Esq., was named Corporate Compliance Officer of the University of Pennsylvania on December 15, coming to Penn from the Philadelphia firm of Miller, Alfano & Raspanti, P.C., where he had been counsel since 1993.

A 1977 alumnus of Moravian College, Mr. Guyton received his J. D. from American University's Washington College of Law in 1981, and embarked on a 16-year career of complex litigation and investigative experience in "white collar" criminal defense, fraud and abuse, tax, money laundering, RICO, and *qui tam* litigation. In addition, he has acquired extensive experience in the areas of corporate compliance, corporate internal investigations, legal audit, federal and state grand jury representation and the sentencing guidelines.

Prior to entering the private practice of law, he served as an Assistant U. S. Attorney for the Eastern District of Pennsylvania from 1988 until 1993. During the latter part of 1993, Odell concluded his career as a federal prosecutor by serving as a Special Assistant U. S. Attorney. In July 1992, he received the prestigious Director's Award for Superior Performance as an Assistant United States Attorney at a national ceremony in Washington, D.C. Among his other honors, he was named to the *Who's Who of Emerging Leaders in America*—1989-1990, the *Who's Who in American Law*—1987, and the *Outstanding Young Men of America*—1981.

Earlier in his career, he served as a prosecutor for the Philadelphia District Attorney's Office, 1981-1988, using the state grand jury to investigate organized crime and corruption. He served with distinction at the Philadelphia District Attorney's Office, and has held various supervisory positions including that of Deputy District Attorney (the third highest rank in the office).

Mr. Guyton has appeared as a legal commentator on national and local television programs. He is on the board of Northwest Victim Services in Philadelphia and is on the executive committee of the Board of Trustees of Moravian College. He is a member of the Pennsylvania Bar, the United States District Court, the Bar of the Third Circuit Court of Appeals, the Criminal Justice Act Selection Committee, the Philadelphia Bar Association and the American Bar Association.

Are You at Risk for Insider Trading Liability?

Many people at the University have access to confidential information of potential commercial value. That puts them at risk for insider trading liability.

While "insider trading" may conjure up images of Wall Street rogues delivering suitcases of cash in dark alleys, in fact many instances of insider trading prosecuted by the SEC involve much lower stakes and in many cases people who do not even work in securities firms or corporations. Two recent cases involve faculty at institutions much like Penn. The purpose of this note is to warn the Penn community of the risks of insider trading.

What is insider trading? It involves purchasing or selling a security from or to a party other than the issuer, using "material, non-public information for personal financial gain." That means using significant information that has not yet been disclosed to the public to make extra money for yourself, your family or your friends. For example, a researcher who has advance knowledge about the efficacy of a drug and purchases the stock of the sponsoring pharmaceutical firm prior to a public announcement about the drug's effectiveness may violate rules against insider trading.

That is exactly the fact pattern behind recent charges brought by the SEC against an Associate Professor of Neurology at Columbia University. The neurologist helped to evaluate Myotrophin, a new drug developed to treat Lou Gehrig's disease. He traded the stock of Cephalon Inc. based upon knowledge that he gained while conducting confidential clinical trials for the company in 1995. In their lawsuit, the SEC charged that the neurologist had made more than \$26,000 in illegal profits by purchasing Cephalon stock just a few weeks before he knew the company was to announce positive findings about the drug.

Passing confidential information on to friends or family so that they may profit, sometimes called "tipping," also violates insider trading rules. The SEC has filed charges against a Professor of Medicinal Chemistry and Pharmacology at the University of Minnesota who served as a scientific advisor to Cephalon and allegedly passed secret information on to his sons, who then purchased stock. In that case, the SEC has also filed charges against both of the professor's sons despite the fact that they claim to have made no profits from their securities trades.

Many scientists, engineers and physicians at Penn are involved in research studies that are of commercial as well as scientific importance.

Individuals potentially at risk for insider trading liability include those who have access to research results before they are made public and who also own or purchase securities in companies that develop the research results. This includes a wide range of personnel, from the head of the research project to the scientist who runs the laboratory to the administrative assistant who types the research report. It is critical that all personnel with direct or indirect access to confidential information understand the rules about insider trading.

A recent article in the *New England Journal of Medicine* (Vol. 337, No. 9, pp. 631-634) discusses biomedical research and insider trading. In the concluding paragraph, the author states, "Four points emerge from this discussion of biomedical research and insider trading. First, in certain circumstances, the results of biomedical research can constitute a form of insider information and trigger the application of the federal securities laws. Second, a corporate employee who trades on the basis of such knowledge risks civil or criminal liability under the federal securities law. Third, a corporate outsider who trades on such information risks liability under both the securities laws and the mail-fraud statute if, by trading on the information, the person breaches a fiduciary duty to his or her employer or another party. Finally, as a general rule, to avoid liability, a person entrusted with research data under conditions of confidentiality should refrain from trading on the information before it has been made public."

The article provides a good summary of the statutory framework governing insider trading. If you think you may be at risk for insider trading liability, we recommend that you read the article carefully and consult your attorney. Any questions about the University's policy should be addressed to the General Counsel's office.

— Ralph Amado, Vice Provost for Research
— Richard Tannen, Vice Dean, School of Medicine
— Shelley Green, General Counsel
— Kathy Engebretson, Vice President for Finance

COUNCIL

Section IV.3(c) of the Council Bylaws provides that a University Council meeting "shall incorporate an open forum to which all members of the University community are invited and during which any member of the University community can direct questions to the Council."

All members of the University community are invited to bring their concerns to the

University Council Open Forum
Wednesday, January 28, 1998 4-6 p.m.
Mc Clelland Hall, The Quad
(Penn ID required for entry)

Persons who wish to speak at Council must inform the Office of the Secretary (898-7005) by Wednesday, January 21, 1998.

Topics may include issues such as the following: Admissions & Financial Aid, Bookstore, Communications, Community Relations, Facilities, International Programs, the Library, Pluralism concerns, Recreation and Intercollegiate Athletics, Safety and Security, Student Affairs, Open Expression, Etc.

Please see the format given below. Questions may be directed to the Office of the Secretary at 898-7005.

— Office of the Secretary

Format for Council's Open Forum

The University Council will devote a substantial portion of its January 28, 1998 meeting to a public forum, in accordance with the terms of the University Council Bylaws (*Almanac* March 21, 1995). The purpose of the Open Forum is to inform Council of issues important to the University's general welfare and of the range of views held by members of the University. The forum is open to all members of the University community under the conditions set by the Bylaws, following guidelines established by the Steering Committee of Council:

1. Any member of the University Community who wishes to do so may attend the Council meeting. Persons who wish to speak to Council, however, must inform the Office of the Secretary (898-7005) by January 21, 1998 indicating briefly the subject of their remarks. Those who have not so informed the Office of the Secretary will be permitted to speak only at the discretion of the moderator of University Council and in the event that time remains after the scheduled speakers.

2. Speakers should expect to be limited to three minutes with the possibility of additional time in cases where members of Council engage the speakers with follow-up questions or remarks. The moderator may restrict repetition of views. Speakers are encouraged to provide Council with supporting materials and/or written extensions of their statements before, during, or after the Council meeting.

3. Following the deadline for speakers to sign up in the Office of the Secretary, the chair of Steering and the moderator of Council will structure the Open Forum session in terms of subject matter themes, speakers, and times. In the event that there is not enough time available at the meeting to provide for all those who have requested to speak, the two officers may make selections which accommodate the broadest array of issues having important implications for Council's work and represent the breadth of Council's constituencies. The resulting order of the Open Forum of University Council will be made available no later than the Tuesday before the meeting, to be published in the *Daily Pennsylvanian*, and posted on Penn Web on that day and, if possible under publication deadlines, in *Almanac* the week of the meeting.

4. Speakers' statements should be framed in terms of policy issues and directed to University Council as a body through the moderator. The moderator will have discretion to interrupt statements that are directed against persons and otherwise to maintain the decorum of the meeting, as provided for in the Bylaws. In cases where questions or positions can be appropriately addressed by members of Council, or where a colloquy would seem to be productive given the time constraints of the meeting, the moderator may recognize members of Council to respond to speakers' statements, with opportunities for follow-up by the speakers.



Dr. Seibert

Death of Dr. Seibert, Leader of Postdoctoral Periodontics

Dr. Jay S. Seibert, professor of periodontics and director of postdoctoral periodontics at the Dental School, died December 19 of amyotrophic lateral sclerosis (Lou Gehrig's disease) at the age of 69 only a few weeks after his illness prevented him from continuing his activities at Penn.

Dr. Seibert, well known in the dental community, had been a professor at the Dental School since 1973 when he returned to his alma mater as professor and chairman of the department, a position he

held from 1973 to 1975 and from 1979 until 1982. He also served as associate dean for academic affairs and director of the predoctoral program from 1975 to 1979 and from 1982 to 1984. According to his colleague, Dr. Max Listgarten, he was perhaps best known as director of postdoctoral periodontics, a post he held from 1979 to 1981 and since 1990. "He was an outstanding clinician and clinical educator. He was a popular lecturer in this country and abroad. He was totally devoted to his students, who recognized and appreciated his superb talents as a teacher and clinician," said Dr. Listgarten.

After completing his pre-med studies at Bucknell University, he graduated with a D.D.S. degree from Penn's Dental School in 1953, and then earned an M.Sc.D. and certificate in periodontology from Baylor University in 1961.

Between 1953 and 1973, he served the U.S. Army Dental Corps, rising from First Lieutenant and retiring as a full Colonel. Between 1967 and 1973 he was Chief of Periodontics at Walter Reed Army Hospital in Washington, D.C. During his Army service, he received numerous commendations, including the U.S. Army Commendation Medal and the U.S. Army Legion of Merit.

Dr. Seibert was a member of the American Dental Association, the American Academy of Periodontology and the Pennsylvania Society of Periodontology. He was a diplomate of the American Board of Periodontology.

He is survived by his wife Joan Marie, his five children, John, Kimberly, Valerie, Thomas and Jeffrey; a brother, a sister and a grandson. Memorial contributions may be made to St. Monica Church, 635 First Ave., Berwyn, PA 19312.

Death of Dr. Coleman: At presstime, *Almanac* learned of the death of Dr. Mary E. Coleman, emeritus professor of education, on January 3 at the age of 83. An obituary will be published in a future issue.

Speaking Out

Elimination of Calvert

Calvert is being dropped as an option for Penn's Tax-Deferred Annuity (TDA) plan. I learned this from a recent letter from Human Resources sent to those who used that fund for their retirement option. The deciding factors, according to the letter, were "increasing administrative expenses" and "small number of participants."

Calvert was one of only two options which screened investments for social responsibility. I call on Human Resources to replace Calvert with a fund with more reasonable administration costs, and in the process to protect the socially responsible TDA option for Penn employees.

To be sure, I applaud responsible administration of University funds spent on benefits. Yet, I see removing Calvert as the first step to eliminating my retirement benefit.

My reasoning? The TDA plan is the only retirement benefit I know of offered to A-I employees. Further, for some of us, our moral, religious or ethical principles prevent us from participating in non-socially responsible funds. True, TIAA/CREF still offers a socially responsible fund and continues as a TDA plan participant. Yet, if that fund would ever face similar cost increases or participant decreases (however principled those participants), the Calvert elimination indicates that TIAA/CREF, too, would be slashed, leaving me and others without an option acceptable to our consciences.

In addition to reversing the slippery slope of decreasing numbers of social screening funds, multiple funds would also allow diversification among funds, considered wise by all financial planners. With only TIAA/CREF open to me, I can't diversify.

I urge Penn to continue their support of

the socially responsible option, giving more options rather than fewer. Allow us to build a retirement nest egg while investing in accord with our values.

— Stephen W. Thompson, Data Analyst,
Information Systems & Computing

Ed. Note: *Almanac* has invited a response from the Human Resources Office.

'Bland and Boring'

I heartily concur with the opinions expressed in the *Speaking Out* letters of December 16/23 about the vending truck locations. Having mini-plazas just next to areas which should be places of intense learning and concentration seems to make very little sense, and in the case of the location behind the library cannot help but interfere with the use of the loading dock by the many large trucks that must make deliveries and pickups each week.

However, I would like to add my personal sadness that the planners seem bent on ruining the delightful diversity, and sometimes even enchanting individualism of the trucks; regulations regarding appearance, style and size of lettering, etc. seem far more consistent with bland and boring suburbs than with a vibrant and interesting city and University.

I also fail to understand why any regulation (beyond enforcing usual ordinances regarding traffic and food safety) is necessary. It is true that there are crowds around the trucks at noontime, but certainly not to anyone's danger, and not even much to anyone's inconvenience. What happened to free enterprise?

— Carolyn Kidder,
Bibliographic Specialist,
Eugene Ormandy Listening
Center, Van Pelt/Dietrich Library

Vending on Chancellor St.

The letters from Drs. Korshin and Kallberg that were critical of the proposed vending plaza on Chancellor Street, and denouncing the "conspiratorial secrecy" surrounding the proposal, provide much food for thought. The focus of the University City Vendors Alliance (UCVA) and Penn Consumers Alliance (PCA) has been on protecting the interests of vendors and University community consumers. However, both UCVA and PCA endorse the position that academic concerns must take precedence, and we apologize for neglecting to look at the larger picture.

Food trucks play an essential role at the University by meeting the demand for prepared food that is fast, convenient, and affordable. (The trucks currently serve 30-40% of the daily lunch rush market.) We believe that it is possible to resolve the vending controversy in a way that meets the legitimate needs of all stakeholders while being fully compatible with the University's mission of teaching, research, and service.

We like the idea of a food plaza on Chancellor Street, but only if it can be done in a way that satisfies the concerns expressed by Drs. Kallberg and Korshin. We urge Penn's faculty to examine the vending proposal in general, and the Chancellor plaza in particular, and decide whether it is compatible with the fulfillment of Penn's academic mission. If teaching will be compromised by the Chancellor plaza, we will not support it, and we hope that this snafu finally convinces the administration to actively seek discussion with all legitimate stakeholders in order to find alternative vending sites that will meet the considerable demand in that sector of campus.

— Matthew Ruben, Spokesperson, PCA
— Scott Goldstein, Spokesperson, UCVA

Speaking Out welcomes reader contributions. During weekly publication, 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.

OPPORTUNITIES at PENN

Where to Find the Job Opportunities—Here and Elsewhere

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

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

openings are also posted daily at the following locations: Blockley Hall, the Wharton School and the Dental School.

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

In addition, almost every public library in the

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

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

New Jobs from December 22, 1997-January 9, 1998

SCHOOL OF ARTS & SCIENCES

Contact: Anna Marcotte

ADMINISTRATIVE ASSISTANT I (121942AM) Provide faculty support; type, proofread & compose correspondence, documents & academic materials; handle inquiries; interpret policies/procedures; perform scheduling & maintain department calendar; assist in preparing dossiers; coordinate grants; maintain bulletin boards. **QUALIFICATIONS:** HS diploma; 2 years clerical/secretarial experience; type 55 wpm; knowledge of Microsoft Word, Excel & HTML for Macintosh; excellent communication & organizational skills. **GRADE:** G9; **RANGE:** \$17,614-21,991; 1-6-98 Biology

ADMINISTRATIVE ASSISTANT I, PART-TIME (20 HRS) (122013AM) Handle telephone, mail, general inquiries, basic accounts payable/receivable & routine correspondence; perform photocopying; prepare publications; handle sales fulfillment. **QUALIFICATIONS:** HS diploma or equivalent; 1 year secretarial experience; database experience highly desired; excellent communication skills; PC skills including skills with accounting & word processing software. **GRADE:** G9; **RANGE:** \$9.67-12.08; 12-23-97 Music

DIRECTOR OF OPERATIONS (010012AM) Ensure administrative support services for programs; manage relationships among various offices; ensure compliance with policies; manage public relations & publications; handle technology administration & planning; oversee graduation audit & office management. **QUALIFICATIONS:**

How to Apply

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

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

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

Schools and Centers

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

Master's degree preferred, ie MBA or equivalent; 5 years higher education experience; supervisory experience; ability to work with diverse constituencies; strong verbal & written communication skills & strategic planning experience desired. **GRADE:** P7; **RANGE:** \$36,050-46,814; 1-8-98 The College

DENTAL SCHOOL

Contact: Alicia Brill

DENTAL ASSISTANT I (40 HRS) (122050RS) Prepare treatment area to current infection control guidelines; assist in preparation of patient records; assist chair-side utilizing 4-handed techniques; dispense & mix materials; expose, develop & mount X-rays; maintain equipment & sterilize clinical instruments; order & maintain supplies. **QUALIFICATIONS:** HS graduate; completion of accredited dental assisting program; Pennsylvania X-ray certification required; direct experience may be substituted for formal education; *varied hours*. **GRADE:** G7; **RANGE:** \$17,068-21,247; 12-24-97 Dental Care Network

EXECUTIVE VICE PRESIDENT

Contact: Sue Hess

ASSISTANT MANAGER ACCOUNTS PAYABLE (010002SH) Coordinate departmental work flow; respond to inquiries from internal & external customers in timely manner; assist Manager in daily operation of department; assist in training of Accounts Payable staff & other University personnel; insure that AP process meets both quality & quantity goals. **QUALIFICATIONS:** BA/BS; supervisory experience; complete understanding of procurement & payables process; basic understanding of accounting practices & internal controls; strong team building, communication, leadership & customer service skills; thorough understanding of University disbursement policies highly desired. **GRADE:** P2; **RANGE:** \$22,351-29,098; 1-7-98 Comptroller's Office

GRAD SCHOOL OF EDUCATION

Contact: Anna Marcotte

ADMINISTRATIVE ASSISTANT I (101584AM) Provide secretarial assistance to group of 3 people; type letters, handouts, charts & memos from dictaphone & handwritten materials; arrange appointments; schedule travel arrangements; open & screen mail; compose routine correspondence; maintain records & files; arrange conferences; heavy telephone responsibilities; some interaction with program sponsors & other program chapters is also required. **QUALIFICATIONS:** HS diploma or equivalent; minimum 2 years clerical and/or secretarial experience or equivalent; should have typing speed of 50 to 60 WPM & be proficient in Microsoft Word, Excel & Type Styler; *position contingent upon grant funding*. **GRADE:** G9; **RANGE:** \$17,614-21,991; 1-9-98 SYTE

LAW SCHOOL

Contact: Anna Marcotte

DIRECTOR VIII (97122048RS) Develop, evaluate & manage computer services delivery; handle and manage technical projects; oversee installation, maintenance and

inventory of computer services; oversee administration of computer labs; evaluate computing needs of school; manage staff; represent school on task forces & at conferences; prepare policy statements, manuals & publications; hire & train new staff; plan & implement training programs. **QUALIFICATIONS:** MA/MS degree in MIS or related field preferred; 7 years of related experience including 2 years in law related computing; experience in maintenance of microcomputers, academic/library computing & teaching desired; knowledge of various software applications necessary; ability to deliver network connectivity. **GRADE:** P11; **RANGE:** \$56,135-70,246; 12-25-97 Computer Services

MEDICAL SCHOOL

Contact: Anna Marcotte/Lynn Nash-Wexler

ADMINISTRATIVE ASSISTANT II/III (40 HRS) (010015AM) Provide support to Finance Unit; maintain calendar; edit correspondence; assist with grant coordination; manage & organize filing systems; maintain databases & prepare spreadsheets; support other staff as needed. **QUALIFICATIONS:** HS diploma required, BA/BS preferred; AAII: 4 years relevant experience; AAIII: 6 years relevant experience; experience with word processing & databases; strong typing skills required, transcription skills preferred; excellent communication & organizational skills necessary; *position contingent upon grant funding*. **GRADE:** G10/G11; **RANGE:** \$22,013-27,427/\$23,425-29,723; 1-9-98 Institute for Human Gene Therapy

DIRECTOR VII (010016AM) Provide service to faculty on issues related to research business development including technology transfer, industry sponsored research & clinical trial collaboration; serve as liaison with industry on intellectual property development, sponsored research planning & marketing & identification of faculty research; assist in identification of intellectual property patent, copyright, licensing & technology commercialization opportunities. **QUALIFICATIONS:** MA/MS degree in life sciences; 7 to 10 years of relevant experience; experience in negotiating industry agreements including licensing & research; knowledge of academic-industry relationships related to tech transfer & industry sponsored research; excellent communications, analytical, interpersonal & organizational skills. **GRADE:** P10; **RANGE:** \$48,822-64,066; 1-9-98 Venture & Industry

FISCAL COORDINATOR I (05662AM) Responsible for all aspects of service center/core facility account maintenance, reconciliation & monthly report preparation; prepare billing & perform A/R follow-up for core facilities; prepare & monitor billing for clinical lab (using IDX); review monthly report with service center directors; assist in service center budget development & data collection; enter & approve PO's, purchasing follow-up; prepare & process expenditure paperwork; maintain files; coordinate other shared services; handle maintenance contracts; prepare payroll in back up capacity. **QUALIFICATIONS:** BA/BS, preferably in Business or equivalent; knowledge of school & university financial policies, FinMIS & IDX preferred; must be proficient in Excel, Lotus, MS Word & FileMaker; excellent interpersonal skills & attention to detail required; ability to meet deadlines & work with minimal supervision. **GRADE:** P1; **RANGE:** \$20,291-26,368; 1-9-98 Genetics

HEALTH SYSTEM PHYSICIAN (40 HRS) (122018LW)

Provide professional urological medical & surgical services to patients of Health System; provide prompt, courteous & competent professional services in accordance with generally accepted professional standards for such services & with standards established from time to time by UPHS; take ownership of each patient episode to ensure delivery of quality care & total patient satisfaction; make sound clinical decisions for patients & families across health care continuum; promote organizational strategies & Mission of UPHS; participate in minimum of 100 hours per year of active & high quality teaching or equivalent service; prepare, in accordance with generally accepted medical practice & in accordance with policies & procedures of UPHS, records of all professional services rendered by Health System Physician; obtain & maintain appointment to medical staff of the Hospital of the University of Pennsylvania & associated faculty of University of Pennsylvania School of Medicine; obtain & maintain appointments to & clinical privileges with medical staffs of Presbyterian Medical Center & such other hospitals as UPHS may reasonably designate; maintain DEA license; maintain license to practice medicine without restriction or limitation in Pennsylvania; obtain & maintain status as participating provider in insurance programs as directed by UPHS; participate in CPUP Malpractice Insurance Plan. **QUALIFICATIONS:** MD License to practice medicine without restriction or limitation in Pennsylvania; Board certified in Urology; DEA licensure; completed residency in Urology at accredited institution; extensive clinical & surgical experience in adult Urology. **GRADE/RANGE:** UNGRADED; 12-23-97 Surgery/Urology

INFORMATION SYSTEMS SPECIALIST III (122057AM) Create & administer databases, WWW applications & Web sites; oversee encoding & production of videos for Internet usage; provide advancement of multimedia WWW applications. **QUALIFICATIONS:** MA/MS degree in MIS; 3 to 5 years relevant experience; proficiency in HTML, C, Active server; Visual FoxPro & SQL; ability to work independently & learn new technology; *ability to be available for on-call duty.* **GRADE:** P7; **RANGE:** \$36,050-46,814; 1-9-98 Academic Programs

OFFICE ADMINISTRATIVE ASSISTANT III (40 HRS) (122058AM) Process purchase orders & payment forms; assist in proposal & report preparation; maintain database records & files; aid in preparation of grant proposals & edit manuscripts for publication; analyze regulatory requirements & prepare documentation; process mail; answer telephones; maintain inventory; schedule meetings & events; make travel arrangements; handle inquiries & interview visitors. **QUALIFICATIONS:** BA/BS required; 2 to 3 years experience in office setting; good computer skills, including word processing & database management; attention to detail; motivation & ability to work independently; excellent interpersonal skills; *position contingent upon grant funding.* **GRADE:** G11; **RANGE:** \$23,425-29,723; 12-25-97 Radiology

PROGRAMMER ANALYST I (05593RS) Develop & test computer code developed for database application; discuss project status & progress with project leader & client; install software which includes testing database application at client site; train client on use of application & supply documentation; program Visual Foxpro database. **QUALIFICATIONS:** BA/BS in Computer Science or Information Systems, MS preferred; exposure to database systems, experience with Oracle, FoxPro & FileMaker Pro desired; hands-on experience with PC's & Mac's; exposure to DB software & systems; experience with UNIX, VMS & NT. **GRADE:** P4; **RANGE:** \$26,986-35,123; 12-22-97 Medical School Computing

RESEARCH COORDINATOR (122015LW) Responsible for coordination of research & administrative activities of NIH-funded study of obesity in infants & children; recruit subjects & maintain cohort retention throughout study; schedule & conduct home & hospital study visits & interviews; responsible for data collection, analysis, maintenance & quality assessment; maintain & administer databases, patient information & related records; prepare progress reports & assist in publication of scholarly articles; responsible for overseeing protocol compliance for study; responsible for general management of project, problem-solving & trouble-shooting; train & supervise lower level techs (if any) & student assistants. **QUALIFICATIONS:** BA/BS in Psychology or Social Science required; 2 to 3 years experience; strong verbal & written communication skills; computer proficiency; *position contingent upon grant funding.* **GRADE:** P3; **RANGE:** \$24,617-31,982; 12-23-97 Psychiatry/Weight/Eating

RESEARCH COORDINATOR JR (122060LW) Collect data by conducting interviews or tabulating surveys; enter data into computerized database; conduct data analysis; perform literature searches in library & on databases; write reports on literature reviews; assist with grant proposal development; design data collection instruments;

manage & organize data files; assist with manuscript preparation. **QUALIFICATIONS:** BA/BS in research-related field; must have excellent computer skills with statistical packages; strong verbal & written communication skills; *position contingent upon grant funding.* **GRADE:** P2; **RANGE:** \$22,351-29,098; 12-24-97 Rheumatology

RESEARCH SPECIALIST I (122061LW) Develop protocols, equipment & testing methods for human & animal chemosensory research projects; perform equipment & lab maintenance; recruit study subjects; administer tests; collect & analyze data & assist in writing of scientific & clinical papers; supervise research assistants. **QUALIFICATIONS:** BA/BS in scientific or related field; 1 to 3 years experience in similar projects; *position contingent upon grant funding.* **GRADE:** P2; **RANGE:** \$22,351-29,098; 12-24-97 Otorhinolaryngology

RESEARCH SPECIALIST I (010010LW) Assist in research involving purification & chemical modification of recombinant proteases & inhibitors, kinetics & molecular mechanism of interaction of proteases with inhibitor. **QUALIFICATIONS:** BA/BS in Biology, Chemistry of Physics with interest in biochemistry; 1 to 3 years experience; lab experience in column chromatography; gel electrophoresis & enzymatic assays; should have understanding of proteins & enzymes; *end date 6-30-99.* **GRADE:** P2; **RANGE:** \$22,351-29,098; 1-7-98 Pulmonary

RESEARCH SPECIALIST III (122014LW) Assess discharged substance abuse patients for possible treatment; provide HIV risk reduction counseling & refer for testing; establish treatment contracts for patients to participate in follow-up counseling; develop community resources/referral networks; review/abstract data from patient charts; attend clinical/research meetings; provide counseling to clients enrolled in drug treatment. **QUALIFICATIONS:** MA/MS required (Psychology or related field); 3 to 5 years experience working with clinical populations; experience with substance abusers preferred; knowledge of research design preferred; *possible evenings/weekends; position contingent upon grant funding.* **GRADE:** P3; **RANGE:** \$24,617-31,982; 12-23-97 Psychiatry/Addictions

RESEARCH SPECIALIST III (122017LW) Screen & recruit patients; locate & re-interview subjects; conduct diagnostic interviews to assess DSM-IV Axis I & Axis II diagnoses; check charts & prepare data; maintain study jobs; integrate two arms of research study including veteran & non-veteran populations; supervise research technicians; manage research study protocols. **QUALIFICATIONS:** MA/MS degree in mental health profession; experience with substance abusers; diagnostic testing abilities; *possible evenings/weekends; position contingent upon grant funding.* **GRADE:** P4; **RANGE:** \$26,986-35,123; 12-23-97 Psychiatry/Addictions

SECRETARY IV (40 HRS) (010003AM) Provide support for clinical trials; maintain office & patient records, reports & files; perform word processing; prepare correspondence; maintain calendar; schedule appointments & meetings; perform data entry using spreadsheets, databases & other programs. **QUALIFICATIONS:** HS diploma required, BA/BS preferred; 2 years experience in medical center setting; excellent organizational skills; ability to perform well in high pressure environment; strong verbal & written communication skills; excellent computer skills (word processing; spreadsheets & databases). **GRADE:** G9; **RANGE:** \$20,130-25,133; 1-6-98 Institute for Human Gene Therapy

NURSING

Contact: Sue Hess

ADMINISTRATIVE ASSISTANT II (071188SH) Provide overall administrative clerical support to principal investigator, project manager & research team; organize administrative aspects including compiling & tracking data & correspondence; enroll families in the study & maintain ongoing contact with participants; coordinate preparation of grant proposal process. **QUALIFICATIONS:** HS Diploma; 2 to 3 years administrative experience or equivalent; some crisis intervention counseling, interviewing experience required; previous research grant experience preferred; excellent interpersonal & organizational skills; strong PS related skills including WordPerfect & Microsoft Office; *end date 5-31-99.* **GRADE:** G10; **RANGE:** \$19,261-23,999; 12-25-97 Nursing Division II

ADMINISTRATIVE ASSISTANT II (40 HRS) (010008SH) Coordinate & prepare all administrative research related materials needed for intervention days, booster sessions & follow-up data collection sessions; develop & maintain filing system for all research study materials; coordinate staffing of non-University staff; perform general administrative assistant duties. **QUALIFICATIONS:** HS diploma required, BA/BS preferred; 4 years experience as administrative assistant & experience working with African American communities; proficiency with Macintosh com-

puters for word processing & spreadsheet utilization; type 50 wpm; ability to work independently & utilize sound judgment; well organized; ability to attend to detail; ability to maintain high standards of accuracy in preparing & checking documents; strong communication skills; excellent writing skills; ability to handle multiple tasks & work in fast-paced environment; *must be available to work on Saturdays; end date 1-31-2000; position contingent upon grant funding.* **GRADE:** G10; **RANGE:** \$22,013-27,427; 1-8-98 Nursing

MANAGER III (122051SH) Administer delivery of services for maintenance, improvements, planning & design; conduct & supervise analyses of physical plant performance including space assignments & utilization, construction & occupancy processes, selection & utilization of furnishings & building fire/life safety measures; administer services; develop 5 year plan & oversee budget; supervise staff. **QUALIFICATIONS:** BA/BS; 3 to 5 years operations/management experience; strong leadership, supervisory & staff development experience required; strong verbal & written communication skills; excellent negotiation & organizational skills highly desired; PC proficiency; high level of customer service knowledge essential; strong database skills required, FinMIS experience preferred. **GRADE:** P4; **RANGE:** \$26,986-35,123; 12-25-97 Nursing

RESEARCH SPECIALIST III (40 HRS) (010007SH) Assist in designing, revising & editing curriculum aimed at reducing risk of heart disease, hypertension & certain forms of cancer; train & supervise facilitators; coordinate retention & tracking process of research participants; design training manuals. **QUALIFICATIONS:** BA/BS in Health Education, Psychology, Public Health, Nursing or related field; 4 years of professional experience working with African American communities; proficiency with Macintosh computers; possess well-organized & excellent writing skills; ability to attend to detail & work well with others; ability to work in fast-paced environment & to handle multiple tasks & projects; ability to train & supervise facilitators required; ability to develop curriculum, including intervention activities & manuals required; ability to work independently & utilize sound judgment with enthusiastic attitude; *must have valid driver's license; must be available to work on Saturdays; end date 1-31-2000; position contingent upon grant funding.* **GRADE:** G10; **RANGE:** \$22,013-27,427; 1-8-98 Nursing

PRESIDENT

Contact: Sue Hess

ARCHIVIST II (122049SH) Provide full range of archival technical services technical services including processing, arrangement & description, original cataloging in multi-format, copy cataloging, retrospective conversion of manuscript, archival & serial holdings, catalog maintenance & recommendations for conservation; perform all duties related to monitoring of environmental conditions for recording devices. **QUALIFICATIONS:** MA/MS degree in History or Library Science (MLS) from an American Library Association (ALA) accredited school or equivalent; minimum 3 to 5 years professional experience; professional archival administration, training & experience required; subject background in history or American studies. **GRADE:** P4; **RANGE:** \$26,986-35,135; 12-25-97 University Archives

COORDINATOR IV, PART-TIME (20-25 HRS) (091562SH) Assist Director of Events in planning, coordinating & managing University events; develop & maintain master calendar of events; negotiate costs & terms with vendors; oversee copy, design, printing & mailing of materials; create timelines & flow charts; manage event budgets; create briefing materials; coordinate security; work closely & maintain communication with Trustees, Senior Administrators & other VIPs (both internal & external). **QUALIFICATIONS:** BA/BS & 3 to 5 years progressively responsible experience in event or meeting planning management; CMP or CMP training a plus; strong verbal & written communication skills; able to work independently while functioning as part of coordinated team effort; must be able to manage simultaneous projects & meet strict deadlines; proficient with Filemaker Pro, MS Word, Excel, Claris Draw and/or desktop publishing desired; *some evening & weekend work required.* **GRADE:** P4; **RANGE:** \$13,493-21,952; 12-25-97 President's Office

DIRECTOR, COMMONWEALTH RELATIONS (121974SH) Serve as senior member in planning & directing University's relationship & activities with State's executive & legislative offices on all legislative, regulatory & administrative issues; advocate policies in support of University's mission in Harrisburg with Commonwealth elected & appointed officials; manage programs aimed at maintenance of University's annual Commonwealth appropriation as well as exploration & implemen-

tation of new funding opportunities; monitor & provide direction on Commonwealth policies regarding health care education, reimbursement & delivery; provide liaison for University with educational & health organizations at State level; develop & present policy positions for consideration by University officers on University issues relating to Commonwealth. **QUALIFICATIONS:** Advanced degree in Law or policy-related field is required; 7 to 10 years of progressively responsible experience in legislative and/or executive branch of State government and/or in senior-level administration at research university; substantial knowledge & experience with Commonwealth's legislative process & health care reimbursement policies; excellent verbal & written communication skills; demonstrated ability to organization & lead advocacy programs in public policy arena. **GRADE:** P10; 12-24-97 Commonwealth Relations

DIRECTOR, CORPORATE & FOUNDATION RELATIONS (03301SH) Responsible for the overall coordination of the University's corporate and foundation relation development effort; cultivate and solicit a select group of prospects targeted for specific initiatives; work with all school, center and central development units on prospect assignment as well as solicitation strategies; identify new prospects; establish solid relationships across units; strengthen overall effort; report to Assistant Vice President for Development; work extensively with senior officers, staff and the leadership of development programs in all schools and centers. **QUALIFICATIONS:** BA/BS, advanced degree preferred; seven to ten years of major gift cultivation and solicitation experience, including demonstrated experience in soliciting major gifts from corporations and foundations; strong oral and written communication skills; demonstrated ability to organize practical strategies for realizing gift opportunities; local and national travel required as is a valid driver's license. **GRADE:** P10; **RANGE:** \$48,882-64,066; 12-25-97 Development & Alumni Relations

EXECUTIVE ASSISTANT I (121973SH) Assist in managing wide-range of issues & projects related to government, community & public affairs; recognize & track issues of relevance to University, specifically to its government & community affairs mission; manage work flow & monitor assignments between Vice President's Office & reporting offices as well as external contacts; represent Vice President at meetings; provide writing of extensive range & volume of correspondence, position papers & reports, often under tight deadlines, on behalf of Vice President & President of the University; coordinate & supervise staff for special projects & events; provide general oversight of Vice President's budget & assist in long-range planning process. **QUALIFICATIONS:** BA/BS required, advanced degree preferred; 6 years of progressively responsible administrative and/or government & community relations experience required; experience at Penn or in higher educational institution desired; supervisory experience desired; ability to understand complex University issues & take initiative to recognize new issues of importance to Vice President's Office & University is essential; ability to handle confidential material is required; must be able to work in fast-paced environment, coordinate several assignments simultaneously & produce significant volume of work on sustained basis; proficiency with Macintosh computer systems & variety of software highly desired; excellent verbal & written communication skills as well as strong organizational & time-management skills; ability & judgment to solve problems & work independently. **GRADE:** P6; **RANGE:** \$32,857-42,591; 12-24-97 Vice President for Government Community & Public Affairs

INFORMATION SYSTEMS SPECIALIST I (12202LW) Provide desktop computer systems support to all Development & Alumni Relations office; evaluate, maintain & upgrade computer systems; install & configure hardware, both IBM & Macintosh; install & upgrade software applications; troubleshoot & solve problems on day-to-day basis; design & maintain department Web sites; evaluate new technologies for clients; assist clients in converting & upgrading existing data with updated technologies; develop utilities to improve software support; monitor software & maintain licenses; design databases for desktop use; assist in purchasing hardware, software & peripherals. **QUALIFICATIONS:** BA/BS; 1 to 2 years experience in desktop support; experience with DOS/Windows & Macintosh systems essential; some Novell experience preferred; TCP/IP, FTP, Telnet, SLIP & PPP experience; familiarity with Internet required; HTML programming experience highly desired; superior troubleshooting & organizational skills; excellent interpersonal skills. **GRADE:** P3; **RANGE:** \$24,617-31,982; 12-23-97 Information Services/Development & Alumni Relations

RECORDS ANALYST (122024SH) Develop & implement records & information management programs throughout the University; work with faculty & staff in

reviewing existing & potential records management programs & preparing recommendations for change & improvement; design & develop manual and/or automated records & information systems; write procedures for & provide training in offices of origin; prepare & assist in preparation of records retention schedules; prepare records & execute transfer to Records Center. **QUALIFICATIONS:** BA/BS or equivalent; 2 to 3 years experience in records center operation or records management program, preferably in medical records; advanced training in records management field, with specialization in medical records preferred; ability to work constructively with supervisors & support staff in intense, time-sensitive, customer-responsive environment & to perform time-sensitive, customer-responsive duties for public, with courtesy, tact & poise; working knowledge of records & information systems & their applications, including personal & client/server computing, optical imaging, computer output microfilm, micrographics, reprographics, word processing & database management; proven organizational skills; strong communication skills; ability to perform strenuous physical labor; familiarity with & ability to operate Records Center motorized vehicles, storage & retrieval equipment & standard office equipment; *staggered shifts; valid Pennsylvania driver's license required.* **GRADE:** P3; **RANGE:** \$24,617-31,982; 12-23-97 University Archives

RECORDS ANALYST (122026SH) (122027SH) Develop & implement records & information management programs throughout the University; work with faculty & staff in reviewing existing & potential records management programs & preparing recommendations for change & improvement; design & develop manual and/or automated records & information systems; write procedures for & provide training in offices of origin; prepare & assist in preparation of records retention schedules; prepare records & execute transfer to Records Center. **QUALIFICATIONS:** BA/BS or equivalent; 2 to 3 years experience in records center operation or records management program, preferably in medical records; advanced training in records management field, with specialization in medical records preferred; ability to work constructively with supervisors & support staff in intense, time-sensitive, customer-responsive environment & to perform time-sensitive, customer-responsive duties for public, with courtesy, tact & poise; working knowledge of records & information systems & their applications, including personal & client/server computing, optical imaging, computer output microfilm, micrographics, reprographics, word processing & database management; proven organizational skills; strong communication skills; ability to perform strenuous physical labor; familiarity with & ability to operate Records Center motorized vehicles, storage & retrieval equipment & standard office equipment; *staggered shifts; valid Pennsylvania driver's license required; end date 12-31-98.* **GRADE:** P3; **RANGE:** \$24,617-31,982; 12-23-97 University Archives

RECORDS ASSISTANT III (122028SH) (122029SH) (122030SH) (122031SH) (122032SH) (122033SH) (122034SH) (122035SH) (122036SH) (122037SH) (122038SH) (122039SH) (122040SH) (122041SH) (122042SH) (122043SH) (122044SH) (122045SH) (122046SH) Under direction of University Records Manager for Active Medical Records, coordinate & perform operations of University Records Center; perform filing, pulling, delivery & liaison services for physicians, patients & other Records Center customers; participate in policy reviews necessary to ensure effective & efficient operation of Records Center as hub of University-wide records management program. **QUALIFICATIONS:** HS diploma or equivalent required, minimum 2 years higher education preferred; 1 to 3 years experience in records management field, with specialization in medical records preferred; ability to work constructively with supervisors in intense, time-sensitive, customer-responsive environment & to perform time-sensitive, customer-responsive duties for public, with courtesy, tact & poise is required; familiarity with personal & client/server computing required; ability to learn & master routine optical imaging tasks; ability to perform strenuous physical labor; familiarity with & ability to operate Records Center motorized vehicles, storage & retrieval equipment & standard office equipment; *staggered shifts; valid Pennsylvania driver's license required; end date 12-31-98.* **GRADE:** G10; **RANGE:** \$19,261-23,999; 12-23-97 University Archives

RECORDS ASSISTANT III, PART-TIME (20 HRS) (122025SH) Under direction of University Records Manager for Active Medical Records, coordinate & perform operations of University Records Center; perform filing, pulling, delivery & liaison services for physicians, patients & other Records Center customers; participate in policy reviews necessary to ensure effective & efficient operation of Records Center as hub of University-wide records management program. **QUALIFICATIONS:** HS di-

ploma or equivalent required, minimum 2 years higher education preferred; 1 to 3 years experience in records management field, with specialization in medical records preferred; ability to work constructively with supervisors in intense, time-sensitive, customer-responsive environment & to perform time-sensitive, customer-responsive duties for public, with courtesy, tact & poise is required; familiarity with personal & client/server computing required; ability to learn & master routine optical imaging tasks; ability to perform strenuous physical labor; familiarity with & ability to operate Records Center motorized vehicles, storage & retrieval equipment & standard office equipment; *staggered shifts; valid Pennsylvania driver's license required.* **GRADE:** G10; **RANGE:** \$19,261-23,999; 12-23-97 University Archives

SECRETARY IV (010001SH) Perform secretarial duties following standard procedures; type standard & complex material; proofread confidential material; organize & maintain files; answer phones & handle standard & complex inquiries requiring some interpretation of policies & procedures; arrange appointments/conferences; compose routine correspondence; handle mail & order supplies. **QUALIFICATIONS:** HS diploma in business curriculum or equivalent; 1 to 2 years secretarial experience; type 45 wpm; demonstrated ability to communicate effectively & understanding of punctuation & grammar; familiarity with Macintosh systems. **GRADE:** G9; **RANGE:** \$17,614-21,991; 1-8-97 President; 1-8-98 Affirmative Action

PROVOST

Contact: Sue Hess

ADMINISTRATIVE ASSISTANT II (122008RS) Assist in distribution of subscriptions for 3 to 4 journals; maintain invoicing & inventory database, subscription renewal notices, order fulfillment etc.; assist with production of books; perform word-processing corrections, proofreading, labeling & sizing illustrations, library reference checking & verification; coordinate program jointly sponsored by Archeological Institute of America to import & distribute books from countries which comprise of the former Soviet Union & other former Eastern Block countries; assist with billing, payment & collection of accounts; take telephone orders for publications (more than 600 book titles, 3 to 4 journals). **QUALIFICATIONS:** BA/BS with some Archaeology, Anthropology, Ancient History or Classics strongly preferred; 2 years Administrative Assistant experience or equivalent; experience in publications highly desired; excellent verbal, written & interpersonal skills; good computer skills with word processing & database background in both Macintosh & PC; skills in ancient or modern languages, especially Russian or Slavic languages highly desired; flexibility to cope with several assignments at one time; *end date 12-98.* **GRADE:** G10; **RANGE:** \$19,261-23,999; 12-22-97 Museum

HEAD COACH B (010004RS) Manage, direct & coach Women's Volleyball program; recruit, train & counsel student athletes & participate in alumni relations & fund raising. **QUALIFICATIONS:** BA/BS; 3 to 5 years coaching experience in competitive volleyball program required, preferably on college level; demonstrated ability to recruit & counsel student athletes in academic environment; familiarity with Ivy League philosophy & need-based financial aid; must possess strong organizational, PR & management skills. **GRADE:** P6; **RANGE:** \$32,857-42,591; 1-6-98 Athletics/Women's Volleyball

INFORMATION SYSTEMS SPECIALIST II (010011SH) Provide second-level networking & microcomputing support for undergraduates in group of University residences; primary duties include: provide training on supported hardware & software to first-level support staff -- including installation, configuration & support of Ethernet cards & related hardware & academic software; provide supervision & mentoring of residence computer managers; maintain & further develop Residential Computing Support database & Web site; facilitate use of Internet & its resources in course work; act as NT server system administrator; develop training/troubleshooting documentation for both students & support staff; act as liaison & advocate for computing needs of students to University computing support & their schools; work with peer professional staff in other residential units who are charged with planning, coordination & implementation of undergraduate initiative. **QUALIFICATIONS:** BA/BS or equivalent experience; 3 years experience with variety of computing systems with minimum 2 years supporting end-user computing in networked environment, preferably in University environment; 1 to 2 years experience with system administration (NT/UNIX); programming experience with Access, Sapphire, C++ & CGI; support-level skills in Windows 3.1/95/NT & Macintosh networking hardware & software (TCP/IP, Apple Talk & Open Transport protocols) & Internet services (including WWW & E-mail systems); broad-based knowledge of desktop computer

hardware, operating systems, software & peripherals including both Windows & Macintosh platforms; strong communication, interpersonal & organizational skills; ability to work independently & as part of team; *may involve evening or weekend hours.* **GRADE:** P5; **RANGE:** \$29,664-38,677; 1-8-98 Support-On-Site

LEAD PRODUCTION SUPPORT ANALYST (010009SH) Ensure timely completion of MVS & UNIX batch applications; initiate corrective action for any system or job failure after analyzing situation; analyze newly developed system; review all scripts that are pending production; understand MVS turnover process; perform DASD management routines; in conjunction with Manager Production Support; provide guidance & technical training to staff; serve as backup to Manager Production Support. **QUALIFICATIONS:** AA/AS or equivalent; minimum 4 to 5 years supervisory/management experience in large multi-platform production environment; extensive experience with TSO/ISPF panels & functions; previous project management experience; capable of supervising others; in-depth knowledge of MVS; knowledge of AIX technical processes & procedures required; working knowledge of IDCAMS, JES2, CICS, ICKDSF; *varied shifts.* **GRADE:** P6; **RANGE:** \$32,857-42,591; 1-8-98 ISC Operations

ASSOCIATE DIRECTOR VI (122056RS) Develop policies & oversee museum collections, renovation, inventory, exhibitions, & compliance; supervise staff & manage operating budget & grants; advise director on loans, accessions & exhibitions; organize & implement exhibits; initiate contracts; write grants & assist with fund-raising; initiate & implement renovation of storage facilities; oversee operations of registrar, conservation lab, intern program & photographic studio. **QUALIFICATIONS:** MA/MS degree in Archeology, Anthropology or related degree to Museum collections or comparable experience; 7 years of museum experience, preferably in collections management or exhibits; knowledge of collections & operations; experience in grant writing; supervisory experience & excellent communications skills required. **GRADE:** P7; **RANGE:** \$36,050-46,814; 12-25-97 Museum

SECRETARY IV (010018SH) Perform clerical duties in support of Associate Directors & Vice Provost; answer telephones; direct & log calls; open & sort mail; respond to library patron inquiries; develop & maintain office records & files; prepare & distribute monthly Library staff newsletter; coordinate schedules of conference room use & calendars for Associate Directors; maintain computer files for Library informational handouts; arrange catering; assist with survey & statistical projects; maintain schedules & confirm attendance for library training sessions; suggest & implement changes in office procedures; serve as backup to executive secretary to Vice Provost & Director of Libraries. **QUALIFICATIONS:** HS diploma & related post-HS training; 3 years secretarial experience; experience using Macintosh computer & software required; effective organizational & interpersonal skills & attentiveness to details. **GRADE:** G9; **RANGE:** \$17,614-21,991; 1-8-98 University Library

Spring Recreation Classes: Registration in Progress

Don't miss out on the fun! Register for the Department of Recreation's spring classes, such as Unlimited Aerobics, Yoga, Ballroom, Jazz & Modern Dance, Adult & Children Swimming Lessons, Tennis. New for the spring semester are: Recreational Boxing, Self Defense, Golf, Rowing, Squash, Scuba. Registration began January 5, 1998, at the offices in Hutchinson and Gimbel gyms. Fees may be paid by check or money order only. Space is limited so sign up early. For more information, call the Gimbel gymnasium office at 898-6100.

— Department of Recreation

VETERINARY SCHOOL

Contact: Lynn Nash-Wexler

RESEARCH SPECIALIST I (122055RS) Perform immunological studies including ELISA assays & PCR; maintain hyoriduma cell lines & purify immunoglobulin preparations; maintain records & perform data analysis; process purchase orders; handle mice, including monitoring infection with pathogens. **QUALIFICATIONS:** BA/BS in Biology; 1 year related experience; knowledge of immunological & molecular techniques. **GRADE:** P2; **RANGE:** \$22,351-29,098; 12-25-97 Pathobiology

SECRETARY TECH/MED/SR SECRETARY TECH/MED (122054RS) **SECRETARY TECH/MED:** Type & proofread manuscripts, grant proposals, correspondence & course material; maintain records & filing system; process Purchase Orders; answer phones & handle inquiries; arrange meetings; operate & maintain standard office equipment; **SR. SECRETARY TECH/MED:** Same as above plus handling of complex, confidential material & correspondence. **QUALIFICATIONS:** HS diploma; SEC. TECH/MED: 1 year secretarial experience or equivalent; S. SEC. TECH/MED: 3 years secretarial experience with 2 years technical secretarial experience. **GRADE:** G9/G10; **RANGE:** \$17,614-21,991/\$19,261-23,999; 12-25-97 Radiology/Cardiology

SECRETARY TECH/MED (40 HRS) (010006LW) Enter surgical pathology summaries & diagnostic transcriptions into computer; mail, fax & file reports; prepare pathology mailers for UPS shipment & collection; prepare billing for mailing; answer telephones & provide clients with biopsy results & other pertinent information; cover for department secretary as needed. **QUALIFICATIONS:** HS diploma or equivalent with 1 year's secretarial experience (preferably in medical setting); computer & word processing experience; accurate typing skills with minimum 60 wpm; knowledge of medical terminology & knowledge of business procedures (billing & accounting). **GRADE:** G9; **RANGE:** \$20,130-25,133; 1-7-98 Pathobiology

STAFF VETERINARIAN (122020RS) Perform ultrasound & cardiac examinations, participate in examinations of horses & perform stress tests; provide primary patient care, particularly with tendon & ligament injuries as well as cardiovascular disease; teach & participate in clinical research program; participate in administration of heart/ultrasound station. **QUALIFICATIONS:** DVM or equivalent degree; experience in large animal ultrasound & cardiology; familiarity with sports horses is essential; experience with other farm animals & large exotic species is desired; good communication skills necessary; **POSITION LOCATED IN KENNETT SQUARE - PUBLIC TRANSPORTATION AVAILABLE. **GRADE/RANGE:** UN-GRADED; 12-24-97 Large Animal Hospital**

VICE PROVOST / UNIVERSITY LIFE

Contact: Alicia Brill

INFORMATION SYSTEMS SPECIALIST I (121994RS) Provide microcomputing & networking support in administrative computing; troubleshoot, maintain, upgrade & install Macintosh & Windows workstations & related software & desktop networking hardware & software; train & assist staff; work on projects in areas of technical testing, implementation & evaluation associated with these systems; prepare technical documentation, planning reports & user guides; track computing resources for UL & maintain & develop enhancements for tracking systems; serve on internal & interdepartmental teams; serve as secondary backup to Manager of ULCS in capacity of Network Manager. **QUALIFICATIONS:** BA/BS or equivalent experience desired; minimum 2 years of microcomputer system experience & experience with wide range of application software packages; database experience desired; broad based support level skills in Macintosh

& DOS/Windows systems, networking (IPX, AppleTalk & TCP/IP protocols) & Internet services (WWW & E-mail systems); ability to lift & carry at least 25 lbs., to transport equipment on carts across campus & to use tools requiring high dexterity; must have demonstrated organizational & administrative skills; excellent verbal & written communication skills & customer service skills essential; ability to work independently & as part of team. **GRADE:** P3; **RANGE:** \$24,617-31,982; 1-7-98 ULFTIS

WHARTON SCHOOL

Contact: Anna Marcotte

ASSOCIATE DIRECTOR V (122012AM) Manage operations of Partnership program; develop & implement strategy for assigned firms to maintain funding levels, raise new funds & to enhance relationships & reputation; develop & implement programs; provide stewardship, service & communications. **QUALIFICATIONS:** BA/BS; 5 years experience in fund-raising; excellent communications & interpersonal skills; knowledge of corporations and/or management education desirable; computer proficiency; *ability to travel.* **GRADE:** P7; **RANGE:** \$36,050-46,814; 12-22-97 External Affairs

COMMUNICATION PROGRAM SPECIALIST (111914AM) Responsible for assisting in designing, teaching & coordination of courses & activities of Wharton Communication Program; teach in MBA & WEMBA programs; administer communication component of WEMBA program; other administrative & teaching duties will be developed according to programmatic needs. **QUALIFICATIONS:** MA/MS in communications or related field, with evidence toward higher degree; minimum 3 years teaching experience at college level or equivalent; experience in curriculum & program planning; research background in communication theory & skills, with demonstrated interest in particular fields. **GRADE:** P5; **RANGE:** \$29,664-38,677; 1-8-97 Wharton Communication Program

DIRECTOR V (122052AM) Manage development of distributed learning program with outside technology partner; manage multi-track timelines & deliverables; work with vendors, manage costs & oversee budgets; develop Internet technology for academic instructions. **QUALIFICATIONS:** Masters of Education with knowledge of business school programs or MBA with relevant work in education; 5 years experience managing complex projects or equivalent; experience with software for project management & technology for academic programs. **GRADE:** P8; **RANGE:** \$39,655-52,015; 1-6-98 Executive Education

DIRECTOR VIII (122053AM) Manage customized executive education programs; develop proposals; design, develop, implement & evaluate programs; manage staff; assume financial responsibility for programs. **QUALIFICATIONS:** MA/MS; 7 years of relevant experience in designing and/or teaching courses to middle or senior level executives or equivalent; ability to be innovative in approaches to education & management problems. **GRADE:** P11; **RANGE:** \$56,135-70,246; 1-6-98 Executive Education

DUP MACHINE OPERATOR IV (111773AM) Operate & maintain Xerox DocuTech Publishing system, Xerox Laser Printer & Kodak 2110 Duplicator & other bindery equipment; perform mail & image merges; manipulate images for reproduction; handle network orders & reproduction of confidential & special materials; assist in receiving, storage & inventory of raw materials. **QUALIFICATIONS:** HS diploma or equivalent; 3 years experience as operator of high speed duplicating machines required; post HS training in graphic design & computer systems required; experience in desktop publishing required; excellent math & English skills required; proficiency with MS Windows & DOS; must be able to lift 50 lbs; ability to operate machines as listed in duties section. **GRADE:** G10; **RANGE:** \$19,261-23,999; 12-22-97 WCIT

RESEARCH SPECIALIST III (122021AM) Administer budgets; manage conference logistics & publications; coordinate internal project resources; manage external sponsor relationships; perform research, data management & individual research projects. **QUALIFICATIONS:** MA/MS degree preferred; 2 to 4 years research experience; ability to manage research projects; good organizational skills. **GRADE:** P4; **RANGE:** \$26,986-35,123; 12-24-97 Financial Institutions Center

Classified

HOUSE FOR SALE or RENT

Tudor-style twin, 535 S. 46th Street, between Larchwood & Baltimore, newly renovated kitchen, working fireplace, two-car garage, new roof, new gas heater, lovely glass porch with ceramic tile floor, full dining room & living room. Come and see it. Asking price \$97,500 (negotiable); Penn 105 Plan available for Penn employees. For more info call: 662-8017 or (610) 827-1745; e-mail Whmir1745@aol.com

VACATION

Pocono Chalet, 3BDR/1B, Near Jack Frost/BB. Firewood incl. \$375/weekend (215) 898-9928.

VOLUNTEERS WANTED

Genetic Research Studies

- Healthy African American men and women 18 years of age and older are sought to participate as matched controls in a multiethnic research study. Eligible volunteers will be paid \$50. For more information about this study please contact Nancy at (215) 573-4583. University of Pennsylvania Health System.

- Volunteers are sought who have had Anorexia or Bulimia and who have a sibling, cousin, or other relative who also has had an eating disorder. Eligible participants will be compensated \$100. For further information about this study please contact Nancy or Chris at (215) 573-4583.

To place classifieds: (215) 898-5274.

EXHIBITS

Now: *Serigraphs* by Chad Andrews, MFA '92, at

the Burrison Art Gallery, Faculty Club. *Through January 30.* Reception: January 15, 4:30-6:30 p.m.

FILMS

Neighborhood Film/Video Project

Info: 895-6542 or www.libertynet.org/ihouse.

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 **December 8, 1997 through December 28, 1997.** Also reported were **Crimes Against Property: 58 total thefts and attempts (including 1 theft of bicycles & parts, 6 burglaries & attempts, 9 thefts from autos, and 3 thefts & attempts of auto) 9 incidents of criminal mischief & vandalism, 1 incident of possession of stolen property, 2 incidents of trespassing & loitering and 3 incidents of forgery & fraud.** Full crime reports are in this issue of *Almanac* on the Web (www.upenn.edu/almanac/v44/n17/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 **December 8, 1997 through December 28, 1997.** The University Police actively patrols from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

Crimes Against Persons

34th to 38th / Market to Civic Center: Sexual Assaults—1; Robberies (& Attempts)—3; Aggravated Assaults—1; Threats & Harassment—4

| | | | |
|----------|----------|------------------|---|
| 12/08/97 | 12:28 PM | 133 S 36th St. | Complainant received threats via phone |
| 12/08/97 | 11:41 PM | Ashhurst Dorm | Messages left on board & unwanted call received |
| 12/10/97 | 1:23 PM | 133 S 36th St. | Threats received via phone |
| 12/12/97 | 2:37 PM | Houston Hall | Suspect simulated weapon/ currency taken |
| 12/14/97 | 4:51 PM | 3600 Blk. Locust | Complainant grabbed by juvenile |
| 12/18/97 | 12:22 AM | 3400 Blk. Sansom | Complainant pushed to ground/ kicked/currency taken |
| 12/19/97 | 2:34 PM | 3423 Walnut St. | Suspect produced syringe/took property/Arrest |
| 12/19/97 | 4:44 PM | Vance Hall | Complainant reports unwanted calls |
| 12/20/97 | 2:29 PM | 36th & Walnut | Male struck officer/Arrest |

38th to 41st / Market to Baltimore: Robberies (& Attempts)—2; Aggravated Assaults—1; Threats & Harassment—3

| | | | |
|----------|----------|-------------------|---------------------------------------|
| 12/12/97 | 10:47 AM | 403 S. 40th St. | Unwanted phone calls received |
| 12/17/97 | 12:06 PM | Van Pelt House | Unwanted calls received |
| 12/18/97 | 11:53 AM | Wayne Hall | Unwanted calls received |
| 12/22/97 | 3:40 PM | 4000 Blk. Bltmre. | Complainant robbed by unknown suspect |
| 12/23/97 | 5:04 PM | Evans Bldg. | Officer assaulted/Arrest |
| 12/24/97 | 1:06 PM | 41st & Ludlow | Complainant robbed by unknown suspect |

41st to 43rd / Market to Baltimore: Robberies (& Attempts)—1

| | | | |
|----------|----------|-------------------|--|
| 12/14/97 | 12:45 AM | 4200 Blk. Chstnt. | Complainant robbed by suspects with gun/Arrest |
|----------|----------|-------------------|--|

30th to 34th / Market to University: Threats & Harassment—1

| | | | |
|----------|----------|--------------|---------------------------|
| 12/10/97 | 10:53 AM | Bennett Hall | Harassing e-mail received |
|----------|----------|--------------|---------------------------|

Outside 30th-43rd / Market-Baltimore: Robberies (& Attempts)—1; Aggravated Assaults—1; Purse Snatches—1; Threats & Harassment—1

| | | | |
|----------|---------|-----------------|--|
| 12/11/97 | 4:50 PM | 4617 Osage Ave. | Complainant robbed by unknown suspects |
| 12/13/97 | 2:35 PM | 5th & Lombard | Complainant harassed via phone |
| 12/22/97 | 4:03 PM | Broad/Market | Purse taken while on public transportation |
| 12/23/97 | 7:48 PM | 4400 Sansom | Complainant shot/Arrest |

Crimes Against Society

34th to 38th / Market to Civic Center: Disorderly Conduct—2

| | | | |
|----------|---------|------------------|--------------------------------------|
| 12/09/97 | 4:50 PM | 36th & Ludlow | Male arrested for disorderly conduct |
| 12/10/97 | 8:14 PM | 3700 Blk. Spruce | Male arrested for disorderly conduct |

38th to 41st / Market to Baltimore: Disorderly Conduct—2; Alcohol & Drug Offenses—1

| | | | |
|----------|----------|-------------------|--|
| 12/19/97 | 11:00 PM | 3813 Chestnut St. | Male refused to leave area/became disruptive/Arrest |
| 12/26/97 | 2:27 AM | 3800 Blk. Balt. | Male found w/5 packets of suspected narcotics/Arrest |
| 12/28/97 | 5:23 PM | 3925 Walnut St. | Suspect acting disorderly/refused to leave/Arrest |

18th District Crimes Against Persons

26 Incidents and 6 Arrests were reported between **December 8, 1997, and December 28, 1997,** by the 18th District, covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

| | | | |
|----------|----------|------------------|---------------------------|
| 12/11/97 | 4:44 PM | 4617 Osage | Robbery |
| 12/11/97 | 7:11 PM | 228 44th St | Robbery |
| 12/11/97 | 11:40 PM | 4716 Osage | Robbery |
| 12/12/97 | 2:37 PM | 3417 Spruce | Robbery |
| 12/13/97 | 9:38 AM | 4200 Baltimore | Robbery |
| 12/14/97 | 12:45 AM | 4200 Chestnut | Robbery/Arrest |
| 12/14/97 | 3:20 AM | 3001 Walnut | Aggravated Assault/Arrest |
| 12/14/97 | 2:25 PM | 4814 Market | Robbery |
| 12/14/97 | 10:30 PM | 3400 Spruce | Aggravated Assault |
| 12/15/97 | 12:27 AM | 4700 Market | Aggravated Assault |
| 12/15/97 | 9:55 PM | 1104 47th St | Robbery |
| 12/16/97 | 2:00 AM | 4105 Baltimore | Robbery |
| 12/18/97 | 1:00 AM | 4600 Chester | Robbery |
| 12/18/97 | 2:15 PM | 4700 Walnut | Aggravated Assault |
| 12/18/97 | 8:00 PM | 4800 Springfield | Robbery/Arrest |
| 12/19/97 | 10:30 AM | 4800 Osage | Robbery |
| 12/19/97 | 11:55 AM | 4847 Walnut | Robbery |
| 12/19/97 | 2:50 PM | 3401 Walnut | Robbery/Arrest |
| 12/22/97 | 5:30 PM | 4039 Baltimore | Robbery |
| 12/22/97 | 6:19 PM | 4812 Spruce | Robbery |
| 12/23/97 | 5:07 PM | 309 48th St. | Aggravated Assault/Arrest |
| 12/23/97 | 8:00 PM | 139 43rd St. | Aggravated Assault |
| 12/24/97 | 1:10 PM | 4100 Ludlow | Robbery |
| 12/25/97 | 8:00 PM | 4000 Walnut | Robbery |
| 12/26/97 | 1:00 PM | 4700 Locust | Robbery/Arrest |
| 12/28/97 | 9:05 PM | 4600 Market | Robbery |

15 *Mondo* (T. Gatlif; 1996; 80 mins.; French w/ English subtitles); 7 p.m. *Through January 19.*

Latcho Drom (T. Gatlif; 1993; 103 mins.; France); 9 p.m. *Also January 16, 18 and 20.*

17 *Marian* (P. Vaclav; 1996; 109 mins.; Czech w/ English subtitles); 2 p.m. *Through January 20.*

SPECIAL EVENTS

21 *Book Signing, Presentation and Discussion:* Phyllis Rackin, English; *Engendering a Nation: A Feminist Account of Shakespeare's English Histories*; 12:15-1:30 p.m.; Class of 1938 Lounge, Kings Court/English House (Forum for Penn Authors; Perspectives in Humanities).

Roe Turns 25: national teleconference; panel discussion facilitated by Linda Wharton and presented by Barbara Woodhouse with special guest Justice Harry Blackmun; featuring experts in privacy and reproductive rights; 3-4:30 p.m.; Lewis Hall, Room 240-A. Call 898-0459 for information (Law School).

TALKS

14 *The Snf1 Kinase, Protein Phosphatase 1, and Transcriptional Control in Yeast;* Marion Carlson, Columbia University; 4 p.m.; Grossman Auditorium, Wistar Institute (Wistar Seminar).

19 *The Neural Basis of Semantic Memory;* Sharon Thompson-Schill, psychology. Refreshments: 3:15 p.m.; Rm. B-50, Solomon Psych. Lab Bldg. Lecture: 3:30 p.m.; Rm. B-21, Stiteler Hall (Psychology).

21 *The Cultural Impact of Dollar Diplomacy: Recasting Elite Divisions in Nicaragua, 1912-1926;* Michael Gobat, University of Chicago; noon-1 p.m.; Bishop White Room, Houston Hall (Latin American Cultures Program).

Coordinate Regulation of Myosin Proliferation and Apoptosis; Kenneth Walsh, Tufts University, School of Medicine; 4 p.m.; Joseph Grossman Auditorium, Wistar Institute (Wistar).

Deadlines: The deadline for the February At Penn calendar is *January 13.* The deadline for the March At Penn calendar is *February 10.* The deadline for the weekly update is the Monday before the week of publication.



Almanac

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

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WELCOME BACK

From the President

The Vital Place of the Arts and Sciences

Dear Colleagues:

As we return to campus to begin this new year, I feel invigorated by how well so many things are going at Penn. I hope you share my enthusiasm and pride: I do not believe we could return to a more active, more inspiring university anywhere in the world.

Simply consider: the most academically gifted class in Penn's history enrolled this fall. These remarkable first-year students—and all of our outstanding undergraduates, present and future—will benefit from an innovative College House system that will create a series of vibrant new residential communities on campus. All will also benefit from the unique opportunities Penn gives students to reach out broadly, vault over disciplinary walls and learn about “what’s going on over there” in another classroom, another department, another field of study. And all will have the chance to participate in genuine research projects that could expand human knowledge—one of the unique rewards offered to students by a great research university.

What is more, our world-class faculty have recently won some of the most coveted awards in their fields as they continue their extraordinary productivity in the classroom, the library, and the lab. As Penn faculty lead the way in a broad range of disciplines, their students, the University and society as a whole are enriched.

The sounds of jackhammers and diesel cranes have continued to fill the air as the Perelman Quad has moved rapidly ahead, the IAST building has been completed and Sansom Common has turned a former parking lot into the talk of the city. And the University and our neighbors in West Philadelphia have reaped the benefits of UC Brite—our successful program to provide exterior night-time lighting for homes and apartment buildings in the neighborhoods near Penn—and of the University City District, as well, that has cleaned our streets and enhanced our security.

The source of my greatest pleasure this January is the School of Arts and Sciences, which is greeting a superb new group of leaders who are joining the splendid associate deans already in place. A world-renowned scholar and 20-year member of Penn's faculty, Dean Samuel Preston is the perfect leader for Arts and Sciences as we approach the next century. College Dean Richard Beeman, another renowned scholar, will celebrate three full decades at Penn this year. And Vice Dean Michael Mandl is coming to Penn from Duke, where he expertly served that university's provost as Director of Academic Financial Services, Budgets and Systems.

Joined by the other associate deans and staff in the SAS Dean's Office, these leaders will transfuse the School with new energy, spirit and direction. Students, faculty and staff in Arts and Sciences—and all the rest of us at the University — could not be more fortunate.

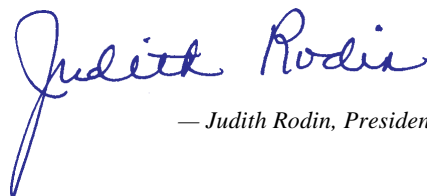
In a note I received from Sam Preston over the holidays, he reminded me of the central role the arts and sciences have played in humanity's progress. As he eloquently put it:

“... the development and transmission of knowledge has transformed the face of the globe. The average American now has resources, opportunities, and health conditions that are far superior to those of European royalty several centuries ago. These advances are the product of the application of rational thought, emphasizing logic and tests of consistency with evidence, to our understanding of the natural and social world. What is more, the practice of creating and interpreting literature, music and art—a central province of the arts and sciences—not only helps us make sense of our lives but also develops critical thinking skills that are applicable far beyond the classroom. These processes need to be nurtured and protected within the academy and their value and relevance to our daily lives understood and appreciated by all.”

I agree wholeheartedly with this assessment, and I am committed to supporting our new Dean in his efforts to fulfill the teaching and research missions of SAS.

As a final thought, it is clear that the School of Arts and Sciences and the University, through prudent fiscal management, resource development and strategic reinvestment, must ensure that faculty members have the facilities and other resources they need to perform their roles with maximum effectiveness. As everyone in higher education knows today, this is not a simple matter: raising private funds and securing research dollars are increasingly competitive and complicated endeavors. The difficulty of the task does not make it any less important, however. Rather, it must strengthen our resolve, energize our efforts and inspire the greatest care in all we do.

Just as Sam Preston has given his pledge to do everything he can at SAS in this essential effort, so he and the School have received mine in return. The future of the arts and sciences is integral to the continuing expansion of knowledge. And it is vital to the future of our University.



— Judith Rodin, President

Self-Report to the Ivy League

I. Introduction

The University of Pennsylvania has a long history of participation in Ivy League and other intercollegiate athletics, and the tradition of scholar-athletes is extremely important to the institution. A cardinal principle of Penn's athletic programs is that our participation in sports and games be strictly, in all respects, by the rules. Penn strives to teach its athletes, from their first day on campus, that playing fairly is as important as playing well. And Penn has maintained an unblemished record of managing its athletic programs by the book. The incident detailed in this report is an unfortunate exception to that record, an exception the University is committed to ensuring is never repeated.

On December 2, 1997, in my role as Provost of the University, I charged a committee to: (1) review the issue of NCAA eligibility as it relates to Mitchell Marrow's participation in Penn football during the 1997 season; (2) examine whether the actions taken by the Department of Recreation and Intercollegiate Athletics (DRIA) to restore Mr. Marrow's eligibility were appropriate; (3) review the procedures of the DRIA for monitoring eligibility issues; and (4) make appropriate recommendations. The Committee was composed of Dr. Peter Hand, Professor of Anatomy, School of Veterinary Medicine, Committee Chair; Dr. Wayne Worrell, Professor of Materials Science and Engineering, SEAS; Dr. Bernard Lentz, Director of Institutional Research and Analysis; and Debra Fickler, Associate General Counsel, acting in an *ex officio* capacity.

The University is writing to report the results of its review of this matter, based on the Committee's investigation. In so doing, the University is formally self-reporting a violation of NCAA Bylaws 14.01.2, 14.1.6 and 14.1.6.1* as a result of a student-athlete practicing and competing while not enrolled full-time. In addition, the University is reporting that it violated NCAA Bylaw 14.11.1, as a result of a misunderstanding of that rule, by allowing the student to compete in a game after the violation was discovered. Within the meaning of NCAA Bylaw 19.02.2.1, we conclude that these are secondary violations.

The University also has examined whether the NCAA "extra-benefits" legislation contained in Bylaw 16.02.3 was violated when the student, with the encouragement of the DRIA, made arrangements to add a course after the course add deadline and has concluded that there was no violation. Finally, the University reviewed whether this series of actions resulted in a lack of institutional control, as defined by NCAA Bylaw 6.01.1 or constituted unethical conduct as defined by NCAA Bylaw 10.1, and has also concluded that they did not.

II. Facts

As of the start of classes on September 3, 1997, Mr. Marrow was a full-time student registered for 4 course units, the NCAA equivalent of 16 credits, and the number of courses he needed to graduate in December, 1997. Beginning on September 9, 1997 and continuing through the end of the course add deadline on September 19, Mr. Marrow dropped and added

several courses. After September 9, 1997, he was registered for no more than 2 courses, the NCAA equivalent of 8 credits, and thus ineligible to practice and compete.

Adequate systems were in place at the DRIA to determine the eligibility of Penn students to participate in athletic programs at the beginning of each academic year and to monitor their continuing eligibility throughout the academic year. Unfortunately, as discussed below, the system to monitor full-time enrollment status was not applied by the DRIA in this semester, and Mr. Marrow's ineligibility was not discovered in a timely manner. Thus, from September 9 to November 19, Mr. Marrow practiced and competed while ineligible, playing in contests against the following seven opponents:

September 20—Dartmouth
September 27—Bucknell
October 18—Columbia
October 25—Brown
November 1—Yale
November 8—Princeton
November 15—Harvard

On November 19, DRIA first discovered that Mr. Marrow was registered as a part-time student. His mother telephoned the Athletic Academic Coordinator that morning to determine whether her son was on track to graduate and asked whether his tuition bill would be reduced to reflect his part-time status. When the DRIA confirmed that Mr. Marrow was a part-time student and not eligible for the final term exception, the Department instructed him that he could not practice or compete until and unless he regained full-time status. The DRIA also immediately reviewed the appropriate reports from the Registrar's Office and confirmed that there were no other similar eligibility issues in football or any other teams.

The DRIA sought to restore Mr. Marrow's full-time status and eligibility as soon as possible so that he could play in the November 22 Cornell game, the last game of the season and his last game as a student-athlete. The DRIA did not understand at that time that only the NCAA has the authority to restore eligibility once an athlete has competed while ineligible. The Department mistakenly believed that if Mr. Marrow could be restored to full-time status by adding an independent study course, under NCAA Bylaw 14.1.6.1.2 he would be eligible to play in the Cornell game. The DRIA also considered, but was not certain, that if Mr. Marrow was restored to full-time status as of the end of the semester, his full-time status might be retroactive, potentially making him eligible for the earlier games. It is clear that the Department acted as it did because of these mistaken beliefs: the Committee found no evidence that the DRIA acted to secure an unfair competitive advantage or for any other illegitimate reason.

At the time it discovered the eligibility issue, no one from the DRIA informed the Ivy League Office. The Department also did not inform the President or Provost.

On November 19, the DRIA spoke with the College Advising Office to investigate if Mr. Marrow's full-time status could be restored. The College Advising Office's stated position was that if the DRIA proposed a solution for making Mr. Marrow full-time—i.e. a faculty member

* The NCAA Bylaws cited in this report are contained in the Exhibit on page S-4.

approved a late independent study course request—then the Office would approve. The DRIA raised the possibility of an independent study course to Mr. Marrow, who then contacted and met with Dr. Beth Wenger, an Assistant Professor who taught one of his History classes, to see if she was willing to accept him as an independent study student at this late date. The DRIA also contacted Dr. Wenger to explain Mr. Marrow's eligibility problem and to see if the independent study course had been approved. Dr. Wenger consulted with her Undergraduate Chair, Dr. Bruce Kuklick and her Department Chair, Dr. Lynn Lees, and on November 20, Dr. Wenger notified Mr. Marrow that she would not approve an independent study course for him.

During the same period, the DRIA contacted Dr. Kenneth Shropshire, Associate Professor of Legal Studies in the Wharton School and Penn's NCAA Faculty Representative, to see if he knew of any faculty member who might be interested in offering an independent study course for a student-athlete who might have eligibility problems. Dr. Shropshire responded that he had a project in mind for an independent study course and that he would be willing to meet with the student in question. On November 21, Dr. Shropshire met with Mr. Marrow and agreed to approve the independent study course, the College Advising Office accepted the addition of the course, and Mr. Marrow became a full-time student registered for 3 course units, or the NCAA equivalent of 12 credit hours.

Mr. Marrow competed in the Cornell game on November 22. That made a total of 8 games, including all of Penn's Ivy League games, in which he competed while ineligible.

On November 24, several University members received telephone calls from a Philadelphia Inquirer reporter asking about the Mitchell Marrow eligibility issue. Dr. Diane Frey, Director of the College Advising Office, and Dr. Robert Rescorla, Undergraduate Dean of the School of Arts and Sciences, were two such individuals. After the Inquirer contact, Dr. Frey asked Dr. Rescorla to review her decision to approve the addition of the independent study course. On November 25, Dr. Rescorla overturned Dr. Frey's approval, and Mr. Marrow returned to part-time status carrying 2 course units.

The first institutional report to the Ivy League Office of a potential eligibility problem for a football player occurred on November 25.

III. Conclusions

A. Eligibility

Mr. Marrow was enrolled as a less than full-time student and thus was ineligible to practice or compete, from September 9 through November 21. Although he was enrolled as a full-time student on November 22 when he competed in the Cornell game, he was ineligible to compete because his eligibility had not been properly restored by the NCAA. The DRIA's belief that Mr. Marrow could become eligible for the Cornell game and/or could be made retroactively eligible was erroneous, but there is no evidence that this was other than a mistaken belief.

B. Institutional Control

The DRIA's actions constituted serious errors of judgment, but the University's actions in this case did not constitute a lack of institutional control, as defined by NCAA Bylaw 6.01.1.

1. Monitoring Eligibility

- The University has a number of systems in place to monitor and confirm that student-athletes who practice and compete are eligible under NCAA, Ivy League and Penn's own more stringent rules. With respect to establishing initial eligibility at the beginning of each academic year, these include: team eligibility meetings to review eligibility rules and have student-athletes complete all necessary compliance forms; distribution of the Penn Student-Athlete Handbook to every student-athlete; and review of the athletes' eligibility report prepared by the Registrar's Office that

highlights potential eligibility problems. Further, on the particular issue relevant to this matter, i.e. enrollment status, the DRIA receives from the Registrar's office each week the "Athletic Department Part-Time Student Listing". This report indicates in a clear and concise manner only those student-athletes in part-time status.

- The eligibility and other compliance procedures were extensively reviewed by the NCAA during Penn's certification process last spring. At the time of the NCAA certification, the Athletic Academic Coordinator at DRIA was responsible for monitoring student-athlete enrollment status by reviewing the Part-Time Student Listings. In spring, 1997, this responsibility was transferred to another DRIA administrator, the NCAA Compliance Coordinator. Unfortunately, the Compliance Coordinator did not fully assume this new responsibility and, in the fall of 1997, he neglected to review the weekly reports until the Marrow eligibility problem surfaced. Thus, despite the systems in place, Mr. Marrow practiced and competed virtually the entire season before the DRIA discovered that he was ineligible.

- The DRIA is accountable for monitoring institutional compliance and bears responsibility for its failure to identify Mr. Marrow's part-time status and ineligibility early in the fall, 1997 semester. The University is satisfied, however, that the failure to review the Part-Time Student Listings was an isolated breakdown and not part of any pattern of failures. DRIA administrators have confirmed that there has been no material change in the systems used to monitor compliance with NCAA eligibility and other rules since the NCAA certification review. And with the exception of the poorly effected transfer of responsibility for monitoring the weekly Part-Time Student Listings, there has been no other relevant transfer of responsibility since the NCAA review. Other than that single exception, the same systems are in place and the same administrators are performing the same monitoring and compliance functions. We therefore have every reason to believe that the failure in this case was an isolated occurrence.

The DRIA also bears responsibility for not understanding that only the NCAA could restore eligibility. Further, the DRIA bears responsibility for not notifying the Ivy League Office promptly, so that the Department could have been advised on how to proceed. Finally, the DRIA bears responsibility for not notifying the University's President and Provost of the eligibility problem immediately upon its discovery.

- Mr. Marrow, as a student-athlete, bears responsibility for understanding the eligibility rules that apply to him. In spring, 1997, he met individually with the NCAA Compliance Coordinator in the DRIA, to confirm his eligibility requirements as a fifth-year athlete. He attended the DRIA's annual mandatory eligibility seminars for all athletes, including the one on August 25, 1997, where the eligibility rules were explained and where the DRIA provided him with the Penn Student-Athlete Handbook outlining the eligibility rules. Further, if Mr. Marrow lacked understanding of the rules, he should have sought advice from the DRIA or his academic advisors on the implication of dropping to a 2-unit course load.

2. Reporting

- The University has a procedure for processing self-discovered violations that is described in the University's self-study report for NCAA certification. The procedure provides that all NCAA violations are to be reported to the Director of Athletics, the program's Associate Director, the head coach, and the person involved in the potential infraction. In the case of an eligibility problem, the Institutional Eligibility Officer should also be notified. In all such cases, the DRIA is expected to make a prompt report to the Ivy League.

- In this case, when the potential eligibility problem came to his attention on November 19, the NCAA Compliance Coordinator, who is also the Associate Director responsible for supervising the football program, quickly reported it to the Athletic Director, the head coach, and Mr.

Marrow. The Athletic Director then was called out of town for the rest of that week because of a death in his family. Given that Mr. Marrow had played seven games while ineligible, the DRIA should have reported immediately to the University's President and Provost and to the Ivy League office. This would have served both as notification to the Ivy League of the potential problem and as an avenue for seeking advice on whether and how to restore Mr. Marrow's eligibility.

- Between November 19 and 21, the DRIA was acting on the mistaken belief that Mr. Marrow could be made eligible for the Cornell game and possibly retroactively eligible for the earlier games. Based on this mistaken belief, the DRIA advised Mr. Marrow to pursue the addition of an independent study course and explained to the College Advising Office and to the faculty members involved that Mr. Marrow needed to restore his full-time status by November 21. There is no evidence of any impropriety in any DRIA conversations with the College Advising Office or with any faculty members during these two days before the Cornell game.

C. Independent Study Course Approvals

The approval of a late independent study course for Mr. Marrow did not confer a special benefit on him by virtue of his student-athlete status.

- At Penn, there are many types of independent study courses, within schools and departments, for undergraduate students. It is common for independent study courses to be arranged after the drop-add period and even very late in the semester. (In fall, 1997, 122 undergraduate independent study courses were added after the September 19 course add deadline, of which 31 were added in November and December. It is not known how many of these were cases where the student had been working with the faculty member but had failed to register for the independent study course earlier in the semester). The College Advising Office typically supports faculty member approvals of students' requests to add independent study courses, even if they are very late in the semester.

- At Penn, requests to add independent study courses for any student, including those late in the semester, are typically left to a faculty member's discretion.

- It was not out of the ordinary, and was appropriate, for Dr. Wenger to decline Mr. Marrow's independent study course request. (Professors in the History Department indicated to the Committee that they rarely grant requests for independent study courses.)

- It was also not out of the ordinary, and was appropriate, for Dr. Shropshire to approve Mr. Marrow's request for an independent study course. (Professor Shropshire indicated to the Committee that he generally approves a request for an independent study course, even late in the semester, if, as in this case, the student commits to making substantial progress in the course prior to the end of the semester.)

- Dean Rescorla is rarely asked to review decisions by the College Advising Office and did so in this case at the specific request of the Director of the College Advising Office. His decision was based solely on academic considerations and did not suggest that Dr. Shropshire or Dr. Frey acted improperly in approving the course to satisfy Mr. Marrow's course requirements.

D. Unethical Conduct

The DRIA did not engage in unethical conduct, as defined by NCAA Bylaw 10.1. Its failure to prevent Mr. Marrow from practicing and competing while ineligible was serious, but the failure arose from a mishandled transfer of responsibility, as previously described, and was inadvertent, not intentional. When the eligibility violation came to the DRIA's attention, the Department immediately instructed Mr. Marrow that he could not practice or compete and initiated action to attempt to restore his full-time status. The DRIA's plan to restore Mr. Marrow's eligibility by adding an independent study course late in the semester was consistent with the University's academic practices, though based on an erroneous understanding of the NCAA eligibility rules. Clearly, there

were substantial errors in action and judgment but, as previously stated, the Committee found no evidence of willful misconduct on the part of the DRIA.

IV. Actions

The University will take the following steps to ensure that all student-athletes who practice and compete are full-time students or meet the final term exception:

- The DRIA will scrupulously monitor full-time eligibility, particularly reviewing all weekly Athletic Department Part-Time Student Listings. The NCAA Compliance Coordinator and Athletic Director (or, in his absence, the Senior Associate Athletic Director) will initial the report each week to certify that each has reviewed it.

- The DRIA will ensure that any student-athlete who is determined to have competed while ineligible will not be permitted to continue to compete unless the NCAA restores his/her eligibility.

- The DRIA will immediately report all NCAA infractions to the Provost, the President and the Ivy League Office.

- The Athletic Director will review the division of responsibilities among the administrators in the Department. The NCAA Compliance Coordinator also manages eligibility issues and, in his role as Associate Director, has significant administrative responsibilities for oversight (e.g. schedules, budgets and staffing) of 17 intercollegiate sports, including football. The Athletic Director, in consultation with the Provost, will review the position description for the NCAA Compliance Coordinator/Associate Director and make any appropriate adjustments by April 30, 1998.

- All University employees involved in certifying athletic eligibility will attend an NCAA regional compliance seminar in the Spring, 1998.

- The DRIA will revise the Penn Student Athlete Handbook by April 30, 1998, to ensure that the eligibility rules are stated in as clear and simple a manner as possible.

- The advising office in each school will direct athletes who seek course load changes to the academic advisor in the school who is also the School Eligibility Officer (SEO). The SEO, who is generally familiar with athletic eligibility rules, will be responsible for alerting the student and the DRIA to any eligibility problems.

V. Consequences

As a result of the foregoing conclusions:

- Pursuant to NCAA Bylaws 19.6.1(b) and 31.10.5, Penn will forfeit all contests that Penn won in which Mr. Marrow competed, while ineligible, in the 1997 season.

- Penn recommends that the Ivy League vacate any Ivy League honors received by Mr. Marrow for the 1997 season.

- A letter will be sent to each administrator involved in or responsible for this set of events to identify any specific errors made by the individual, and the Athletic Director and the University's Institutional Eligibility Officer will discuss these matters personally with each administrator. Copies of these letters will be provided to the Provost, who will continue to review and monitor the performance of the Athletic Director. Copies will also be sent to the Ivy League office by January 9, 1998.

- Penn will distribute this report throughout the DRIA. The Athletic Director and the Institutional Eligibility Officer will conduct a meeting with all Athletics administrators to discuss the eligibility rules and procedures for dealing with future violations no later than January 16, 1998.

— Stanley Chodorow, Provost

Next Page: NCAA Bylaws Cited in the Self-Report

In the Exhibit below, excerpts from the NCAA Bylaws are given in the order of their citation in the text of the Self-Report.

Exhibit

NCAA Bylaws Cited in the Self-Report to the Ivy League

14.01.2 Academic Status. To be eligible to represent an institution in intercollegiate athletics competition, a student-athlete shall be enrolled in at least a minimum full-time program of studies, be in good academic standing and maintain satisfactory progress toward a baccalaureate or equivalent degree. A waiver of the minimum full-time enrollment requirement may be granted for a student enrolled in the final term of the baccalaureate program.

14.1.6 Full-Time Enrollment

14.1.6.1 Requirement for Practice. To be eligible to participate in organized practice sessions, a student-athlete shall be enrolled in a minimum full-time program of studies leading to a baccalaureate or equivalent degree as defined by the regulations of the certifying institution.

14.1.6.2 Requirement for Competition. To be eligible for competition, a student-athlete shall be enrolled in at least a minimum full-time program of studies leading to a baccalaureate or equivalent degree as defined by the institution, which shall not be less than 12 semester or quarter hours.

14.11.1 Obligation of Member Institution to Withhold Student-Athlete From Competition. If a student-athlete is ineligible under the provisions of the constitution, bylaws or other regulations of the Association, the institution shall be obligated to apply immediately the applicable rule and to withhold the student-athlete from all intercollegiate competition. The institution may appeal to the Academics/Eligibility/Compliance Cabinet for restoration of the student-athlete's eligibility as provided in 14.12 if it concludes that circumstances warrant restoration.

19.02.2.1 Violation, Secondary. A secondary violation is one that provides only a limited recruiting or competitive advantage and that is isolated or inadvertent in nature. Repeated secondary violations by a member institution also may be identified by the group executive director for enforcement and eligibility appeals as a major violation. If the Committee on Infractions determines that repeated secondary violations have occurred and that the institution is not taking appropriate action to prevent such violations, a penalty appropriate for a major violation may be imposed.

16.02.3 Extra Benefit. An extra benefit is any special arrangement by an institutional employee or a representative of the institution's athletics interests to provide a student-athlete or the student-athlete's relative or friend a benefit not expressly authorized by NCAA legislation. Receipt of a benefit by student-athletes or their relatives or friends is not a violation of NCAA legislation if it is demonstrated that the same benefit is generally available to the institution's students or their relatives or friends or to a particular segment of the student body (e.g., foreign students, minority students) determined on a basis unrelated to athletics ability.

6.01.1 Institutional Control. The control and responsibility for the conduct of intercollegiate athletics shall be exercised by the institution itself and by the conference(s), if any, of which it is a member. Administrative control or faculty control, or a combination of the two, shall constitute institutional control.

10.1 UNETHICAL CONDUCT

Unethical conduct by a prospective or enrolled student-athlete or a current or former institutional staff member may include, but is not limited to, the following:

- (a) Refusal to furnish information relevant to an investigation of a possible violation of an NCAA regulation when requested to do so by the NCAA or the individual's institution;
- (b) Knowing involvement in arranging for fraudulent academic credit or false transcripts for a prospective or an enrolled student-athlete;
- (c) Knowing involvement in offering or providing a prospective or an enrolled student-athlete an improper inducement or extra benefit or improper financial aid;
- (d) Knowingly furnishing the NCAA or the individual's institution false or misleading information concerning the individual's involvement in or knowledge of matters relevant to a possible violation of an NCAA regulation; or
- (e) Receipt of benefits by an institutional staff member for facilitating or arranging a meeting between a student-athlete and an agent, financial advisor or a representative of an agent or advisor (e.g., "runner").

14.1.6.1.2 Drop/Add Course. A student-athlete no longer shall be considered enrolled in a minimum full-time program of studies (after dropping a course that places the student below full-time status) when the dropped course becomes official in accordance with procedures determined by the institution for all students. A student who is adding a course to reach a full-time status shall become eligible for practice and competition once the course has been approved by the appropriate department head (or designated representative) and submitted to the registrar.

19.6.1 Penalties for Secondary Violations. . . . Among the disciplinary measures are: . . .

- (b) Forfeiture of contests in which an ineligible student-athlete participated

31.10.5 Forfeits. Neither the outcome nor the statistics in any completed contest are reversible by a forfeit due to postgame administrative actions, except as provided in 31.10.5.4 or by Committee on Infractions decisions. The actual results of the contest and the statistics shall be entered as such in both teams' all-time records, as well as in the coaches' records and in individual statistics. Contests later forfeited shall be denoted by the institution with an asterisk and a footnote.