

# UNIVERSITY of PENNSYLVANIA *Almanac*

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## Faculty Masters for Hi-Rise College Houses

Faculty Masters have been chosen for the three college houses located in the hi-rise dormitories, to take office in the coming academic year as part of the redesigned and expanded residential college system at Penn. The houses and their masters are:

- Harnwell: Dr. David Brownlee of art history;
- Harrison: Dr. John Richetti of English; and
- Hamilton: Dr. Neil Shubin of biology.

"I am absolutely delighted to announce these appointments," said Interim Provost Michael L. Wachter. "The quality of Penn's faculty in residence has always been excellent and these three new appointments build upon that tradition. To have this calibre of faculty join us in the inaugural year of our comprehensive College House system is especially gratifying."

Faculty Masters are appointed by the Provost to three-year terms, renewable for a similar term or terms thereafter.

The appointments follow a comprehensive search process which included members of the Residential Faculty Council, the undergraduate Residential Advisory Board, Graduate Fellows, representatives from the four undergraduate schools and staff from Academic Programs and Residence Life, Dr. Wachter said.

Each resident Faculty Master is a member of a multi-generational community in which students and faculty meet regularly over meals and at numerous social and cultural events sponsored by the House, he explained. The masters bring other faculty into contact with the life of the House and build bridges between the House's programs and other relevant activities on the campus. "Each also brings to the life of the House some of his or her own special interests," he added, "while working to support the greatest possible variety of other programming developed by the House community—especially its council of undergraduate members and the Residential Programs located in the Houses." Working closely with the House Dean, the Faculty Master ensures that the House provides "excellent counseling and academic support," he said, including the locally-delivered services of "The Wheel."

[Please see page 2 for thumbnail sketches of the new masters.—Ed.]



Dr. Brownlee, above;  
Dr. Shubin at right; and  
Dr. Richetti, below



photo by Candace di Carlo



photo by Laurence Kesterson

## SEPTA Standby

Until SEPTA and the Transit Workers Union relieve doubt about public transportation, Penn and Drexel are maintaining their cooperative arrangements for emergency services (see the back page of *Almanac* March 17). Penn's home page (<http://www.upenn.edu>) has links to Penn Transportation and to SEPTA's own site for up-to-date information.



## Tuition & Fees for FY1999: At 3.9%, Lowest Increase in Decades

At Friday's meeting of the executive committee, the Trustees approved an increase of 3.9 percent in total undergraduate student charges for the 1998-99 academic year—the lowest percentage increase in three decades, according to President Judith Rodin. They also approved enhancements to the financial aid to maintain the need-blind admissions policy. The table below shows Penn's figures in relation to the Ivy institutions that have announced their increases, plus some selected peer institutions. Please see page 4 for a statement issued after the trustees' vote.—Ed.

	%Total Increase	Total Cost	Tuition/Fees	Room	Board
Brown	3.9%	\$31,060	\$24,162, 4.5%	\$4,238, 2%	\$2,660, 1.4%
Columbia	TBA				
Cornell	4.5%	\$30,429	\$22,874, 4.4%	\$4,534, 4%	\$3,021, 6%
Dartmouth	3.9%	\$30,822	\$23,910, 3.9%	\$4,047, 4.5%	\$2,865, 3%
Duke	3.5% cont.	\$30,042 cont.	\$22,420, 4% cont.	\$7,622 (R&B)	
	6.3% new	\$30,842 new	\$23,220, 7.7% new		
Harvard	3.5%	\$31,132	\$23,618, 3.6%	\$3,940, 3.5%	\$3,574, 3%
M.I.T.	3.9%	\$30,800	\$24,050, 4.1%	\$6,750 (R&B), 3.1%	
Northwestern	5.2% cont.	\$26,873 cont.	\$20,244, 5.7% cont.	\$6,629 (R&B), 3.8%	
		\$29,021 new	\$22,392, 17% new		
<b>PENN</b>	<b>3.9%</b>	<b>\$30,490</b>	<b>\$23,254, 4.5%</b>	<b>\$4,560, 3%</b>	<b>\$2,676, 0%</b>
Princeton	3.7%	\$30,531	\$23,820, 3.9%	\$3,077, 3%	\$3,634, 3%
Stanford	3.5%	\$29,879	\$22,110, 3.8%	\$7,769 (R&B), 2.8%	
Univ. of Chicago	2.74%	\$30,508	\$22,902, 3.7%	\$7,606 (R&B), 0%	
Yale	2.9%	\$30,830	\$23,780, 2.9%	\$7,050 (R&B), 2.9%	

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**Pullout:**  
**Budgetary Policies and Strategic Issues,**  
**the Report of the Cost Containment**  
**Subcommittee of the Faculty Senate**  
**Committee on Administration**

## New Faculty Masters (from page 1)

**Harnwell's Dr. David Brownlee** is a historian of modern architecture who headed the planning and implementation committees responsible for creating the new system of 21st Century College Houses at Penn, and is now director of College House implementation for the Provost's Office. He will be joined in Harnwell House by his wife, Dr. Ann Blair Brownlee, an archaeologist and historian of Greek art and Senior Research Scientist in the Mediterranean Section of the University of Pennsylvania Museum.

Philadelphia-born David Brownlee was educated at Harvard, where he received his A.B. *summa cum laude* in 1973. After taking his M.A. and Ph.D. there, he joined Penn's History of Art Department in 1980 as an assistant professor. He has been full professor since 1993 and has chaired both the undergraduate and graduate programs in art history at SAS.

He is the only scholar to win all three major prizes of the American Society of Architectural Historians and the only American ever to win the book prize of the counterpart British society. Among his books are *Building the City Beautiful: the Benjamin Franklin Parkway and the Philadelphia Museum of Art* (1989), *Louis I. Kahn: In the Realm of Architecture* (with David De Long) (1991) and *Making a Modern Classic: the Architecture of the Philadelphia Museum of Art* (1997). He will be a guest co-curator of the planned Robert Venturi retrospective exhibition in 2001.

**Harrison's Dr. John Richetti**, the Leonard Sugarman Term Professor of Eighteenth-Century English Literature, has been a Faculty Fellow for the past two years in Van Pelt College House, along with his wife, Dr. Deirdre David, professor of English and former chair of the department at Temple.

He is a 1960 alumnus of St. Francis College in Brooklyn who received his M.A. and Ph.D. from Columbia University (1968) and taught at Columbia and Rutgers before joining Penn in 1987. He has held the Sugarman chair since 1987, and chaired the English department here in 1990-1995.

He is the author of *Popular Fiction Before Richardson: Narrative Patterns 1700-1739* (1969), *Philosophical Writing: Locke, Berkeley, Hume* (1983) and *Daniel Defoe* (1987), and is currently working on *The Novel in History: Fiction and Social Change, 1660-1780*.

A winner of the Lindback Award for Distinguished Teaching, he has also won the Danforth Teacher Fellowship and held Woodrow Wilson, Fulbright, Guggenheim and NEH Senior Research fellowships.

**Hamilton's Dr. Neil Shubin**, associate professor of biology, will be joined in Harnwell House by his wife, Dr. Michele Seidl, a geologist who was assistant professor at Rutgers in New Brunswick until her recent move to the Pew Charitable Trusts as program associate in the Higher Education Program.

Dr. Shubin is a 1982 Columbia alumnus who took his A.M. and Ph.D. (1987) from Harvard, where he won the Harvard-Danforth Award for Excellence in Teaching and the Biology Undergraduate Teaching Fellowship. Other honors include the Young Faculty Award of the Natural Sciences Association and selection for the University of Chicago's Sewell Wright Lectureship.

Joining Penn in 1989, Dr. Shubin became associate professor in 1995 and is currently chair of the College Committee on Study Abroad and the Faculty Senate Committee on Students and Educational Responsibility. He is a freshman advisor in SAS and member of the biology department's graduate admissions committee. His research, supported by NSF, the National Geographic Society, and Penn Research Foundation, is published widely in such journals as *Science*, *Nature* and the *Journal of Vertebrate Paleontology*, and he contributed also to *Interpreting the Hierarchy of Nature* and *Homology: The Hierarchical Basis of Comparative Biology*.

## SENATE From the Chair

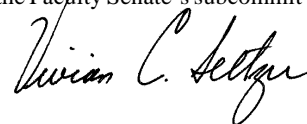
### On Resource Allocation and Academic Priorities

The report of the Subcommittee on Cost Containment of the Senate Committee on Administration appears in this issue of *Almanac* as a [self-contained insert](#). The main objective of the report, historical in design, is to provide a context for an open dialogue between the faculty and the administration—a suggested starting point for more informed decisions about allocation and management of Penn's resources assuring the long-term health and growth of the University.

It should be noted that the subcommittee members who produced this report are also the Faculty Senate's representatives to the University's Cost Containment Committee, which has representation from the faculty and the administration and is chaired by the executive vice president of the University. This committee has had three productive meetings this academic year, and has scheduled future meetings. We anticipate that these forthcoming meetings will serve well as the vehicle to discuss findings and recommendations of our subcommittee's report. We view the University Committee on Cost Containment as a forum for faculty to learn about the constraints under which strategic fiscal decisions are made and one where the administration has an opportunity to learn more about the faculty's vision of the academic mission and about their concerns.

We are assured by both administrative representatives on the University Cost Containment Committee and by its chair that it is of paramount concern to them that the committee identify ways for the faculty and administration to work more collaboratively on resource allocation decisions which impact University-wide priorities. We also urge the committee to continue to follow a process that will promote academic goals and insure academic integrity as it engages in decision making to assure University operation on a sound fiscal base.

The leadership and members of the Faculty Senate as well as everyone involved in the process itself are hopeful that the hard work of the University Committee will bring significant headway toward resolving the issues cited in the Faculty Senate's subcommittee report.



Vivian C. Seltzer, Chair of the Faculty Senate

### From the Senate Office

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

#### Actions Taken by the Senate Executive Committee Wednesday, March 18, 1998

##### 1. Items from the Chair's Report.

a. The chair reported that following SEC's request that publication of the University budget in *Almanac* be resumed, President Rodin has written her that it will be published in the July *Almanac*. Responding to a SEC member's request, the chair agreed to inquire about resuming the practice of placing a copy of the audited University budget in the library.

b. A letter was sent to the deans from the chair encouraging faculty to participate in the Student Committee on Undergraduate Education's "take a professor to lunch" program. Dean's replies have been very supportive of this activity.

c. The chair drew attention to a request from Professors David Brownlee and Michael Katz (*Almanac* March 17, 1998) that the Faculty Senate and University Council take up their proposals to guarantee privacy of e-mail generated by faculty, staff and students. It was suggested the two proposals be taken up next year.

d. The chair reminded SEC of the remaining meetings this academic year: April 1 regular meeting; April 25 special meeting to discuss reports of the Committee on the Faculty and the Committee on Students and Educational Policy; and May 6 regular meeting.

2. **Report of the Past Chair on Academic Planning and Budget Committee and Capital Council.** Past Senate Chair Kuriloff reported that the Academic Planning and Budget Committee has begun examining the issues involved in developing the budget. In particular, it has discussed how allocated costs are understood and rationalized. The committee also discussed the smaller than expected tuition increases at competitor schools as well as the fact that at least two highly endowed institutions (Princeton and Yale) have increased their scholarship allocations. These events will put increased budgetary pressure on Penn.

Capital Council had met several times since the last SEC meeting to discuss several



issues, including budgeting for the Perelman Quadrangle, building a new coach facility and new laboratories for the School of Veterinary Medicine.

### 3. Partial report by the Senate Committee on Administration.

a. Committee chair Professor Louis Girifalco introduced Frank Goodman, chair of the subcommittee on strategic planning. Professor Goodman summarized the subcommittee's report (to be published in *Almanac* April 7, 1998), noting the group had been asked to examine the process used and the faculty involvement in developing strategic plans in the twelve schools. The subcommittee agreed early in its factfinding to omit the Medical School from this effort for now due to its size and complexity. The subcommittee chair noted that time and person power limitations did not allow a comprehensive number of contacts, most pointedly in the largest schools. Findings on the schools will be in the subcommittee report to be published in April. It should be noted that the subcommittee recommended each school develop procedures for full input and discourse on strategic planning drafts and final documents. Such procedures for broad input of faculty views should include collective input as well as interviews with individual faculty. A SEC member raised concern that an effort to provide opportunity for faculty expression ought stop short of requiring any binding vote which may prompt less informed, more parochial input. Another SEC member stated the report focused heavily on individual feedback and that this emphasis might preclude collective and representative discussion.

SEC voted to accept the report with the proviso that the subcommittee chair modify it to combine two of the four recommendations and to clarify that both collective and individual faculty input are important in the strategic planning process.

b. On behalf of Professor Henry Teune, chair of the subcommittee on recognition of service to the University, Professor Girifalco presented the subcommittee's recommendations. A SEC member stated that recognition of service had to be taken seriously at the Provost's Staff Conference level, particularly at the point of tenure decisions and at the school and department levels at the time of annual review. Other SEC members believed that it was difficult to quantify service and to structure reward for Faculty Senate and University service and that it was better to create a benevolent climate.

The report was referred back to the subcommittee for further elaboration and requested the committee chair to ask the subcommittee to report back at the April 15 SEC meeting.

c. The subcommittee report on faculty course evaluations was deferred to the next meeting.

4. **Informal discussion with Medical School Dean William Kelley.** Upon invitation of the chair, SEC members raised issues including: safeguarding research interests in a national climate of profit motives; the purchase of three hospitals and the financial impact on the University; growth in non-standing faculty categories; and the current numbers of standing faculty-clinical educators in the Medical School exceed the 40% cap on clinician educators. Dean Kelley also presented his vision for a new model of health care which is in process and which he believes will revolutionize health care delivery. SEC thanked Dean Kelley for providing an opportunity for SEC members to discuss matters of concern and for the bird's-eye view of his strategic plan.

5. **Nominations by the Senate Committee on Committees.** Committee chair John Keene presented the proposed nominations to various Faculty Senate committees and other University groups. SEC discussed and expanded the nominations. A ballot will be distributed to all SEC members.

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## To Be a CHAMP Host for New International Students

Each year the University of Pennsylvania welcomes more than 600 new students from over 100 countries around the world. For many, this is their first trip to Philadelphia and the U.S., and their initial adjustment to life here may be a bit stressful.

That's why the Office of International Programs (OIP) has for the last six years sponsored CHAMP, the Campus Hosting And Mentoring Program for new international students. The program provides these students with a personal and helpful welcome as they arrive on campus.

Penn faculty, staff, and students who are interested in welcoming incoming international students can be hosts. CHAMPS hosts are expected to:

- Attend an orientation meeting in April;
- Make contact with your "hostee" after a match is made;
- Arrange to meet your hostee upon his or her arrival on campus;
- Offer friendship and practical advice during your hostee's first few days at Penn;
- Participate in CHAMP's Welcome Reception during the fall orientation and its Welcome Back Reception in the spring.

You are *not* required to pick the student up at the airport, provide housing for the student, or drive the student around. We do encourage you to stay in touch with your students during the academic year. (OIP offers opportunities to get together at monthly coffee hours, day trips, and other social events.) If you are interested in a specific culture or area of the world, we will try our best to match you with a student according to your preferences. Otherwise we try to pair individuals with similar backgrounds or interests.

To sign up, please contact Li-Chen Chin, Advisor to International Students and Scholars, at OIP, 898-4661, e-mail [lcchin@pobox.upenn.edu](mailto:lcchin@pobox.upenn.edu). A modest commitment of your time to CHAMP can make a big difference for a new international student.

— Joyce M. Randolph, Director  
Office of International Programs (OIP)

## Deaths

### Alyce Higginbotham, Alumna and Counselor

Alyce Renee Collier Higginbotham, senior counselor and assistant director of the Penn Women's Center, died March 12 at the age of 40, while awaiting a lung transplant needed because of complications from lupus.

Mrs. Higginbotham, a graduate of the Philadelphia High School for Girls, took her baccalaureate degree in psychology from The College in 1978. As an undergraduate she was the first president of the Penn Gospel Choir, and she remained active in Penn's Black Alumni Association until her death.

After graduation from Penn she went on to receive a master's degree in family therapy from Hahnemann University.

In 1995 she joined the Penn Women's Center, where she is remembered by colleagues as creative and gifted in helping people.

She was also active in the New Covenant Church of Philadelphia and a member of its choir.

She is survived by her husband, Stephen Higginbotham; by her two children Calvin Taylor 3rd and Marisa Sarai Taylor; her father, James Collier; her mother, Rudeen Collier Norris; a brother, James Collier; and sisters, Deborah Anne Collier, Carole Denise Collier and Willisha Nicole Norris.

### Dr. Elizabeth E. Miller, Microbiologist at PennMed

Dr. Elizabeth Eshelman Miller, an emeritus assistant professor of surgery who was among the first women on the faculty at the School of Medicine, died on February 15 at the age of 78.

Dr. Miller earned a B.S. degree from the University of Colorado in 1943 and began her career in science at the Rockefeller Institute for Medical Research in Princeton, where she worked with Drs. W. M. Stanley and Albert Sabin, among others. In 1946 she joined the Institute for Cancer Research at Penn, where she was to take up graduate study in microbiology in 1952. While studying for her master's degree (awarded in 1954) and Ph.D. (1955), she worked in the Henry Phipps Institute here with Dr. Florence Seibert.

Dr. Miller joined the Harrison Department in 1962 as an associate, and retired in 1990 after 28 years as a cancer researcher there.

She then continued her work as a volunteer until ill health forced her to stop a couple years ago. She died of heart failure at Allegheny University Hospital/MCP.

Dr. Miller is survived by her husband of 53 years, Gail L. Miller.

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## PPSA From the Chair

### Call for Nominations: PPSA

The Penn Professional Staff Assembly (PPSA) seeks nominees for membership on its Executive Board, to take office July 1, 1998. We are looking for candidates for Member-at-Large (2-year term), Vice-Chair (1-year term), and Chair-elect (1 year as Chair-elect, 1 year as Chair, and 1 year as Past Chair).

Interested candidates may be self-nominated or nominated by other members of the A-1 community. Please send all nominations to me at [jhbean@pobox.upenn.edu](mailto:jhbean@pobox.upenn.edu).

— Jim Bean, Chair, PPSA

## Promises, Promises...

Omitted in this issue for lack of space is a follow-up to the March 4 Council meeting, promised in last week's brief coverage. That will be carried in next week's issue, along with several news articles that were superseded by more time-dependent announcements.

Meanwhile, a major item originally scheduled for last week is in this one: the Cost Containment Report noted by Senate Chair Vivian Seltzer (*see insert, and see also the administrative response on 7-8*). Also published this week (*pp. 5-6*) is a summary of the Food Service Study foreshadowed at Council by EVP John Fry. At the end of the report is announced the decision to implement the "middle option" he cited, with Bon Appétit as contractor. —Ed.

## CGS: Kay Scholarships for Adult Students: April 1 Deadline

Adult students with solid work or volunteer experience behind them have a new opportunity to earn an undergraduate degree at Penn, through the new Kay Scholarships of the College of General Studies. Although Penn employees are covered by a different program,\* members of their families are eligible to apply for these full-tuition grants for part-time undergraduate study toward a degree.

The Kay Scholarship, made possible by a gift of \$336,000 from the family of James Murray Kay, who graduated from CGS in 1955, is designed to recognize "academically talented adults who have succeeded in a non-academic sphere," said a CGS program announcement. "Successful applicants will have at least five years of leadership experience in business, the professions, public service, the non-profit sector or in their community, as paid employees or volunteers. They will also have a strong academic record from a community college or four-year institution and a demonstrated interest in the arts and sciences.

"Though the University of Pennsylvania does not award collegiate credit for life experience," the notice continues, "the new scholarship will provide recipients with five courses a year for as long as it takes a student to complete the Bachelor of Arts degree."

The first recipient of the Kay Scholarship is Beatrix Szepesi-Holland, 41, who began her career as an apprentice painter in 1978, became the first journeywoman painter in Painters Union Local 703 in 1981, and opened her own firm in 1984. Along the way she founded Tradeswomen of Philadelphia/Women in Non-Traditional Jobs (TOP/WIN) a support group for blue-collar women workers that eventually grew into an incorporated public service providing resources for women in non-traditional trades.

The College of General Studies is currently accepting Kay Scholarship applications for the fall 1998 semester. Applicants must first be admitted to CGS as undergraduate degree candidate before applying for the Kay Scholarship. The Scholarship application deadline is April 1, 1998. For more application information on the College of General Studies and the Kay Scholarship, please contact Assistant Dean Karen Weidel at 573-7537.

\* See Tuition Assistance for Faculty and Staff, [www.upenn.edu/hr/policy/index.html](http://www.upenn.edu/hr/policy/index.html).

*In approving a record low increase of 3.9 percent in total undergraduate student charges for 1998-99 (see table, page 1), the trustees also approved steps aimed at keeping Penn's "one of the largest and most competitive financial aid programs in the country," according to a statement issued by Penn News & Public Affairs after Friday's meeting. The announcement continued as shown below.—Ed.*

## Enhancing Financial Aid for Undergraduates

The University will maintain its need-blind admissions policy and will continue to provide aid packages to cover students' demonstrated needs for all four undergraduate years. "The enhancements strengthen Penn's financial aid program, considered one of the best in the nation," President Rodin said, adding that it is a "top priority to keep it so; we do not intend to lose a single student because he or she believes a Penn education is financially out of reach.

"The Trustees are sending a very clear, strong and positive message to present and future Penn students: This institution will continue to recruit and enroll the finest students, and no student will need to decline the opportunity to experience a Penn education for financial reasons.

"By firmly holding the line on our costs and by sustaining and improving our financial aid program," she added, "we will continue to keep Penn's doors open to our nation's most qualified students."

[Friday's] announcement accelerates the steady reduction in the rate of increase in Penn's undergraduate student charges that has taken place over the past several years. The total charges for an undergraduate next year—including tuition, fees, room and board—will be \$30,490, an increase of 3.9 percent. Tuition and fees will total \$23,254, an increase of 4.5 percent; the average room rate will be \$4,560, an increase of 3.0 percent; and there will be no increase at all in the present charge of \$2,676 for the standard 15 meal plan.

"Our 3.9 percent increase is slightly below last year's average family income growth rate of approximately 4 percent across the nation," President Rodin noted. "I am pleased that, with Cornell, Penn continues to have the lowest student charges in the Ivy League. Our continuing efforts to reduce costs and limit price increases are clearly working."

Penn has received nearly 17,000 applicants for the class of 2002, an all-time record and an increase of almost 8 percent from last year. "The academic quality of our applicants is also at an all-time high," President Rodin added. "These students recognize the extraordinary quality of the undergraduate experience at Penn.

"Our applicant pool is also exceptionally diverse," she said. "Penn consciously and successfully attracts world-class students from across the economic spectrum."

Penn's undergraduate, need-based grant budget for the 1998-99 academic year will exceed \$52 million, reflecting the University's commitment to enrolling the most talented students without regard to their financial circumstances. President Rodin said that the average family income of aided students is approximately \$56,000, the lowest in the Ivy League.

In the current academic year, approximately 57 percent of Penn undergraduates receive some form of financial aid, including grants, loans and work-study funds. Nearly 41 percent receive need-based grants totaling \$50 million from the University. These students each receive an average of \$15,200 in grants, including federal, state and other grants.

Recognizing the need to increase the University's financial aid resources, Penn's trustees have been engaged in an ambitious campaign to raise \$200 million for the financial aid endowment. Spearheading the campaign is P. Roy Vagelos, M.D., chairman of the Board of Trustees and former chairman of Merck & Company, Inc. Dr. Vagelos has made the undergraduate financial aid campaign his top personal priority.

For the 1998-99 academic year, Penn's trustees approved an enhanced financial aid program containing the following important features:

- New "trustee scholarships" for the most academically gifted students with demonstrated financial need. These Trustee Scholars will receive financial aid packages that contain no loans: The full amount of a student's demonstrated need will be covered by grants and work-study dollars. The University estimates that as many as 50 new students may receive trustee scholarships this fall. As long as the students remain in good academic standing and their financial circumstances remain unchanged, the scholarships will continue throughout their four undergraduate years.
- In addition, it is expected that four-year, loan-free packages will be awarded to 30 to 35 new Philadelphia Mayor's Scholars, who will join more than 90 continuing Mayor's Scholars this fall. Penn's grants to first-year Trustee Scholars and first-year Mayor's Scholars are expected to exceed \$1.5 million in the 1998-99 academic year. The average per-student grant, from all sources, will exceed \$27,000 for Trustee Scholars and Mayor's Scholars.
- Penn will continue its careful case-by-case approach in evaluating the financial needs of its students. In many cases, as it has done during the past several years, Penn will disregard the equity a student's family has built up in its home beyond 2.5 times the family's annual income. The University understands that home equity can be disproportionate to a family's overall financial strength, particularly in cases of extraordinary home appreciation.
- In calculating a student's financial need, Penn also will disregard a family's eligibility for the new federal Hope Scholarship and Lifetime Learning tuition tax credits, allowing students to receive the full, undiscounted value of the credits.

"We are convinced that [these] improvements will keep Penn at the vanguard among private research universities, and we will continually review our financial aid program to ensure that it remains fully competitive with those of our peers," President Rodin said.

# FROM BUSINESS SERVICES

*The following report, issued by the Office of the Vice President for Business Services, contains the major findings and recommendations from a University-wide Food Services Study which began during FY 1997.*

## Summary of a Study on Food Services at Penn

### Background

Responsibility for food services at the University of Pennsylvania has long been fragmented and unnecessarily decentralized—reflective of the historically independent nature of our organizational structure. During fiscal year 1997, we embarked upon the development of a master plan for food services across Penn, with the goal of identifying the components that would provide the best group of services to the University community in an operationally sound, fiscally responsible manner. During the conduct of the study, special attention was paid to developing a plan to provide outstanding food services in Perelman Quad, planning for the move of the Faculty Club, leveraging the expertise of outside operators, and identifying opportunities in the current structure for eliminating unnecessary duplication, enhancing quality, and reducing costs.

### Current Environment

Penn offers a wide variety of food services to its students, faculty, staff, and visitors. The major components of the existing environment include:

*University Dining and Hospitality Services*, which is responsible for four major dining halls, four retail outlets which do most of their business after 8 p.m., and campus vending, which includes coordination of Penn's vending machine contract and several small cafes located throughout University-owned buildings. Dining Services has operated on a break-even basis since the 1970s, with any balances being transferred to a reserve account used for major capital expenditures by the program.

*The Faculty Club* is an independent faculty club owned by its members and operated on behalf of the Club by Business Services. The Club currently occupies Skinner Hall under a fifty-year rent-free lease that expires in 2009. Like most faculty clubs throughout the country, the Club has been losing significant dollars on an annual basis and is experiencing declining usage and membership. The current facility, Skinner Hall, is outdated and oversized for its current purposes.

*Houston Hall* is the oldest student union in the country and is scheduled for major renovation starting in the summer of 1998 as part of the Perelman Quadrangle project. Food service is currently provided in a food court with contracted retail outlets such as Burger King providing commissions to Houston Hall for the rental of space. The current food and retail options, while generating net revenue for the union, is viewed as uninspired by most students and is not in keeping with the vision of a great student union.

*Catering* on Penn's campus is a haphazard, unmanaged system. Over 50 different catering companies are authorized to do business at the University. All schools and centers are free to select among these companies (or anyone else) to provide catering services in their buildings. Guidelines for access, cleanup, and provision of service are routinely ignored resulting in additional University expenses for trash removal, housekeeping and physical plant services. Catering in certain University-owned facilities is provided either under contractual terms with outside companies (e.g. Museum and Aresty Institute) or by the employees in each facility (e.g., Penn Tower Hotel, Sheraton, Dining Services, Faculty Club). Off campus, Dining Services operates food services at Wharton-Sinkler, and there are five authorized caterers at the Morris Arboretum. No attempt has been made in recent years to leverage the University's buying power across schools and departments, and the existing system is sub-optimal in terms of quality.

*Athletic Concessions* are provided under a contract administered by the Athletic Department in collaboration with Acquisition Services.

*UPHS Food Services* include a self-operated food service department within the hospital, and arrangements UPHS has inherited at Presbyterian and Pennsylvania Hospitals. Catering within HUP and Penn Tower is provided by a combination of self-operated food service units, Museum Catering, and Penn Tower Hotel food services.

*University City Hotels*, including the Penn Tower Hotel and the Sheraton Hotel provide in-house services to their restaurants (PT's and Smart Alex), lounges, and common meeting spaces. Food services and

catering at the Inn at Penn will be self operated by the management contractor, Doubletree Hotels.

*Vending Trucks* are a pervasive influence at Penn. However, this study did not assume any significant change in their role within the market.

*Area Restaurants* offer a wide variety of options on and near the Penn campus. Until recent years, there has been little attempt on the part of the University to develop a master plan that will result in a broad array of quality restaurants to make University City more responsive to the needs of the community. The recent addition of La Terrasse and Mad 4 Mex, together with plans for additional restaurants at Sansom Common, will fortify the middle to high end of the food market. Lower cost alternatives such as the 3401 Food Court, McDonald's, Burger King, Campus Buffet, College Pizza and others round out the fast food segment. Plans are also under development to add a diner, "Eat at Joe's" near 40th Street that will fill a niche in this market.

### Master Plan

The Division of Business Services retained the Cornyn-Fasano Group to work with us on a comprehensive assessment of food services at Penn. As part of the analysis, they conducted a broad survey of members of the University community, with particular emphasis on our students. In general terms, Dining Services was viewed as somewhat above average, while most remaining food services provided in our area were ranked below average in terms of quality. Several initiatives have subsequently been taken that have responded to specific needs identified in the analysis. Most specifically, the expansion of CHATS and the opening of McClelland Marketplace as well as plans to open Eat at Joe's have all been in response to the overwhelming sentiment that late night alternatives for food services are inadequate.

Historically, Penn's Dining Services has been perceived as among the best college food services providers. The winner of the Silver Plate award in the 1980s, Dining Services provided quality service and good food in a traditional cafeteria-style, breakfast-lunch-dinner manner.

During the past several years, however, dining service departments on college campuses across the country have been faced with the need to respond to a clientele that was brought up with very different expectations than those of the typical college student of previous generations. Today's college students work on a different clock. They have grown up with fast food as a part of everyday life. So the traditional cafeteria-style, sit-down, all-you-care-to-eat provision of services does not resonate well with a student who typically sleeps through breakfast, wants a quick on-the-go lunch, and views the two social dining experiences as dinner and late night snack.

Penn's Dining Service organization has reacted effectively to the late night demands of this new market, but has been slow to adapt to the changing aspects of the traditional services—partly inhibited by facilities that are in need of significant renovation, and partly because management focus has been traditional dining. Penn's budget decisions have, at the same time, mandated average rate increases of about 1% per annum over the past few years. Finally, market forces have combined to result in reduced market share in lunch and dinner. As a result, Penn's Dining Services sales have been flat. While most college and university dining services have a mandated board plan, ours is purely voluntary, thereby causing the effects of these market forces to be felt more quickly here.

### Benchmarking

Working with Cornyn-Fasano and the Food Services Steering Committee, Business Services has spent a considerable amount of time benchmarking and "market testing" both actions that are being taken on other campuses and the success of management contractors in dealing with the issues we are facing at Penn. The findings have been at once illuminating and instructive. While each campus certainly faces different circumstances and environments, there are a number of general conclusions that



have become apparent:

- All campuses face a similar set of changing needs related to the provision of food services for their students. In general, today's student is more independent, wants more retail a la carte choices at times other than the dinner meal, and is used to fast food alternatives.
- We were unable to identify a single faculty club in the country that is profitable. Even the best faculty clubs are experiencing declining usage and financial difficulties.
- Those campuses that have reacted too swiftly by completely scraping traditional dining programs and changing to completely retail-based, a la carte programs, are in the worst shape, with low consumer acceptance and financially troubling results.
- The overwhelming majority of universities have some form of mandatory board plan. The most successful of those we visited have either judiciously made their programs more flexible but kept the core in place, or have undertaken a comprehensive program to reposition dining through effective investment in facilities and infusion of new leadership. UCLA, which appears to be a "best practice" among college food services, has experienced an increase in student movement from the mandatory eleven meal plans to the non-mandatory higher meal plans.
- There are successful and unsuccessful dining programs using management contractors. The key to success seems to be that, regardless of whether the services are self- or contractor-operated, the University needs to make a significant ongoing investment in time, resources and plan development to be successful.
- Because of this churn in the marketplace, some other top-tier universities are exploring the alternative implemented so successfully by UCLA. This involves hiring an experienced leader to manage the overall food service operation, coupled with using a major food services company in a "hands-on" consulting role, to help transition a University food services program physically and operationally into a vibrant, effective organization.

## Recommendations

After carefully analyzing all of the data, we have concluded that the most effective model for Penn is an innovative partnership between the University and the food service industry's recognized leaders. This partnership includes hiring one of the nation's top professionals to serve as our Managing Director of Food Services and retaining as our partner a nationally-respected food service company to serve as a "hands-on" operator and advisor for the University. Our goal is to build upon the solid foundation of Penn's existing self-operated food service program and to take it to the next level. Specifically, we will create a new operation that will be responsive in providing great food when, and how, the community wants it—at a reasonable price.

We have selected Bon Appétit, a San Francisco-based contract food service company with a national reputation for creativity, to operate all food services in the Perelman Quad, to serve as the primary University caterer, and to provide hands-on advice and best practices to the University Dining Services management. Among Bon Appétit's clients are Stanford University, Oracle Corporation, and the Getty Center.

Specifically, the recommendations call for the following:

- Conduct a nationwide search for a Managing Director of Food Services to oversee a comprehensive program of services that includes catering, Perelman Quad operations, dining, and other retail food services at the University.
- Contract with Bon Appétit for a range of services, including designing and operating all food service facilities in Perelman Quad, revamping our catering strategy, and providing hands-on consulting to revitalize Dining.
- Streamline catering across campus under the overall direction of the Managing Director of Food Services. Limit the number of approved caterers and provide a lead caterer status for Bon Appétit.
- Conduct a comprehensive study of alternatives for upgrading the facilities currently occupied by Dining Services over the next five years. Assess the long-term viability of the Stouffer complex from residential, dining and retail perspectives.
- Use FY99 to work with the University community to develop and prepare for implementation a completely revamped board plan for Penn undergraduate students. Explore a three-tiered system with "all you care to eat" dinner at its core, and variable component of Dining Dollars that can be spent in various University-operated venues including Perelman Quadrangle.
- Implement an improved three-year bargaining agreement with AFSCME that will provide flexibility to train current staff and recruit creative new executive chefs.
- Continue with plans to relocate the Faculty Club to the Inn at Penn in the Fall of 1999. This move will result in significant annual savings to the University and a more modern and effective Faculty Club.
- Continue plans to attract new restaurants and a fresh food market to campus that will compliment services provided by the University and current purveyors.
- Implement an internal restructuring plan in Dining Services to reduce costs of operation without reducing the quality of service and products.
- Integrate these recommendations with the implementation of the Conference Office being established through a collaboration among Housing Services, University Hotels, Dining Services, and other University offices.

We are excited about the benefits to the University community that will result from implementation of this comprehensive plan. Our partnership with Bon Appétit will bring a new level of innovation and creativity to Penn's food service program. It will enable Penn to become more responsive to the needs of today's students, support the new residential college house initiatives, and develop services at Perelman Quad that will help make it an outstanding student center. Infusing Penn's already strong Dining Services program with Bon Appétit's ability to provide cost effective, high quality food with a restaurant flair will not only set a new standard for the University, but also create a model for university food service programs nationwide. We are also confident that this plan will allow us financially to support the renovation of our dining facilities over the next five years.

— Steve Murray, Vice President for Business Services

— Marie Witt, Associate Vice President for Business Services

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*If the Faculty Club celebrated its 25th Anniversary in 1983, why is it marking its 100th on Wednesday? Because the history of an earlier club has been incorporated into the celebration (see page 11). Here, from a 1983 souvenir program, is one faculty member's recollection.—Ed.*

## The Lenape Club: A Look Backward from 1983

From its inception, membership in the Lenape Club was considered to be relatively restrictive—some said even exclusive and discriminatory. Most of its members were full-rank or well-established faculty. I and several of my colleagues were admitted under rather favorable terms during World War II when membership and attendance had dropped.

One anecdote reported to me comes from the club's early days. It had to do with a question put to Provost Harrison by the club's first vice-president, George Byron Gordon. "How many members should the club be limited to?" Gordon asked. The Provost suggested setting the limit at one hundred, to which Gordon replied, "Are there so many of the faculty who are clubbable?"

After two previous moves the clubhouse was finally moved to tiny McAlpen Street just south of Walnut between 36th and 37th, and occupied three small row-houses. This required considerable renovation and the demolition of numerous partition walls. It was discovered at one point that the architect had failed to provide for a staircase to the second floor dining-meeting room. His excuse—there was not enough room for a proper staircase. An appeal to the old carpenter working on the site achieved the impossible. Result—the construction of a narrow and rather steep staircase providing access at the north end of the clubhouse. This served the membership, if precariously, throughout the life of the building.

Two long tables dominated the dining-room. At the head of the first of these sat a chair traditionally reserved for the club's president. Any

member arriving for lunch was expected to sit down alongside or directly opposite the last member previously seated. This was supposed to discourage the formation of cliques and provide testimony to the congeniality of members.

A regular schedule of club services and activities included lunch served six days a week and a dinner-meeting once a month. At the monthly meetings there was usually a guest speaker and, on occasion, a picture show. For a period of time these events were recorded by Ray Abrams. Besides the other services he provided the club, Ray designed artistic flyers announcing these programs which he then printed on his home press. Many of these flyers are preserved to this day at the Faculty Club along with such items as the wood Indian figure and R. Tait McKenzie's bronze door-knocker.

One tradition regularly observed was the May Festival, an occasion for a good bit of drinking and hilarity. Conviviality generally prevailed and there were even occasional bouts of Indian Wrestling.

—W. Wallace Weaver, Emeritus Professor of Sociology



*Authors' Note: This response comes from three members of the University Cost Containment Committee, which meets regularly to discuss on-going cost containment efforts. This committee also includes three faculty representatives.*

## Response to the Report of the Faculty Senate Committee on Administration on Cost Containment and Allocation of University Resources

The Report on Cost Containment and the Allocation of University Resources from the Senate Committee on Administration has been issued at a time when higher education is facing a unique set of challenges: severe constraints on tuition and fee increases, more pressure to increase financial aid, a student body that requires access to state of the art facilities and technology, and national concern about the growth and financial stability of academic medical centers. Unlike many universities that have been caught off-guard by these challenges, Penn has anticipated the current climate. In fact, we have been working hard for the past several years to contain and reduce administrative costs so that more of Penn's resources can be utilized to support the academic mission of the University.

We welcome faculty scrutiny of our work and faculty examination of the resource allocation decisions that have been made by the University over the past two decades. However, we regret that our offices were not consulted during the drafting of the Committee's report, particularly since the report relies so heavily on budgetary and financial information that is assembled and prepared by our offices. Such consultation on the part of the Committee would have allowed for better information sharing, and we believe that this might have altered some of the Committee's conclusions and recommendations. We would have welcomed the opportunity to discuss with the Committee why some of the trends described in the report occurred, and why those trends do not support the conclusions that the Committee ultimately reached.

For example, we could have pointed out that the loss of the University's *General Instruction* appropriation from the Commonwealth in FY1997 resulted in a \$15 million reduction to the University's Subvention Pool. Any accurate analysis of the University's resource allocations must be undertaken in the context of this and other important facts about our operating environment. We hope that publication of this response to the Committee's report will be a productive step in the long-standing and continuing dialogue between the University's administration and the Faculty Senate, the University Council, and the several independent University committees that deal with issues of resource allocation.

We take serious issue with the major conclusion of the Committee's report that over the past two decades "there has been a real shift of resources away from direct academic activities" at Penn. The data presented in the report do not support such a conclusion. In fact, all budgetary indicators suggest that Penn has directed increased resources toward the achievement of the University's academic priorities in recent years, particularly since the formulation of the

University's current strategic plan, the *Agenda for Excellence*.

In the following paragraphs, we will respond to particular issues and concerns raised by the Committee's report, in the order in which these issues and concerns were presented.

On the issue of growth of the Health System, we agree with the Committee that, given the uncertain and insecure regional health care marketplace, the current pace of growth and development of our Health System poses some risk to the University. The concerns raised in the report about the potential for the erosion of health care revenues in the future are appropriate, and the President and the Trustees, as well as the University administration and the Health System administration, have been discussing and addressing these same concerns. However, we must note that we do not agree that the growth in the Health System has led to a shift in resources away from the academic mission of the University. And, while we look forward to further dialogue on this issue, we also want to emphasize the necessity of hearing the views of the medical Faculty Senate and the Health System administration during such discussions.

We also agree with the Committee's conclusion that the growth in financial aid over the past eighteen years has placed an enormous burden on our school budgets. It is an unfortunate fact that most of our peer institutions are more heavily endowed to support financial aid than we are. Thus, the amount of unrestricted dollars we spend on financial aid tends to be higher than at other institutions, and the amount of aid we need to remain competitive continues to grow. We agree that Penn needs to raise more endowment funds earmarked specifically for financial aid. We must point out, however, that over the past year, our Trustees have focused resolutely on increasing financial aid endowment, and there is a special Trustee committee coordinating these efforts. Equally important, we must note that we do not agree that the growth in financial aid represents a shift of resources away from the academic mission. On the contrary, financial aid exists so that Penn can recruit highly qualified students regardless of their ability to pay. We would hope that the faculty sees this objective as central to the academic mission of the University, not as a diversion of resources away from that mission.

With respect to faculty salaries, we question the budgetary comparisons used by the Committee and the Committee's interpretation of these comparisons. The Committee's report notes that the ratio of faculty salaries to the total University budget has been decreasing. It therefore concludes that resources are being shifted away from direct academic activities. This is simply not true, for two reasons.

First, faculty salaries are one of the investments the University makes in academic activities, but certainly not the only one. Financial aid, expenditures on the technology infrastructure needed to support continued excellence in teaching and research, and investments in new and existing classrooms and labs are among the many resources other than compensation that must be invested in to support academic activities. Unfortunately, the Committee's report ignores the fact that these other investments needed to be made over the years to enhance the academic mission of the University.

The analysis in the report also does not recognize that increases in nonacademic spending over the years may have been matched, or more than matched, by concomitant increases in nonacademic revenue, leaving the true academic budget with more resources rather than less. Examples of this include the use of over \$100 million in UPHS income in FY 1998 alone to build and improve facilities for medical school faculty; the \$4 million received from MBNA Bank in our PENNCARD contract which we have used to improve exterior lighting of academic and other buildings on campus; and the anticipated \$26 million payment from Trammell Crow which we expect to use to upgrade student residential and dining facilities, as well as help implement the College House program. Our strategy for revenue generation calls for continued innovative business ventures which will bring more non-academic revenue to the University to be used for the support of our academic efforts. This strategy could cause faculty salaries to constitute a smaller percentage of the total Penn budget, but not because Penn's priorities are shifting, but rather due to the success of our efforts to find innovative ways to fund the University's strategic goals.

The report also notes that academic salaries have declined as a percentage of administrative and clerical salaries. The report then concludes that this is "another manifestation of the change of resource allocation away from direct academic activities." This is an inaccurate conclusion. In fact, the University has made substantial improvements in faculty salaries over the past ten years, and budget figures prove this. A 1991 analysis done by the Executive Office of Resource Planning and Budget concerning the size of the administration concluded that "academic salaries have grown faster than administrative and clerical salaries and consumed a larger proportion of the University's total payroll in 1990 than in 1980 (57.1% in 1980 vs. 61.7% in 1990)" (see *Almanac* May 7, 1991). The Report of the 1996-97 Faculty Senate Committee on the Economic Status of the Faculty also concluded that the University had made noteworthy investments in faculty salaries over the past ten years.

That committee concluded that for the ten-year period between 1986 and 1996, Penn salaries increased at a rate better than the rates of increase at peer institutions, and better than the CPI (see *Almanac* May 13, 1997). Despite these data, we need to remain vigilant about maintaining competitive faculty salaries, and we will. The data do show, however, that we have not shifted priorities and invested in administrative and clerical salaries at the expense of academic salaries.

The current report also fails to note that much of the growth in administrative and clerical salaries over the past ten years has been an investment in staff who work for faculty, including a large number of research staff. It is inaccurate to characterize these positions as not supporting "direct academic activities."

Finally, the report asserts that the sum of the unrestricted student financial aid and the difference between Allocated Costs and Subvention "amounts to a structural deficit built into the school budgets". We do not believe that the schools have a "structural deficit." First, financial aid is directly tied to tuition; if not for the higher level of financial aid expenditures, we would not have been able to increase tuition rates over the past ten years at the levels we did and still, at the same time, maintain a world-class student body. Any discussion of financial aid expenditures decoupled from tuition revenue presents an incomplete and inaccurate picture.

Further, it must be understood that there is no direct trade-off between Allocated Costs and Subvention. Allocated Costs represent the cost of services and facilities that are consumed or used, in large measure, by the academic enterprise. During the past five years, the University has focused heavily on containing the growth in

Allocated Costs. While we agree with the report that Allocated Costs presently consume a slightly greater proportion of the schools' unrestricted budgets than they did a decade and a half ago, we do not believe this statement alone tells the whole story. Budget data show that once expenses related to the maintenance and expansion of school facilities and the operation of the University Library are excluded from Allocated Costs, the residual "University Overhead" now being charged to the schools actually represents a smaller percentage of the schools' total direct expenses than it did in the past. In FY 1987, for example, the "University Overhead" charged to the schools represented an amount equal to 15% of the schools' "Direct Expenses"; by FY 1996, this figure had declined to 13%. The decline resulted from slower growth in central administrative expenditures over the period, as compared with the schools' own "Direct Expenses." (Note: Direct Expenses means schools' spending on their own compensation and current expense, as supported by tuition income, gift income, endowment income, sponsored program income, and other unrestricted income.)

Subvention provides general program support to the schools, and is unrelated to Allocated Costs. Subvention is used almost entirely to support academic initiatives that are central to the mission of the University. But the revenue streams funding the Subvention Pool have been constrained in recent years, just as other University-wide revenues have been constrained. Since tuition income provides the majority of the funding for the Subvention Pool, declining growth in Penn's tuition rates has led to restricted growth in Subvention. This, combined with the loss of the Commonwealth appropriation, unavoidably has had a negative effect on the growth of the amount of Subvention available to the schools.

However, limited growth in the Subvention Pool does not mean that total school spending has been constrained. In fact, an analysis of school expenditures over the past ten years shows that in the aggregate, the twelve schools have averaged direct expenditure growth on their own programs of 7.3% annually between 1987 and 1996. (This figure does not include Allocated Costs; it only includes direct spending by the schools on their own compensation and current expense.) This level of expenditure growth shows that there has been a continued expansion in Penn's academic activities over the past decade, not a reduction. By no means do we mean to suggest that the income of each school is sufficient to offer and fund all desired programs; neither the schools nor the University as a whole possesses the unlimited financial capacity this would require. However, the figures do suggest that through careful management of their direct income and expenses and the strategic investment of available Subvention dollars, the schools are not operating with structural deficits.

This response outlines some of our more significant concerns regarding the conclusions in the report of the Faculty Senate's Committee on Administration. We hope that through a continuing dialogue, we will work together with the Faculty Senate to resolve the questions that both the administration and the Committee have regarding the issues raised in the Committee's report. More importantly, we look forward to a continuing collaborative relationship with the faculty on strategic resource allocation decisions.

— John A. Fry, Executive Vice President

— Barbara Lowery, Associate Provost

— Michael Masch, Assistant to the President and Executive Director, Budget and Management Analysis

## Speaking Out

### Vending's 'Hidden Agenda'

As a concerned student who has been following the campus vending ordinance controversy, I feel a need to speak out against our administration's reprehensible tactics and goals. I observed the February 19 meeting of the Trustees' External Affairs Committee, where a Trustee asked why vending must be *completely prohibited* on Walnut and most other campus streets. The only response, from Penn's economic development guru Jack Shannon: "To protect our retail investment."

Vendors are not resisting reasonable regulation, as University lawyer Roman Petyk suggests (*D.P.* 2/25/98). Instead, a large number of students, faculty, staff, community residents, and vendors are demanding *fair* regulation and convenient access without hidden agendas. Representatives of all these groups have met and crafted a compromise vending ordinance; it achieves the administration's stated goals without the unnecessary harshness of banning vending *entirely* on many campus streets. Though invited, our administration chose to boycott these meetings. They have a hidden agenda—creating a controlled suburban environment to attract

high-rent retailers and wealthy investors for the Inn at Penn. The result will be anything but a lively, affordable campus.

John Fry says "our remaining issues are not for lack of good faith efforts" (*D.P.* 2/25). During a meeting in Councilwoman Blackwell's office on February 9, Fry agreed to several important compromises. The administration promptly reneged on these, drew up an even more restrictive ordinance than what was proposed last May, and "requested" Blackwell introduce it. First Fry denied making those promises, but when the *D.P.* published statements from others present which demonstrated he indeed did, Fry admitted it. The administration refuses to negotiate without Blackwell present and breaks agreements when she is. In addition to shedding some light on the "public" political processes in this City, it shows there does not exist any circumstance in which the administration will negotiate the vending ordinance in good faith. Simply put, John Fry is making statements he knows to be false. I find it difficult as a TA to teach my students to value academic honesty when the EVP of our University sets such an example.

The Penn Consumer Alliance has a well documented history of this issue at [galadriel.physics.upenn.edu/foodtrucks](http://galadriel.physics.upenn.edu/foodtrucks). Read the administration's side of the story: [www.upenn.edu/foodplaza](http://www.upenn.edu/foodplaza). Compare the PCA version of the ordinance with the administration's. Look at the map of allowed vending regions in the February 24 *D.P.* and ask yourself "If the administration's version of the ordinance becomes law, will it improve my quality of life over the PCA version of the ordinance? Are these reasonable limits on the number and location of vendors? Has the administration really tried to reach a compromise in this matter? Or have they done their best to avoid a compromise? Does the administration stand behind its agreements? Or do they make false statements as a matter of convenience and public relations?"

If you feel as I do that the administration is behaving reprehensibly, then do something about it. Sign the petition at the PCA web site. Call Councilwoman Blackwell and other City Council members (the numbers are on the website) to ask them to support the compromise ordinance agreed upon by the rest of the community. Additionally, con-

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



sider boycotting Penn retail. For example, did you know a wide range of books can be purchased cheaply over the web? A boycott would remove the advantage our mistreatment is supplying.

— Greg Huey,  
Graduate Student of Physics

## Views on Vending

John Fry's response (*Almanac* March 17) to Matt Ruben's charges of bad faith on the vending issue (*Almanac* Feb. 24) represents a continuation of Rodin/Fry administration's campaign of obfuscation, distortion, misrepresentation, and outright falsehood designed to "bigfoot" unreasonable vending regulation through Philadelphia City Council.

Fry's response completely evaded the central "bad faith" issue; the fact that Jack Shannon agreed at the end of the meeting with Councilwoman Jannie Blackwell on February 9 to continue to negotiate, and that the University absolutely refused to participate in any further negotiations.

Space does not permit anything close to an accurate recounting of the extraordinary history of bad faith on the part of the administration, nor does it even allow for a refutation of all of Fry's less than honest responses. Those who are interested in the full story are invited to check out the food trucks web site at <http://galadriel.physics.upenn.edu/foodtrucks>. One example using Fry's first response, will have to suffice.

Fry's first sentence ("We only said we would consider it") is an absolute falsehood. "It" was a set of reasonable regulations for the operation of generators, including decibel limits. The fact is that the generator discussion was tabled, with a specific agreement that further negotiations would take place on that issue. Fry next declares decibel limits "impractical and unenforceable," contradicting everyone from federal regulators to Penn's Open Expression Committee who have found decibel limits both practical and enforceable. Fry then tells of an "interim period" during which vendors will be able to switch to electrical hookups. He conveniently neglects to mention that the University itself is empowered by the legislation to deny vendors any such hookup.

Given the complicated nature of the ordinance itself, most members of the University community will be making up their minds on this issue based on whom they believe. The two University constituency groups that have examined the issue so far, GAPSA and the UA, have voted overwhelmingly in opposi-

tion to the Rodin/Fry approach to vending regulation, as has Spruce Hill Community Association (the neighborhood group that represents the area directly west of campus).

Penn policy encourages members of the University community to participate in the political process. Judith Rodin has it within her power to call a special meeting of University Council where this issue can be debated publicly enabling this community to participate in an informed manner. I strongly urge her to do so.

— Paul Lukasiak,  
Office Assistant, GAPSA

## Response on Vending

While Mr. Huey and Mr. Lukasiak in the above letters claim to present the true implications of the vending ordinance, these two gentlemen continue to follow the rather reckless lead of the Penn Consumers Alliance in providing the University community with little more than misinformation and conspiratorial overtones that are both incendiary and irresponsible in their nature.

In light of Mr. Huey's and Mr. Lukasiak's continued distortion of the events and discussions of the past year, I would like to again stress the key facts of the ordinance which Councilwoman Jannie Blackwell has introduced and the University fully supports.

The University's position on vending is relatively simple. We believe that vending needs to be regulated to the same safety and health standards as any other businesses operating in the city of Philadelphia. Furthermore, vending is a form of commerce which needs to be managed so that it is consistent with development plans for improving the overall quality of life in University City. While this means that some vendors may be displaced to alternative locations, vending will remain available in convenient locations, such as the proposed food plaza at 34th and Spruce Streets; at sidewalk vending locations along the 3700 block of Spruce; and from food trucks sited at 38th and Locust Streets, 37th and Walnut Streets, and 40th and Locust Streets.

While critics of regulation seem ready to dismiss the significance of the food plazas or look for a hidden agenda in their creation, it is precisely these plazas—to be financed by the University and built on University property—that have made it possible to maintain vending in convenient locations, while at the same time achieving the public goals of enhanced traffic safety; higher health standards; and improved urban aesthetics. When Center

City regulated vending, no such vendor plazas were constructed and a significant amount of the displaced vendors had no where to turn (but to cross the Schuylkill River into University City, thereby creating the unmanaged and chaotic situation we have today).

Since last June, the University has endeavored to communicate as widely as it could with regards to the issue of vending on and around its campus. In doing so, we have tried to consult and find areas of common ground with various interested constituencies, including, but not limited to, the Penn Consumers Alliance and the University City Vendors Alliance. In response to the issues and concerns raised by these groups and others, the University has made a number of concessions in its proposed legislation, such as increasing the number of permitted locations to one hundred; modifying the size and composition of the Vending Advisory Board to ensure that non-University-aligned constituencies are in the clear majority; and involving the Vending Advisory Board in the decision making process concerning certain design and operational standards.

After making some considerable progress over these last several months, we now find ourselves at an impasse when it comes to such things as specific vending locations. Unfortunately, it appears that we may not be able to resolve the current logjam, because we continue to have very different views as to this and other key points. When you get beyond the irresponsible rhetoric bandied about by Mr. Huey and Mr. Lukasiak, and instead zero in on the facts behind this debate, it quickly becomes clear these gentlemen are entirely resistant to any meaningful regulation of vending in University City. On a very basic level, the University, along with many area merchants who pay rent and taxes to do business here, fundamentally disagree with Mr. Huey and Mr. Lukasiak about many very important "quality of life" issues related to the rational regulation of vending along the streets and sidewalks of our campus.

After numerous hours of conversations (many of which have been moderated by Councilwoman Blackwell) and close to two years of discussions concerning this issue, it is now time for City Council to pass the Councilwoman's ordinance, so that the estimated \$10 to \$15 million in annual sales rung up by vendors can be finally brought into the realm of properly regulated commercial activity.

— Jack Shannon, Managing Director,  
Economic Development

## GSE/HED Open House

The Higher Education Division (HED) of the Graduate School of Education will host its annual Spring Open House for prospective students on Friday, April 3, from 1:30 to 5:30 p.m. at Stiteler Lounge.

More than a third of HED students are employees at Penn, most of them part-time. The Open House provides information on the academic curriculum, faculty, students, and opportunities to engage in research. To register or find out more: Perry Monastero, 898-2444; e-mail [rperry@dolphin.upenn.edu](mailto:rperry@dolphin.upenn.edu).

## Computer Courses in April

The Office of Information Systems and Computing, Technology Training Group, offers computer courses to Penn faculty, staff and students with a valid PENNCARD. All classes and seminars are held at the Computing Resource Center, 3732 Locust Walk (across from the Penn Bookstore). Registration is required for all hands-on courses. Individuals must register themselves by calling 573-3102 (no third party registration). Registration for April classes has begun.

All prerequisites must be satisfied before registering for any course. For more information on course descriptions and prerequisites

send e-mail to [learnit@isc.upenn.edu](mailto:learnit@isc.upenn.edu) or visit our web site at <http://www.upenn.edu/computing/isc/ttg>.

### Hands-On Courses: DOS/Windows Users

*Intro to Windows 95*, April 6, 1-4 p.m.

*Intermediate Word 7.0*, April 8, 1-4 p.m.

*Intro to Word 97*, April 14, 9:30 a.m.-12:30 p.m.

*Intermediate Excel 7.0*, Apr. 16, 9:30 a.m.-12:30 p.m.

*Intro to Excel 97*, April 20, 1-4 p.m.

*Intro to Filemaker Pro 3.0*, April 22, 1-4 p.m.

*Creating a Web Page (Intro)*, April 28, 1-4 p.m.

*Intro to Access 97*, April 30, 1-4 p.m.

### Lunchtime Seminars

*Intro to Netscape*, April 8, noon-1 p.m.

*Intro to WS\_FTP*, April 14, noon-1 p.m.

# OPPORTUNITIES at PENN

## Where to Find the Job Opportunities—Here and Elsewhere

Listed below are the *new* job opportunities at the University of Pennsylvania.

There are many additional openings for examination at the Job Application Center, Funderburg Information Center, 3401 Walnut Street, (215-898-7284). Hours of operation are Monday through Friday, 9 a.m.-1 p.m. New openings are also posted at the following locations: Blockley Hall, The Wharton School and the Dental School.

Full descriptions of job opportunities are on the Human Resource Services website: [www.upenn.edu/hr/](http://www.upenn.edu/hr/). Where the qualifications

are described in terms of formal education or training, prior experience in the same field may be substituted. 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. **Please note:** *Faculty positions and positions at the Hospital and Health Systems are not included in these listings.* For Hospital and Health System openings, contact 662-2999.

## New Jobs for the week of March 16-20, 1998

### SCHOOL OF ARTS & SCIENCES

**LANGUAGE ANALYST** (030370AM) GRADE: P2; RANGE: \$22,351-29,098; 3-17-98 Linguistic Data Consortium

### DENTAL SCHOOL

**DIRECTOR II** (030402AB) GRADE: P5; RANGE: \$29,664-38,677; 3-18-98 Academic Affairs  
**STAFF DENTIST** (030416AB) GRADE/RANGE: UN- GRADED; 3-19-98 Periodontics

### ENGINEERING & APPLIED SCIENCE

**OFFICE ADMINISTRATIVE ASSISTANT/III** (030408-AB) GRADE: G10/G11; RANGE: \$19,261-23,999/\$20,497-26,008; 3-18-98 Towne Business Office

### EXECUTIVE VICE PRESIDENT

**ACCOUNTANT I** (030376SH) GRADE: P2; RANGE: \$22,351-29,098; 3-17-98 Comptroller  
**ADMINISTRATIVE ASSISTANT II** (030393SH) GRADE: G10; RANGE: \$19,261-23,999; 3-17-98 Trust Administration  
**CONTRACTS ADMINISTRATOR I** (111794SH) GRADE: P4; RANGE: \$26,986-35,123; 3-16-98 Vice President for Finance/Office of Research Administration  
**SUPERVISOR III** (37.5 HRS) (06883SH) GRADE: G12; RANGE:

\$24,500-31,617; 3-16-98 Computer Connection

### MEDICAL SCHOOL

**ADMINISTRATIVE ASSISTANT III** (40 HRS) (030358AM) GRADE: G11; RANGE: \$23,425-29,723; 3-13-98 CCEB  
**CLINICAL SPECIALIST** (030383LW) GRADE: P6; RANGE: \$32,857-42,591; 3-17-98 Cardiology  
**DIRECTOR VI** (030382AM) GRADE: P9; RANGE: \$43,569-57,217; 3-17-98 Institute on Aging  
**EXECUTIVE SECRETARY (N/E)** (40 HRS) (030357-AM) (030359AM) GRADE: G12; RANGE: \$26,133-33,725; 3-13-98 CCEB  
**FINANCIAL ADMINISTRATOR II** (030387AM) GRADE: P4; RANGE: \$26,986-35,123; 3-17-98 BSEP/CCEB Biostatistics  
**FINANCIAL ADMINISTRATOR II** (030388AM) GRADE: P4; RANGE: \$26,986-35,123; 3-17-98 BSEP/CCEB Biostatistics  
**FINANCIAL ADMINISTRATOR II** (030389AM) GRADE: P4; RANGE: \$26,986-35,123; 3-17-98 BSEP/CCEB Biostatistics  
**HEALTH SYSTEM PHYSICIAN** (030411LW) GRADE/ RANGE: UNGRADED; 3-18-98 Hematology  
**INFORMATION SYSTEMS SPECIALIST II** (030418AM) GRADE: P5; RANGE: \$29,664-38,677; 3-19-98 CCEB  
**PROGRAMMER ANALYST I** (030420AM) GRADE: P4; RANGE: \$26,986-35,123; 3-19-98 CCEB  
**PROJECT MANAGER I** (030410AM) GRADE: P5; RANGE: \$29,664-38,677; 3-18-98 CRRWH  
**RESEARCH COORDINATOR JR** (030391LW) GRADE: P2; RANGE: \$22,351-29,098; 3-17-98 Psychiatry

**RESEARCH LAB TECH III** (030380LW) GRADE: G10; RANGE: \$19,261-23,999; 3-17-98 Rehabilitation Medicine  
**RESEARCH LAB TECH III** (40 HRS) (030409LW) GRADE: G10; RANGE: \$22,013-27,427; 3-17-98 Neurology  
**RESEARCH LAB TECH III** (030412LW) GRADE: G10; RANGE: \$19,261-23,999; 3-18-98 Pharmacology  
**RESEARCH LAB TECH III, PART-TIME** (21 HRS) (030379LW) GRADE: G10; RANGE: \$10.58-13.18; 3-17-98 Microbiology  
**RESEARCH SPECIALIST JR** (020167LW) GRADE: P1; RANGE: \$20,291-26,368; 3-18-98 Physiology  
**RESEARCH SPECIALIST JR/I** (030422LW) GRADE: P1/P2; RANGE: \$20,291-26,368/\$22,351-29,098; 3-19-98 Psychiatry  
**RESEARCH SPECIALIST I** (030381LW) GRADE: P2; RANGE: \$22,351-29,098; 3-17-98 IFEM  
**RESEARCH SPECIALIST I** (030390LW) GRADE: P2; RANGE: \$22,351-29,098; 3-17-98 Hematology  
**RESEARCH SPECIALIST III** (030421LW) GRADE: P2/P3; RANGE: \$22,351-29,098/\$24,617-31,982; 3-19-98 Psychiatry  
**RESEARCH SPECIALIST II** (010023LW) GRADE: P3; RANGE: \$24,617-31,982; 3-18-98 Surgery/HDSR  
**SECRETARY SR** (37.5 HRS) (030392AM) GRADE: G11; RANGE: \$21,961-27,866; 3-17-98 Psychiatry  
**SYSTEMS PROGRAMMER II** (030419AM) GRADE: P7; RANGE: \$36,050-46,814; 3-19-98 CCEB

### PRESIDENT

**ADMINISTRATIVE ASSISTANT I** (030423LW) GRADE: G9; RANGE: \$17,614-21,991; 3-19-98 Planned Giving/Development & Alumni Relations  
**ADMINISTRATIVE ASSISTANT II** (37.5 HRS) (030378-LW) GRADE: G10; RANGE: \$20,637-25,713; 3-16-98 Development & Alumni Relations/International Programs  
**COORDINATOR II** (030377LW) GRADE: P2; RANGE: \$22,351-29,098; 3-17-98 Penn Fund

### PROVOST

**ADMINISTRATIVE ASSISTANT III** (030403SH) GRADE: G11; RANGE: \$20,497-26,008; 3-19-98 Vice Provost Research  
**INFORMATION MANAGEMENT SPECIALIST I** (03-0396SH) GRADE: P4; RANGE: \$26,986-35,123; 3-19-98 Information Systems/Support-On-Site  
**INFORMATION MANAGEMENT SPECIALIST I** (03-0397SH) (030398SH) (030399SH) GRADE: P4; RANGE: \$26,986-35,123; 3-19-98 Information Systems & Computing/Support-On-Site  
**INFORMATION SYSTEMS SPECIALIST III** (030401-SH) GRADE: P7; RANGE: \$36,050-46,814; 3-19-98 Information Systems & Computing/Support-On-Site  
**INTERN ATHLETICS** (030404SH) GRADE/RANGE: UN- GRADED; 3-19-98 Intercollegiate Athletics  
**MUSEUM PUBLIC INFORMATION INTERN** (030405-SH) GRADE/RANGE: UNGRADED; 3-19-98 Museum  
**NETWORK PROJECT MANAGER** (030400SH) GRADE: P6; RANGE: \$32,857-42,591; 3-19-98 Information Systems & Computing/Networking

### VETERINARY SCHOOL

**CUSTODIAL WORKER** (40 HRS) (030425LW) GRADE: G5; RANGE: \$14,714-18,069; 3-19-98 Large Animal Hospital/New Bolton Center

### VICE PROVOST /UNIVERSITY LIFE

**ADMINISTRATIVE ASSISTANT III** (030395AB) GRADE: G11; RANGE: \$20,497-26,008; 3-18-98 Career Planning & Placement  
**SECRETARY V** (030394AB) GRADE: G10; RANGE: \$19,261-23,999; 3-18-98 Student Health

### WHARTON SCHOOL

**FISCAL COORDINATOR II** (030424AB) GRADE: P2; RANGE: \$22,351-29,098; 3-20-98 External Affairs  
**INFORMATION SYSTEMS SPECIALIST I** (010130-AB) GRADE: P3; RANGE: \$24,617-31,982; 3-16-98 WCIT  
**INFORMATION SYSTEMS SPECIALIST IV** (030406-AB) GRADE: P8; RANGE: \$39,655-52,015; 3-18-98 WCIT  
**PRODUCTION COORDINATOR I** (030415AB) GRADE: G9; RANGE: \$17,614-21,991; 3-19-98 WCIT  
**SECRETARY V** (40 HRS) (030407AB) GRADE: G10; RANGE: \$22,013-27,427; 3-19-98 The Lauder Institute

## Classified

### VACATION

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

To place classifieds: (215) 898-5274.

## 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 **March 9, 1998 through March 15, 1998**. Also reported were **Crimes Against Property: 17 total thefts & attempts** (including 5 incidents of criminal mischief & vandalism, 5 thefts from autos, 2 thefts of bicycles or parts, 1 incident of burglaries & attempts, and 1 theft of auto & attempts). Full crime reports are in this issue of *Almanac* on the Web ([www.upenn.edu/almanac/v44/n26/crimes.html](http://www.upenn.edu/almanac/v44/n26/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 **March 9, 1998 through March 15, 1998**. The University Police actively patrols from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

### Crimes Against Persons

**34th to 38th/Market to Civic Center:** Simple Assaults—2; Threats & Harassment—1

03/10/98	2:13 PM	Clinical Research Bldg.	Complainant assaulted by known person
03/13/98	11:25 AM	Franklin Bldg.	Terminated employee threatened employer
03/14/98	11:36 AM	3423 Walnut St.	Complainant threatened verbally and with pen

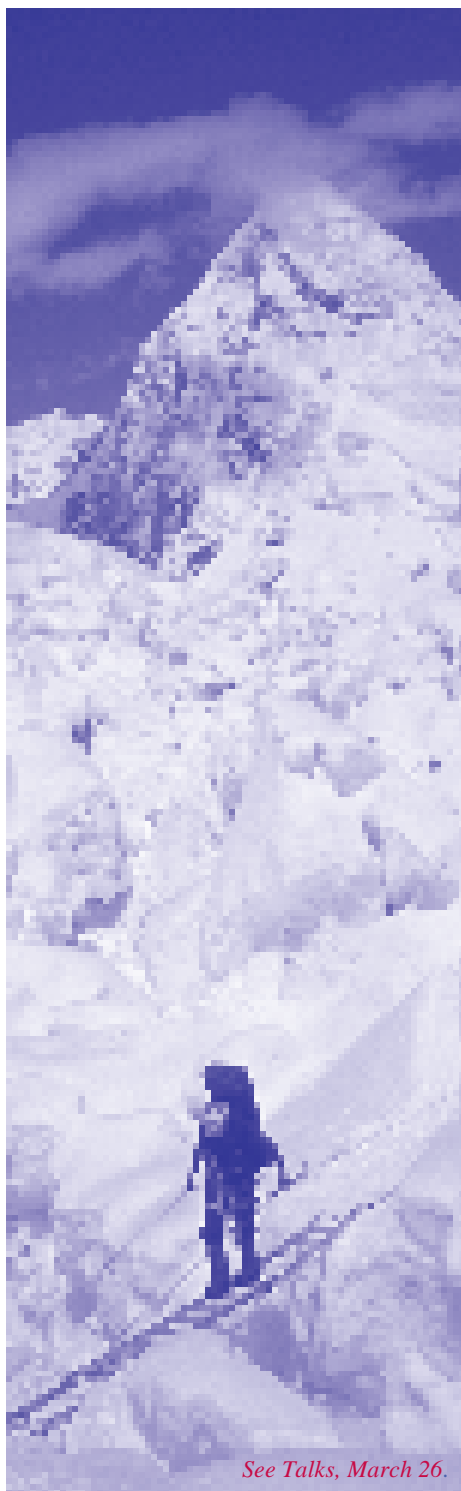
### Crimes Against Society

**34th to 38th/Market to Civic Center:** Disorderly Conduct—1  
03/14/98 11:22 PM 3400 Blk. Sansom Disturbance on highway/Arrest

## 18th District Crimes Against Persons

0 Incidents and 0 Arrests were reported between **March 9, 1998** and **March 15 1998**, by the 18th District, covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue. Officer Collins of the 18th District confirmed that they did not have any crimes against persons to report for this period.





See Talks, March 26.

## Japanese Arts, Musical and Martial

On March 28, the International House's Folk-life Center presents the Kenny Endo Taiko Ensemble for a fusion of Japanese taiko drumming, modern sounds, and martial arts movements at I-House at 8 p.m. Tickets are \$16, \$15 for members, \$14 students and seniors, \$8 for children under 12. Phone: 895-6588



# Update

MARCH AT PENN

## ON STAGE

**25** *Hassan Hakmoun*; 8 p.m.; International House. Tickets are \$16, \$15 for members and \$14 students and seniors; info: 895-6588. (I-House).

## TALKS

**24** *An Evening With Writer-Scholar Austin Clarke and Poet-Scholar George Elliott Clarke*; 6:30 p.m.; Room B-6, Vance Hall (Center for the Study of Black Literature and Culture).

*Dr. Lisa Berzins Takes on the Diet Industry*; Lisa Berzins, Vitality; 7:30 p.m.; Room B6, Stiteler Hall (Office of Health Education).

**25** *Virtual Nation: Tech(know)logy, Culture, and 'Colored' Citizenship at Century's End*; a roundtable featuring Austin Clarke, George Elliott Clarke and Kali Tal; 4 p.m.; Room 1203, Steinberg Hall-Deitrich Hall (Center for the Study of Black Literature and Culture).

**26** *Public Virtue and Private Vice: Wilkes, Sexuality and Politics in Eighteenth Century Britain*; Anna Clark, UNC-Charlotte; 4 p.m.; 329A, 3401 Walnut (History).

*Mt. Everest: A View from the Top of the World, An Evening with Dan Aguilar*; member of the Vail Mountain Rescue Group, Colorado; 7-8:30 p.m.; B6, Stiteler Hall; \$20/free with PENNCard; registration required; call 898-4970 (CGS Special Programs).

**27** *Environmental Lead Poisoning: The No. 1 Priority at EPA?* Thomas Spittler, U.S. EPA, retired; 12:15-1:45 p.m.; Room 1203, Steinberg Hall-Deitrich Hall (IES).

**30** *The Transcription Factor Lmx-1 Directs Dorsal Muscle Pattern Formation in the Vertebrate Limb*; Robert Riddle, cell and developmental biology; 2 p.m.; Physiology Dept. Conference Rm., 4th Fl. Richards Bldg (PA Muscle Institute).

*Meteorites in the Desert: Messengers from Outer Space*; John de Laeter, Curtin University of Technology; 7:30 p.m., LRSM Auditorium (Education Leadership).

**31** *Our Captive Gods: The God of Love and the Love of God in Christian and Hindu Tradition*; Julius Lipner, Cambridge; 4:30 p.m.; Room 402, Logan Hall (Religious Studies).

*Isotopic Astrophysics*; John de Laeter, Curtin University of Technology; 3:30-5:30 p.m.; LRSM Auditorium (Education Leadership).

**Deadline:** The deadline for the May At Penn calendar is April 14.



## The Faculty Club: A Centennial Invitation

On Wednesday, March 25, the Faculty Club's Board of Governors invites all members to join them for an informal evening of reminiscing and cocktails at 5

p.m. followed by dinner at 6 p.m. Distinguished Faculty Club members such as Charles Lee and Bruce Montgomery will be in attendance and a letter by Dr. Johnathan E. Rhoads, Jr. will be read.

There is limited seating for dinner, so please call 898-4618 for reservations.

—Elsa Ramsden, President

**Note:** See also page 6 of this issue. — Ed.



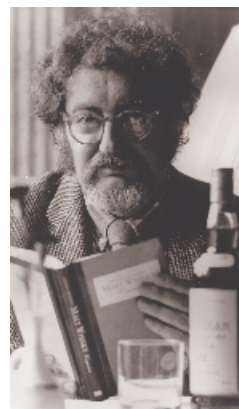
## Free Skate Plus

Skates and skating time will be free (along with cookies and hot chocolate) at the Class of 23 Ice Rink 6-8 p.m. Tuesday, March 31, courtesy of the University City District. The occasion: UCD is introducing its Safety Ambassadors to the community. For info, call the UCD at 243-0555 or the Rink at 898-1923.

## The Rest of March at the Museum

**Ancient Vices:** Friday, March 27, *Scotch Dinner: Old Scotch, New Casks* brings internationally renowned beer and Scotch whisky expert, Michael Jackson, back to Penn for an eighth year to host and comment on foods and drink served in the Museum's Lower Egyptian Gallery; \$90/person or \$160/couple; phone 898-4890.

The next day, at 12:30 p.m., 3 p.m., and 5 p.m., the Museum's Curator Emeritus of American Historical Archaeology, John Cotter, gives a short history of beer (*From Pilgrims to Brew-pubs: Rediscovering the Heritage of East Coast Breweries*). Then Michael Jackson (left) leads informal tastings in the Chinese Rotunda, with samples from 100 micro-breweries around the world (\$30) and complimentary food from the Museum Catering Company; phone 898-4890.



**Ancient Voices:** *What in the World is Ancient Israel Doing in Philadelphia?* It's not a question, but an afternoon of events for the whole family Sunday, March 29, 1:30-4:30 p.m. Local groups offer Jewish and Israeli singing and dancing; there are children's arts workshops, and guided tours of the Museum's Archaeology Gallery, and a sneak preview of artifacts from an upcoming fall show, *Canaan and Ancient Israel*.



*Almanac*

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

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

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The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania does not discriminate on the basis of race, sex, sexual orientation, religion, color, national or ethnic origin, age, disability, or status as a Vietnam Era Veteran or disabled veteran in the administration of educational policies, programs or activities; admissions policies; scholarship and loan awards; athletic, or other University administered programs or employment. Questions or complaints regarding this policy should be directed to Valerie Hayes, Executive Director, Office of Affirmative Action, 3600 Chestnut Street, 2nd floor, Philadelphia, PA 19104-6106 or (215) 898-6993 (Voice) or (215) 898-7803 (TDD).



## Promoting Undergraduate Research at Penn

by Lawrence B. Friedman

The opportunity to engage in scholarly research distinguishes Penn's undergraduate experience from that provided by many other institutions. Research provides Penn students with the chance to learn about the creation of knowledge as well as to delve more deeply into their chosen field, and thereby become collaborators in the search for knowledge.

In order to encourage, promote, and support increased involvement by Penn undergraduates in research and scholarly experiences, the University, through the 21st Century Project for Undergraduate Education, has established the Undergraduate Research Resource Center. Presently housed in Room 204 Houston Hall, and open since September, the Center provides support systems for students in all of Penn's undergraduate schools, serves as a University-wide communication center for undergraduate research activities, sponsors a variety of activities which encourage, publicize and celebrate undergraduate involvement in creative activities, and helps build a community of undergraduate scholars at Penn. In this initial year of operation the Center is being directed by the author, with the assistance of two graduate students, Cati Coe (Folklore and Folklife) and Melanie Chang (Anthropology). Several undergraduates, each working a few hours a week on various Center programs and activities, also staff the Center. Oversight of the Center is provided by a faculty committee comprised of representatives of all four undergraduate colleges.

**Support Systems for Undergraduate Research:** The Undergraduate Research Resource Center supports undergraduate research in a number of ways including by:

- providing general advising on research, scholarship and the creative process;
- providing a variety of mechanisms for undergraduates to learn about faculty research interests;
- developing ways to encourage undergraduates to participate in research and scholarly activities, with special attention to creating opportunities for work-study students, and encouraging their participation;
- serving as a broker for undergraduates and faculty, encouraging faculty to provide opportunities for undergraduates to do research under their direction and matching students with appropriate interests to those opportunities;
- compiling and making available to undergraduates information on conferences, internships, summer research opportunities at other institutions, and other activities related to research and scholarship;
- assisting undergraduates in the preparation of proposals and grant applications for funding support through Penn, or from external institutions and agencies;
- establishing mechanisms to assist undergraduate researchers with computer procedures and techniques for statistical analysis, graphical display; or illustration of data, and with other technology that may become available; and
- providing support for departmental undergraduate research activities such as preparation of poster displays, sponsoring undergraduate-focused research symposia, or development of undergraduate research experience courses.

**Coordination of Cross-School Programs:** One of the goals of the 21st Century Project is to encourage and expand cross-school programs and activities. As an entity with University-wide focus, the Center hopes to play a special role in promoting and coordinating such activities. Examples include undergraduate research exhibits at events such as the Academic Fair, research-centered community service opportunities, and activities which involve cross-school and/or inter-generational (undergraduates, graduate students, post-doctoral fellows) teams of students,

such as the University Scholars Program and the Benjamin Franklin Scholars Program.

**Coordination of Penn Summer Research Activities:** Numerous opportunities exist for students to do research during the summer months at Penn. Often, however, there is little coordination of effort between schools or departments on such programs and, consequently, opportunities for sharing information and experiences among students, or for promoting a research-rich culture, are lost. The Undergraduate Research Resource Center plans to serve in a coordinative role for summer undergraduate research at Penn, publicizing programs and opportunities, assisting with the placement of students, assisting with housing arrangements, and organizing campus-wide seminars and social activities for summer undergraduate researchers.

**Academic Year Workshop Program:** The Center will encourage and assist with the coordination of a robust academic year workshop program designed to highlight both research and scholarly activity being conducted by undergraduates, and topics of special interest to undergraduate researchers. Several workshops have been sponsored by the Center during the current academic year including "Service Learning Research Opportunities at Penn," "How to Prepare a Research Proposal, and "Research at Penn—What It's All About." The latter workshop was organized and conducted by a group of students which included representatives of all of the undergraduate schools.

**Undergraduate Research Directory:** Several undergraduates are working with Cati Coe, and in collaboration with Cheryl Shipman and Linda Wiedmann of the Ben Franklin Scholars/General Honors Program, to revise, expand, and make searchable the Undergraduate Research Directory. Available now both in hard copy (BFS/GH Office, Logan 190) and on-line (<http://www.sas.upenn.edu/~honors/research.html>), the directory contains about 350 entries describing faculty research and specific opportunities for undergraduate participation. Goals for this year are to expand the directory to about 500 entries and to make the electronic version searchable by, for example, faculty name, department, and keyword.

**Center Web Site:** Established this past Fall, the Center's Web Site (<http://pobox.upenn.edu/~ugrc>) now contains links to a number of on-campus, research-oriented web pages, as well as to helpful off-campus sites such as those sponsored by the National Conference on Undergraduate Research, and the Council for Undergraduate Research. Currently, the Web Site is being developed further to include a calendar of undergraduate research-oriented activities, listings of summer research opportunities for undergraduates, and links to undergraduate research sites at other colleges and universities.

**Undergraduate Research Symposium:** On April 17th, the Center will sponsor a University-wide Undergraduate Research Symposium. The Symposium, to be held in the Penn Tower Hotel, will highlight the research of individual undergraduates, and will feature poster presentations as well as papers presented by student researchers. Winners of various undergraduate research awards and grants, such as the Rose Awards, the Nassau Grants, and the College Research Grants, will be honored at the Symposium. All members of the University community are invited to attend the Symposium and to see, first-hand, results of some of the exciting research being conducted by Penn undergraduates.

One of the goals of the 21st Century Project is to provide for all of our undergraduates a creative, scholarly endeavor that involves the making or using of knowledge. The Undergraduate Research Resource Center will facilitate reaching that goal.

*Talk About Teaching is in its fourth year as a series co-sponsored by the College of Arts and Sciences and the Lindback Society for Distinguished Teaching. Dr. Friedman is associate director for special programs in The College, and teaches chemistry in the College of General Studies.*

SENATE  
Report of the Subcommittee  
on  
Cost Containment

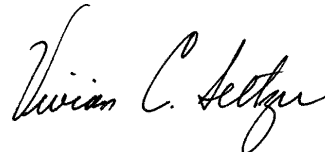
**Budgetary Policies and Strategic Issues**

**Faculty Senate Committee on Administration  
Report on Cost Containment  
and  
Allocation of University Resources**

*March 4, 1998*

**To the University Community**

*The committee on cost containment is a subcommittee of the Senate Committee on Administration. The Senate Executive Committee received the subcommittee's report on March 3, 1998. The full report of the Committee on Administration for the academic year 1997-98 will be published in a subsequent issue of Almanac. Comments and questions are encouraged.*



— Vivian C. Seltzer, Chair of the Faculty Senate

## Budgetary Policies and Strategic Issues

### Faculty Senate Committee on Administration Report on Cost Containment and Allocation of University Resources

March 4, 1998

#### A. Preface

The fundamental purpose of University expenditures is to implement its basic missions of teaching and scholarship. It is generally recognized that in order to do this the University must allocate funds for activities and services that are not used directly for the support of instruction or research. In principle, at least, these exist to enhance our basic missions.

The Faculty Senate Committee on Administration adopts the obvious principle that the balance between expenditures for direct support of the academic mission and those for the ancillary functions must maximize the excellence of our teaching and scholarship. All budgets, at every level of budgetary responsibility, should be continually examined in the light of this principle.

The report we present here is an examination of University budgets for the past eighteen years in an effort to understand the evolution of the current budgetary allocations and their impact on the academic mission of the University.

#### B. Background

It is no secret that the University of Pennsylvania has been undergoing massive changes. These are the result of changing societal expectations, financial pressures and our growth over the past decade. The administration, both at the University and school levels, has taken, and continues to take, important and far reaching steps to meet the challenges arising from these changing conditions. The Faculty Senate applauds and supports those administrative initiatives that decrease expenses, increase revenues and streamline our operations so as to enhance the excellence of our academic missions.

But the faculty has a special responsibility that goes beyond supporting what we deem appropriate and criticizing or ignoring the rest. The faculty has the ultimate responsibility for the creation and transmission of knowledge which is the essence of the University mission. It is inevitable that administrative policies and practices have a strong impact on that mission. While we recognize that the administration shares our goals of academic excellence, the faculty is the most appropriate group to represent the fundamental mission of the University in the creation and implementation of academic

strategy and policy. To that end, the Senate Committee on Administration has been given the charge to examine cost containment efforts as well as the relative proportion of funding allocated to direct academic functions and to other activities of the University.

Based on the general sense of the Committee, and on an earlier study by the Senate, it is clear that the current structure of budgetary allocations has long historical roots and that it is necessary to examine the evolution of these allocations. Accordingly, the Senate Committee on Administration appointed a Subcommittee on Cost Containment which analyzed University budgets for years ranging from 1980 to 1998 and developed some parameters that it believes illuminate the nature of the changes that have taken place since 1980. Our work is based on University figures, definitions and nomenclature given in the projected University budgets prepared for approval of the Board of Trustees.

This analysis shows that large scale shifts in the relative allocation of funds have taken place over the past eighteen years that occurred as a result of the accumulation of a series of relatively small annual changes. The effect of these changes has dramatically altered the allocation of resources with the result that there has been the equivalent of a major strategic shift in University activities. As a consequence, the schools now have a significantly larger financial burden and find it much more difficult to maintain or improve their academic quality while trying to balance their budgets. This burden is structural and built into the budget.

The overall impact of the changes is that, relative to 1980, a smaller fraction of University expenditures is now allocated to direct academic activities. In this regard, it is encouraging to note that projections for the 1998 budget show a reversal of at least some of these trends.

#### C. Categories of Concern

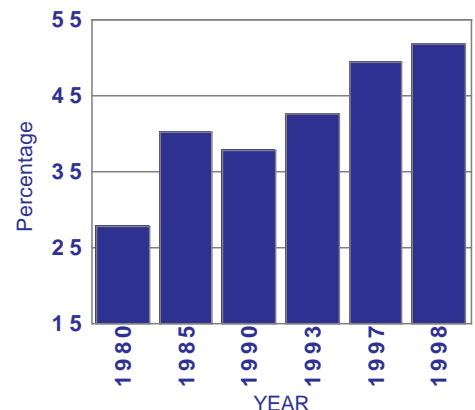
A number of issues and concerns emerged from this analysis that need to be examined from a strategic viewpoint:

1. *Health care services have grown rapidly until they currently account for more than half of the University budget.* These include hospitals owned by the University, the Clinical Practices of the University of Pennsylvania (CPUP),

and Associated Medical Practices. As shown in [Chart 1](#), in 1980, 28% of the total University expenditures were for health care services. By 1997, this had grown to over 49% and is projected to be 52% in 1998. This amounts to a health services budget of \$1.35 billion. It must be stressed that these figures refer to health services only and do not include any academic activities of the School of Medicine, or medical research or the dental practice in the School of Dental Medicine. Also, they do not include the recent acquisitions of Pennsylvania and Phoenixville hospitals. We are all proud of the quality of health care that is available at Penn and recognize that it has generally been financially sound to date. Nevertheless, the great increase in health care services needs to be examined in the light of the strategic objectives of the University. Accordingly, we raise the following questions:

- What is the risk that changes in governmental or insurance companies policies will erode health care revenues? What would be the impact of health care deficits on the rest of the University?
- What are the appropriate health care services that are required to guarantee the continued excellence of medical education and research at the University?

Chart 1. Health Care Services Budget as a Percentage of Total Budget

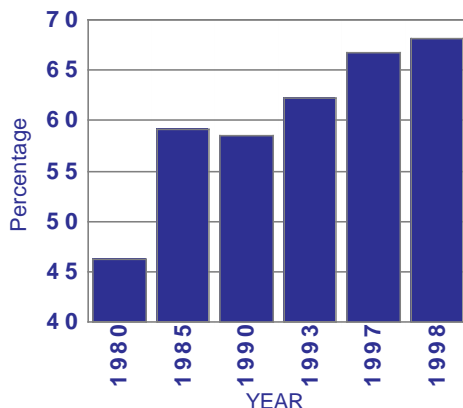




2. The unrestricted budget for undergraduate student aid has grown dramatically as shown in [Chart 2](#). In 1998, the total tuition revenues will be \$366 million and student financial aid will be 38% of this or \$141 million. The need for substantial student aid is unquestioned. At the same time, it must be recognized that, whereas in 1980 44% of our student aid was on unrestricted budgets, it is now 68%. These are funds that do not come from endowments or grants, but are charged directly to the schools as a cost and in 1998 amount to \$96 million. Unless some other way is found to finance student aid, such as through endowments, the schools will continue to bear this burden. This will make it ever more difficult for the schools to improve academic excellence and still balance their budgets.

3. The contribution of faculty activity to University revenues has increased substantially since 1980 and is \$680 million for 1998. Exclusive of health care, University revenues in 1998 are projected to be \$1.1 billion and revenues from teaching and research provide 62% of this income. Clearly, faculty centered activities are the major source of University revenues (exclusive of health care services). [Chart 3](#) shows the ratio of teaching and research revenues to academic salaries which, in 1997, was at the impressive level of 3.29. (This is a commonly used measure of revenue generating efficiency in professional firms, for which this ratio is generally less than three.) These figures do not include the Clinical Practices of the University of Pennsylvania (CPUP) faculty. This ratio is quite high and has been essentially constant in recent years. While this testifies to the excellence and commitment of the faculty, our concern is that it may not be possible to increase or even maintain such a ratio in the future and in fact it is projected to fall to 3.04 in fiscal 1998. It is likely that an increase in revenues generated through teaching and research cannot be expected if the size of the faculty (exclusive of CPUP) is held constant. In addition to this financial concern, there is the question of the extent to which the use of adjunct and part-time faculty have contributed to the high value of this ratio and of the possible consequences of this for the quality of education.

**Chart 2. Percentage of Student Financial Aid From Unrestricted Funds**

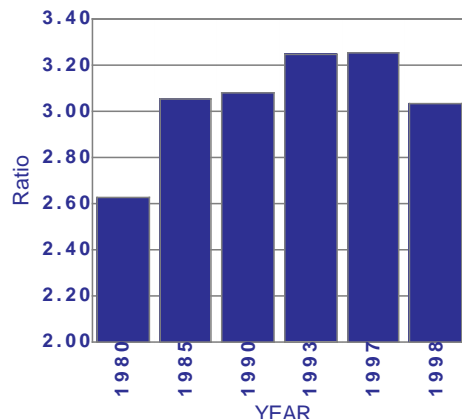


4. The ratio of faculty salaries to University budgets has been decreasing and is now small by all measures. The total for academic salaries in 1998 is \$224 million, which is only 17.8% of the total for academic expenditures. As shown in [Chart 4](#) this is down from 22.3% 1980. This downward trend is even more pronounced if expenditures for the health care budget are included; academic salaries went from 16% of the total budget in 1980 to only 8.6% in 1998. If the unrestricted salary expense is examined, it is found to be \$128 million, which is less than 5% of the total University budget for 1998. This is an astonishing figure since it represents the allocation of funds not committed for special purposes such as grants or endowments. These figures raise a serious issue concerning the shift of resources away from direct academic activities.

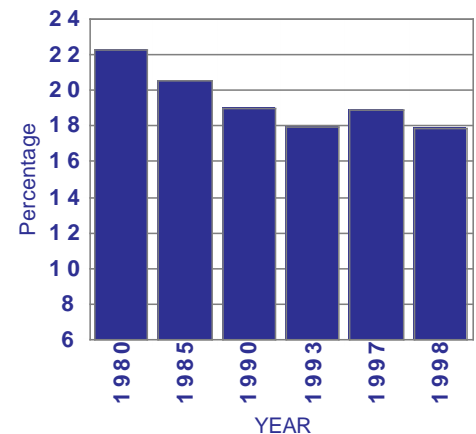
5. Unrestricted administrative/clerical salaries have become higher than those for faculty. Whereas unrestricted academic salaries were 15% higher than unrestricted administrative/clerical salaries in 1980, they decreased to 20% lower in the decade of the nineties. Unrestricted budgetary figures are significant because the unrestricted funds are those for which free allocation choices can be made. They do not include designated funds from endowments or research grants. Accordingly, the downward shift shown in [Chart 5](#) is another manifestation of the change of resource allocation away from direct academic activities. It is gratifying to note that in the 1998 budget there is a reversal of this trend with the ratio climbing back up from 0.81 to 0.85. This may be the result of recent cost containment measures or outsourcing being implemented by the University administration although the unrestricted funds allocated to administrative/clerical salaries is still \$150 million.

6. Allocated costs have become much larger than the subvention. The difference between allocated costs and subvention is of major importance for school budgets. The allocated costs are charges to the schools for support of University administration, services and resource centers. The subvention contains the central University contribution to school budgets. As shown in [Chart 6](#), allocated costs have increased more rapidly than the subvention. In 1980, the difference was only \$9 million, but this gap grew

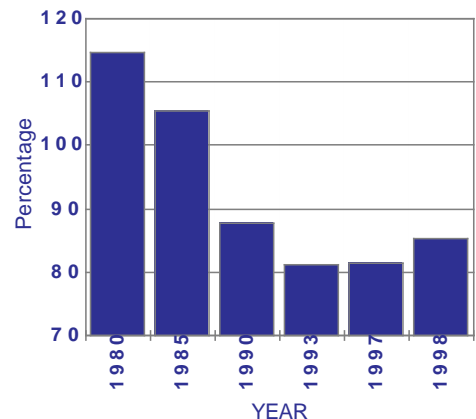
**Chart 3. Ratio of Faculty Generated Revenues to Academic Salary**



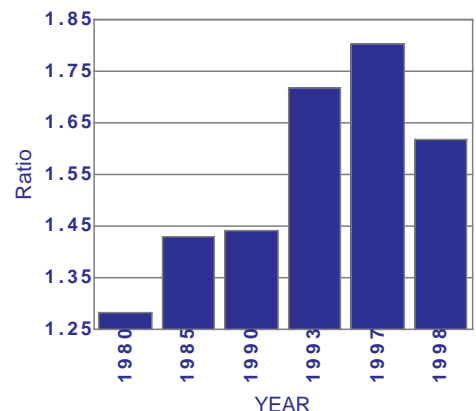
**Chart 4. Academic Salaries: Percentage of Academic Budget**



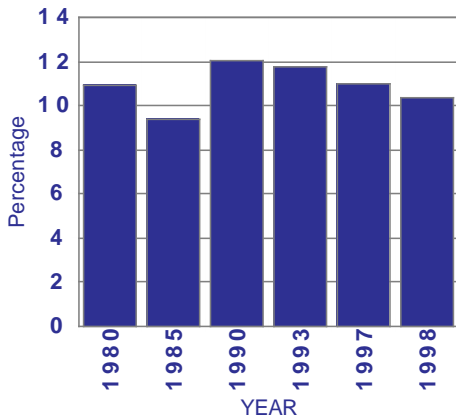
**Chart 5. Academic Salaries as a Percentage of Administrative/ Clerical Salaries-(Unrestricted)**



**Chart 6. Ratio of Allocated Costs to Subvention**



**Chart 7. Academic Investment and Gift Income as a Percentage of Academic Budget**



to \$69 million by 1997. The ability of the schools to improve academic excellence while bearing this burden is seriously diminished. The reversal of this trend in the 1998 budget is most welcome.

7. *Academic return on endowment investment and gift income is not increasing as a percentage of the academic budget.* From 1980 to 1997, University revenues from gifts and investments grew from \$30 million to \$114 million. This was a remarkable achievement. But the University budget grew so rapidly that the percentage contribution of investments and gifts actually went down slightly from 10.9% to 10.4% as shown in Chart 7. If investment and gift income remain a constant fraction of University budgets and if growth of revenues from faculty productivity gains is not likely to occur, then what will be the source of increased revenue to fund the academic challenges of the next century?

## D. Summary and Conclusions

An analysis of the University budgets over the past eighteen years reveals a major shift in the relative allocation of resources away from the support of direct academic programs to other activities. This shift is summarized in the Table below which gives the values for the parameters from 1980 and 1998, which are defined and displayed in the Charts 1 through 7 above.

**Table: Summary of Changes in Selected Budgetary Parameters from 1980 to 1998**

Parameter	1980	1998	Chart No.
% Health Care	27.8	51.7	1
% Student Aid From Unrestricted Funds	46.2	68.1	2
Ratio Academic Revenues to Academic Salaries	2.6	3.0	3
% Academic Salaries of Academic Budget	22.3	17.8	4
% Academic Salaries of Admin./Clerical	114.7	85.3	5
Ratio of allocated Costs to Subvention	1.3	1.6	6
% Investments Plus Gifts of Academic Budget	10.9	10.4	7

While this shift occurred incrementally over two decades, it now has the appearance of a *de facto* strategic change in the mission of the University. The largest change has been in the size of health care services which has the effect of making the academic functions of the University an ever-decreasing fraction of our total effort. Independently of budgetary factors, the question of the extent to which the University should be dispensing health care, relative to its basic mission of education and scholarship, needs to be examined.

Beyond the issue of health care, there have been changes that were made at the expense of the direct support of academic programs. These included increases in the direct charges for student aid to the unrestricted school budgets, the decreasing fraction of the budget allocated to academic salaries, the large increases in allocated costs relative to the subvention and the increasing expenditures for administrative/clerical salaries. A measure of the resulting burden to the schools is the sum of the unrestricted student financial aid and the difference between allocated costs and subvention. This currently adds up to approximately \$160 million and amounts to a structural deficit built into the school budgets. It is worthwhile to stress the magnitude of this number since it is over 23.5% of the total revenues from teaching and instruction.

A major conclusion of this study is that each of the categories of concern given above needs to be examined from a strategic standpoint relative to the basic University mission of education and scholarship. It is the opinion of this Committee that the historical shifts displayed here have not favored this mission. It is important to determine the extent to which this is true, and the effect that the past history should have on future strategy and budgetary policy. Given the current University efforts on cost containment, and the reversal of at least some of the trends given above, now would be a most opportune time to do this. For the future, the University should not be in a position that allows long-term incremental budgetary decisions to produce fundamental changes without an explicit budgetary strategy. A critically important point is that neither faculty-generated revenues nor income from gifts and investments can be expected to contribute significantly higher percentages to the academic budgets in the near future. Consideration of strategic budgetary reallocations is therefore essential.

The *Agenda for Excellence* as articulated for the University and the individual schools provides a guide for specific school action to achieve academic strategic objectives. The issues presented in this report, on the other hand, are general in that they do not address specific academic programs or issues in specific schools. Rather, they address the broader University strategic budgetary framework within which the schools must structure their activities. It is imperative that they be dealt with in such a way as to insure the continuing growth in quality of education and scholarship.

## E. Recommendations

In view of the importance of the issues presented in this report to the academic health of the University, the Committee makes the following recommendations:

1. The Faculty Senate Committee on Administration keep cost containment and resource allocation as a continuing part of its agenda with a permanent subcommittee for this purpose.

2. The issue of health care services and its relation to the rest of the University is complex as well as important. We recommend that the Faculty Senate form a separate committee to analyze and make specific recommendations on this issue.

3. We recommend that the University consider whether it should adopt the following strategic objectives:

(a) Establish a development objective for student financial aid that would result in the fraction of student aid charged to unrestricted school budgets being reduced to one-half over a five year period, and ultimately to zero.

(b) Decrease the gap between allocated costs and subvention by 50% over the next five years and to zero over the next ten years.

(c) Shift the allocation of resources so that the unrestricted administrative/clerical salaries become lower than those for faculty.

4. We recommend that the Academic Planning and Budget Committee form a Subcommittee on University Budget Objectives. The purpose of this subcommittee would be to recommend specific budgetary strategic objectives and continually examine University budgets to assess the extent to which these objectives are met. The faculty members on the Academic Planning and Budget Committee should be members of this subcommittee. The results of this subcommittee's work should be reported annually to the Senate and the Board of Trustees, as well as to the University Central Administration.

It may be that there were compelling reasons for at least some portion of the evolution of the budgetary structure. Nevertheless, it is clear that there has been a real shift of resources away from direct academic activities over the past two decades and that this needs to be corrected.

Prepared by the  
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