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A Nobel Prize for Alumnus Stanley Prusiner

This year's winner of the Nobel Prize in Medicine is Dr. Stanley B. Prusiner, a Penn alumnus who was "all by himself against the world" for many years in his pursuit of the prion, a new class of pathogen that is now accepted as the infectious agent in "mad cow disease" and in human neurodegenerative diseases such as Creutzfeldt-Jakob disease.

An account on page 2, "Overcoming Skepticism," details the long trail that Dr. Prusiner followed before the scientific community accepted his proofs and began to honor his work. PennMed was among the first to do so, presenting him with the Distinguished Alumnus Award in 1991; he also won a Potamkin Prize from the American Academy of Neurology that year for his work on Alzheimer's disease.

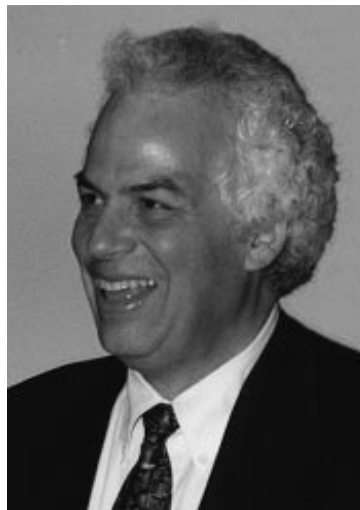
Four others followed in 1992—the NIH's Christopher Columbus Quincentennial Discovery Award, Metropolitan Life Foundation Award, Pittsburgh's Dickson Prize and the Charles A. Dana Award.

He was also elected that year to the National Academy of Sciences. The following year he won the NAS's Richard Lounsbery Prize, and the Fairdner Foundation Award for Outstanding Achievement in Medical Science—widely considered to be a predictor of the Nobel. As still others followed in the U.S. (the Bristol-Myers Squibb Award and the Albert Lasker Award in 1994) and abroad (Germany's Paul Ehrlich Prize in 1995; the Israeli-based Wolf Prize and Japan's Keio International Award in 1996), excitement mounted. The clear signal, according to Dr. Britton Chance, the Eldridge Reeves Johnson Professor Emeritus, was his election last year to the Royal Society of London.

The million-dollar Nobel Prize for Dr. Prusiner was announced by the Nobel Committee of Sweden's Karolinska Institute early Monday, setting off a celebration at UC San Francisco—where Dr. Prusiner is professor of neurology and biochemistry and biophysics—and a chain of congratulations at Penn where he took his B.A. *cum laude* from the College in 1964, and his M.D. in 1968.

That he is one of the few "solo" winners in medicine in recent decades came as no surprise to his colleagues and mentors at Penn.

As Dr. Britton Chance put it, "Stan is one of the most meritorious of winners, because he had to work against so much doubt and adversity. Nobody believed in the existence of prions for many years, but with his dogged persistence and wonderful integrity



Dr. Stanley Prusiner, C '64, M '68:
See "Overcoming Skepticism," p. 2

he went on until he unlocked the cause of mad cow disease and the rest of the prion diseases." Stanley Prusiner was a member of Dr. Chance's lab at the Johnson Foundation as a medical student—and Stanley Prusiner did not forget: In 1991, when he received the Distinguished Alumnus Award, he told *Penn Medicine* that "Britton Chance gave me an extraordinary opportunity to pursue an interest in adipose tissue during four years as a medical student. And I keep wondering today whether, if someone came to me with such a crazy idea, I would let them pursue it in my laboratories." The remark was taken by the magazine as tongue-in-cheek, "because, in fact, he is known for recruiting junior investigators and stimulating them as they start scientific careers."

His faculty advisor at the Foundation and in his pre-med years was Dr. Helen C. Davies, who has since followed the long and meticulous research effort that eventually proved the existence of an infectious agent that does not have RNA or DNA. Another who has taken an intense interest is Dr. Neal Nathanson, who is spending his sabbatical in Dr. Prusiner's lab now. As recently as the August 1997 edition of *Nature Medicine*, Dr. Nathanson took issue with a book which, he felt, "neither adequately covered or acknowledged" the background of discovery that led to breakthroughs in the prion diseases.

Dr. Prusiner has spent his entire postgraduate career with UC San Francisco, taking his internship there in 1968-69 and his residency in neurology in 1972-74. He joined the UC SF faculty as assistant professor of neurology in residence in 1974. Various serving in the departments of biochemistry and biophysics and in neurology, he was promoted to associate professor in 1980 to full professor in 1984.

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The history of Penn winners of the Nobel Prize in Medicine starts with Dr. Gerald Edelman (M '54), who shared the prize in 1972 for his work on the chemical structure of antibodies. Next came the 1976 Prize to Dr. Baruch Blumberg (who was on the SAS faculty in anthropology at the time) for his discovery of the antigen involved in Hepatitis B. In 1985 the dual alumnus Dr. Michael Brown (C '62, M '66) shared the Prize for his work in cholesterol and metabolic diseases. That same year, a group of medical faculty including Dr. Patrick Storey shared in the Peace Prize. In Dr. Edelman's year the 1972 Chemistry Prize was also shared by another alumnus whose work contributed to medicine—particularly blood diseases—Dr. Christian Anfinsen, who had taken his master's degree here.



Overcoming Skepticism

Prusiner was cited [for the Lasker Award] for identifying a new class of pathogens, which he named prions. He has reported that these infectious agents are implicated in diseases marked by slow onset with progressive deterioration of the brain and nervous system, including scrapie, a disease affecting sheep; as well as Gerstmann-Strussler-Scheinker disease (GSS), Creutzfeldt-Jakob disease, and kuru in humans.

Prusiner defined the prion in a 1982 paper, "Novel proteinaceous infectious particles cause scrapie" (*Science*, 216:136-44), which has been cited in more than 425 subsequent studies. This work was greeted by skepticism in certain scientific circles. The pathogen, he maintained, was composed only of protein; he did not find DNA or RNA in the prion, contradicting the general belief that all living organisms contain genes.

Further fueling doubts among some of Prusiner's colleagues was his assertion that prion diseases can be inherited as well as infectious. Moreover, he concluded that the normal prion protein has a different shape from the disease form. This, too, was heretical, because it had long been thought that each protein has only one natural conformation.

According to Gutterman, Prusiner's award also recognizes his "many years of very, very painstaking work [amid] a lot of opposition." In the early 1980s, the researcher and his prion theory were the subject of uncomplimentary articles in the scientific and popular press. His detractors maintained that the agent at work in these diseases was a slow-acting virus. While some investigators continue to look for a virus, the scientific community now generally accepts the idea of prions, which are now studied by many former proponents of alternative hypotheses.

Prusiner "was all by himself against the world to prove the point," comments Pierluigi Gambetti, a professor of pathology at Case Western Reserve University School of Medicine who studies prion diseases. The copious data Prusiner produced ultimately won over the skeptics, says Gambetti, noting that he himself originally "had trouble understanding the mechanism." The "breakthrough" that shifted his perspective, recalls Gambetti, was Prusiner's results with transgenic animals.

"The deeper I got into this, the more controversy there was, the more people got angry, the more I wanted to figure out what this [prion] was," says Prusiner. "I couldn't figure out a better problem to work on."

— *From The Scientist*, Vol:8, #20, pg.1,
October 17, 1994 (Copyright, The Scientist, Inc.),
published on the occasion of Dr. Prusiner's
winning the Albert and Mary Lasker Award

Memorial Service: Dr. Hobstetter

A memorial service for Dr. John Norman Hobstetter, the first director of LRSM, will be held on Wednesday, October 22 at 4 p.m. in Alumni Hall at the Faculty Club. A reception will follow at 5 p.m.

Dr. Hobstetter passed away on August 30 at the age of 80 (*Almanac* September 9).

GSE's Clayton Professor: Dr. Slaughter-Defoe

Dr. Diana T. Slaughter-Defoe, a leading scholar of early childhood development and parental intervention—and a contributor on U.S. policy in those areas—has been named to the Graduate School of Education's Constance E. Clayton Professorship of Urban Education. She will join Penn in January from Northwestern University, where she is now professor of Education and Social Policy and of African American Studies, and a Fellow of the Institute for Policy Studies.

GSE's Dean Susan Fuhrman announced the selection of Dr. Slaughter-Defoe to hold the chair named for the Dr. Constance Clayton, the former head of the Philadelphia Public Schools who took her Ph.D. in education at Penn.

Dr. Slaughter-Defoe is a 1962 alumna of the University of Chicago who took her Ph.D. there in 1968.

Before joining Northwestern in 1977, she was on the faculties of Howard University, Yale University, and the University of Chicago. She is now concluding a three-year-term as Coordinator of the Human Development and Social Policy Program that she co-founded at Northwestern in 1981 with Bernice Neugarten, Fay Cook and Dan Lewis.

Dr. Slaughter-Defoe's research and writing have emphasized the study of the relationship between parental socialization and children's school-related behavior and achievement, starting with her dissertation research in a Chicago-area Head Start setting, for which she received a distinguished research award from Pi Lambda Theta. Later, she completed government-funded research in the area of middle school-aged children and families' experiences in diverse urban private schools. She is presently concluding a collaborative research evaluation of the James Comer's School Development Program, a parent-focused school reform program presently being implemented in several lower-income Chicago schools.

Editor of *Visible Now: Blacks in Private Schools* (Greenwood Press, 1988), and *Black Children and Poverty: A Developmental Perspective* (New Directions in Child Development Series, Jossey-Bass, 1988), Dr. Slaughter-Defoe has won numerous professional awards including the 1993 Award for Distinguished Contribution to Research in Public Policy given by the American Psychological Association's Public Interest Directorate, and the 1994 Distinguished Faculty Mentor Award in Educational Research from the Spencer Foundation. She received the First Black Scholar Achievement Award from the Black Caucus of the Society for Research in Child Development, and in 1988 became the first ethnic minority female scientist to deliver an invited lecture as part of the Science and Public Policy Seminar Series of the Federation of Behavioral, Psychological, and Cognitive Sciences. Dr. Slaughter-Defoe also received an award from the Civitan International Research Center in Alabama for "personal dedication to people with developmental and learning disabilities."

She is presently on the APA Board of Scientific Affairs, the National Advisory Board/Technical Work Group to the Head Start Transition Study, and the APA Task Force on Poverty, Family Processes and Child Development, as well as the Board of Visitors of the Learning, Research and Development Center (LRDC) at the University of Pittsburgh. She also sits on the DHHS Advisory Committee on Head Start Quality and Expansion.

She has also been a member of the National Research Council Committee on Child Development Research and Public Policy, the Committee on the Role and Status of Minorities of the American Educational Research Association, and the Advisory Board of the Henry Murray Center, Radcliffe College. In 1989-90, she served on the Administration for Children, Youth, and Families (ACYF) Panel on Future Directions in Head Start Research and Evaluation, and was a member of the ACYF Panel to Implement the Blueprint Report for Head Start Research and Evaluation.



Dr. Slaughter-Defoe

SENATE From the Senate Office

The following agenda is published in accordance with the Faculty Senate Rules. Questions may be directed to Carolyn Burdon either by telephone at 898-6943 or by e-mail at burdon@pobox.upenn.edu.

Agenda of Senate Executive Committee Meeting Wednesday, October 8, 1997, 3-5:30 p.m.

1. Approval of the minutes of September 3, 1997
2. Past Chair's Report on activities of the Academic Planning and Budget Committee and on the Capital Council
3. Senate Nominating Committee Nominees
4. Chair's Report
5. Faculty liaisons to the Trustee Committees on Academic Policy, Jere Behrman and Larry Gross; and Facilities and Campus Planning, Anthony Tomazinis and John Hunt
6. Faculty Club plans: Provost Chodorow and Vice President Murray
7. Other new business
8. Adjournment by 5:30 p.m.

Nominations: Dean of the College

Dr. Walter Wales, Interim Dean of the School of Arts and Sciences, has convened a committee to advise him in the selection of the next Associate Dean for Undergraduate Education and Director of the College in the School of Arts and Sciences. Members of the committee are:

Peter Conn, professor of English (Chair)
Jamie Hine, C '98 and chair, College Student Advisory Board
Elisa New, associate professor of English
Kent Peterman, assistant dean for Academic Affairs—The College
Holly Pittman, associate professor of history of art
Ari Silverman, C' 98 and chair, SCUE
Norman Smith, professor of music
Ingrid Waldron, professor of biology

The committee invites nominations of tenured SAS faculty members for the College deanship, as well as comments about characteristics that the ideal candidate should possess. All correspondence with the committee will be held in strict confidence. Nominations should be submitted no later than *Monday, October 20*, to: College Dean Search Committee, c/o SAS Office of the Dean, 116 College Hall/6377. Correspondence may also be sent to the committee via email at pconn@english.

Nassau Fund for Undergraduate Research: October 17 Deadline

To all Faculty:

Each year the Nassau Fund provides grants to about fifteen undergraduates to support prospective research projects. Students in all four undergraduate schools are eligible to apply. Faculty who know of capable undergraduates with forthcoming projects in need of support should urge them to apply. Application materials are available in the undergraduate deans' offices:

- *College of Arts and Sciences*: Associate Dean Robert Rescorla, 133 South 36th St./Mezzanine
- *College of General Studies*: Associate Dean Richard Hendrix, Suite 100, 3440 Market Street/3335
- *School of Engineering and Applied Science*: Associate Dean John Vohs, 111 Towne Building
- *School of Nursing*: Associate Dean Mary Naylor, 475 Nursing Education Building
- *Wharton School*: Vice Dean Richard Herring, Wharton Undergraduate Division, 1100 Steinberg-Dietrich Hall

Proposals are due in these same offices by October 17, 1997. For more information, see:

www.sas.upenn.edu/college/other_options/nassau_fund.html.

— Council of Undergraduate Deans

OF RECORD

Use of the University's Name

The University regulates use of its name, including Penn, University of Pennsylvania, the names of its schools and programs, its shield and related insignia, trademarks and logos ("insignia") to ensure that such use is related to the University's educational, service and research missions and promotes its objectives. Responsibility for overseeing use of the University's name and insignia lies with the Secretary of the University.

Official Use

When representing the University in an official capacity, all units of the University and members of the faculty and administration must use "University of Pennsylvania" in their publications and documents. Approved University stationery must be used for official correspondence.

University names and insignia may be used in connection with any academic University program provided that the program has been approved in advance by the responsible department chair and dean or director, and Provost, as appropriate. University units, faculty, staff and student organizations that wish to use University names or insignia in connection with any non-academic University program, activity, service or product must obtain the approval of the Secretary before proceeding. Requests to use University names or insignia must first be presented to the appropriate department chair and dean, director or, in the case of student organizations, to the Vice Provost for University Life, for review. If approved by the dean, director, or Vice Provost, a request with supporting information must be submitted to the Secretary for review. The Secretary will review the proposed use and determine whether it is properly related

to the University's missions and in consultation with the Provost, Executive Vice President and others as appropriate, whether the benefits of the proposed use outweigh any risks associated with the use. The Secretary may approve the proposed use, with or without conditions, or disapprove the proposed use.

Licensed Uses by Outside Entities

University names or insignia may be used on products or in connection with services offered by outside entities only under license from the University. Requests for such licenses are processed through the Center for Technology Transfer. If the Center determines that a proposed licensed use may be beneficial to the University, it may submit the proposal to the Secretary for review. The Secretary will review the proposal and make a determination under the criteria stated above and may take particular note of the nature of the product, the proposed marketing plan, and the capabilities and reputation of the proposed licensee. If the Secretary approves the proposal, the Center for Technology Transfer is authorized to negotiate a license that is consistent with the terms of approval.

Outside sponsors of University programs or activities often seek to use University names or insignia in promotional or advertising materials. While the University is pleased to recognize the contributions of sponsors, such recognition must not suggest University endorsement of the sponsor's activities. Therefore, University names or insignia may not be used in connection with any outside entity's name or logo without the prior approval of the Secretary. In general, the Secretary will approve uses which recognize or acknowledge the sponsor's contribution to the University program or activity. Uses which, in

the Secretary's judgment, may suggest University endorsement or approval of the sponsor's goods or services will not be permitted.

Private Use

University faculty, staff and students may refer to their affiliation or status with the University in connection with personal activities, including consulting, provided that the affiliation or status is accurately represented and any title or position is accurately identified, and provided that such use does not imply University endorsement of the activity. In some cases, a disclaimer of University endorsement may be required. (See, for example, the *Handbook for Faculty and Academic Administrators*). Use of University insignia in connection with personal activities is prohibited. The University's names must not be used in any announcement, advertising matter, publication, correspondence, or report in connection with personal or non-University activities if such use in any way could be construed as implying University endorsement of or responsibility for any project, product or service.

Related Policies

All faculty, staff and students are reminded that University equipment, stationery, campus mail service, and electronic media are to be used solely for University business by authorized University personnel and by officially recognized campus organizations. See *Human Resources Policy No. 3*. Additional information on faculty and staff involvement in extramural activities and organizations can be found in the *Conflict of Interest Policy for Faculty Members*, and *Human Resources Policies Nos. 5 and 6*.

— Office of the Secretary

UCD Executive Director: Paul Steinke

Paul R. Steinke, who has been director of finance, administration and business development for the Center City District, joined Penn last week as Executive Director of the new University City District (UCD). His appointment was announced by Penn Executive Vice President John Fry, who chairs the UCD Board of Directors.

Mr. Steinke will be responsible for planning

and managing the operations and daily business of the UCD, including planning and coordinating UCD activities, including sanitation, security, marketing and redevelopment; identifying sources of new funding; and serving as liaison to City agencies and neighborhood groups.

"Paul has played an integral role in helping Center City to become one of the region's most attractive places," Mr. Fry said. "He brings to

this new position a wealth of experience and know-how that will enable the University City District to become a model of a successful public/private partnership."

Mr. Steinke took his bachelor's degree in economics at Penn State and did graduate work in business administration at Drexel. He was an associate economist with the WEFA Group of Bala Cynwyd, until 1990 when he became director of planning and management for the Central Philadelphia Development Corporation.

In 1991 he joined the Center City District, where, as a founding member of the management team he participated in development of every aspect of the program—including managing a \$21 million municipal bond issue for capital improvements; administering all financial operations; and overseeing the District's retail leasing and attraction program.

"I am excited by the opportunity to apply some of the tools we have used successfully in Center City to University City," Mr. Steinke said. "My hope is to make the University City District part of a broad-based effort to reinforce University City's status as part of the healthy and attractive urban heart of Philadelphia."

The UCD came into being in the summer of 1997 as a collaboration of major University City institutions, government agencies, businesses and community groups. Among the partners with Penn are Amtrak, Children's Seashore House, CHOP, Drexel, Philadelphia College of Pharmacy and Science, the U.S. Postal Service, the University City Community Council and its member organizations, the University City Science Center, Veterans Affairs Medical Center, West Philadelphia Partnership, and commercial and residential property owners. Its goal is to improve the quality of life for the area through a program of sidewalk and street cleaning, security and other services.

Staff Changes

Executive Vice President John Fry has announced the appointment of two key staff members whose work will impact the University's planning and economic development activities in the neighborhood.

Economic Development: Mr. Shannon

John Shannon, Jr. (Jack) has been named director of economic development. A LaSalle University alumnus who took a master's in public policy from Harvard's JFK School of Government, Mr. Shannon subsequently attended Penn Law and received his Juris Doctorate in Government and Public Interest Law in 1989.

Since last year Mr. Shannon had served the City of Philadelphia as first deputy director of the Commerce Department, overseeing the work of the Mayor's Business Action Team and special economic development zones. Prior to that he was the inaugural director of the Mayor's Business Action Team, which designed and executed a targeted marketing plan to attract new businesses, created a city-wide on-line system for tracking economic development projects. Earlier in his career, he served as the business administrator for the City of Camden, administering a \$100 million operating budget, and was executive vice president/CEO of the Cooper's Ferry Development Association in Camden.

Institutional Real Estate: Mr. Lussenhop

Newly appointed managing director for Institutional Real Estate, is Tom Lussenhop, who received his undergraduate degree in French at the University of Minnesota in 1985 and holds a master's degree in public affairs from the Woodrow Wilson School at Princeton, with a concentration in finance and urban planning.

The ten years' experience in planning, finance and development in several non-profit and public sector settings saw Mr. Lussenhop through community development corporation work in Minneapolis; the renovation of Carnegie Hall and development of its real estate assets in New York City; the development of low-income housing for the City of New York; and, most recently, the development of the New Jersey Performing Arts Center, a mixed-use cultural center, which opened on August 16, in Newark, New Jersey.

Mike Eleey, Associate Vice Provost for Computing, announces two key management changes in Information Sciences and Computing.

ISC Planning: Ms. Milici

Donna Milici, who has been director of Academic Computing Services, moves to the position of Director of Planning, reporting to Vice Provost Jim O'Donnell with responsibility for cross-ISC planning, and for leading and coordinating technology standards across campus. "Donna is an ISC veteran who is thoroughly familiar with the Penn IT landscape, and has the mix of technology and people skills to lead in innovative ways," Mr. Eleey said. The ISC Site License Program, under Erica Garriest's management, will continue to report to Ms. Milici as an extension of her technology standards role.

Director of Provider Services: Mr. Aseltine

Ms. Milici's former position of Director of Academic Computing Services has been reinvented as Director of Provider Support Services, Mr. Eleey said. "Supporting providers has become a key mission focus for ISC as schools, administrative units, and VPUL have assumed 'primary support' roles." In the position he named Mark Aseltine, who has been director of computing in GSFA for many years "a valued colleague to many of us," Mr. Eleey said. Mr. Aseltine has responsibility for Classroom Technology Services, New Media Center activities, facilitation and coordination of the various campus provider interest groups, development of a new LAN support program, as well as coordinating support for providers across the whole of ISC. He will continue to teach part-time in GSFA.



Jack Shannon



Tom Lussenhop



Donna Milici



Mark Aseltine

DEATHS

Dr. Judith Eubank, Writer and Editor

Dr. Judith Ellen Eubank, the senior writer for the External Affairs Office in SAS until January 1997, died on Friday, September 26, after a long illness. Judith was born in 1939 in Wichita, Kansas, and took her B.A. with honors at the University of Kansas; her M.A. from the University of Exeter, England; and her Ph.D. from the University of Kansas. An assistant professor of English at Southern Methodist University for eight years, she published the 1992 suspense novel *Crossover* and several nonfiction works.

Judith came to Penn as a proposal writer in 1990 and in 1994 became editor of *Penn Arts & Sciences*, the SAS alumni newsletter. In that capacity she interviewed and knew many SAS faculty and alumni, among them Dr. Michael B. Katz, the Sheldon and Lucy Hackney Professor of History. "Working with her as an interviewer and writer was a pleasure," said Dr. Katz. "In sharp contrast to most interviewers, she was well prepared...she familiarized herself with my work and prepared excellent questions. She edited the interview with great skill and sensitivity. She turned the answers to questions into a readable and coherent document and preserved my meaning faithfully. The whole article bore the stamp of her intelligence and gifts as a writer and editor."

(continued next page)

Judith is survived by her husband, Randall C. Couch, and brother, Jon L. Baker. Graveside services were held at Ash Creek Cemetery in Azle, Texas on Friday, October 3. Memorial contributions should be sent in her name to the National Jewish Center for Immunology and Respiratory Medicine, 1400 Jackson St., Denver CO 80206, attention Virginia Cain.

— *Susanne Bradford, SAS External Affairs*

Senora Griffin, Voice of the Hotline

Senora A. Griffin, whose voice and personality were known throughout PennMed as the lady who answered the School's facilities "hotline," died September 25 at the age of 43.

A graduate of William Penn High School, Ms. Griffin joined Penn in 1984 as a building and service assistant in the School of Medicine's receiving dock and mailroom—and soon she was handling the student mailroom as well, in addition to producing signage for the School. In 1995 she became a customer service assistant in the PennMed architecture and facilities management department, answering the 8-8000 "hotline," dispatching service requests, scheduling School conference rooms and responding to emergencies among other duties. She was an integral part of the department's transition team committee during a major reorganization in 1996.

A mother of five and grandmother of 15, she was also active in the community, particularly with the Peniel Baptist Church's Sunday School and youth outreach programs.

"Ms. Griffin's colleagues will miss her beautiful smile and her dry wit. She will be remembered as someone who was always at peace with herself and those around her, no matter how chaotic things became," said Erin Wieand of the School of Medicine.

Ms. Griffin is survived by her mother, Nettie Jackson; four sons, Sylvester, Sinclair, Shawn and Shane; a daughter, Sherron Griffin Weldon; fifteen grandchildren; a brother and two sisters.

Terry Supple, HR Analyst

Terry Supple, a longtime compensation analyst in Human Resources at Penn, died on August 13 of leukemia at the age of 43.

Ms. Supple came to Penn as a graduate student in 1976 after graduating *cum laude* with a B.A. in English from Wittenberg University in Ohio. She took her masters in English here in 1978 and completed coursework towards her Ph.D. Ms. Supple then served as instructor in the English Department, teaching freshman writing seminars from 1978 until December 1981.

After teaching ninth grade English at St. Joseph's Prep School in 1982, she returned to Penn as a research assistant in the Wharton School's Rodney White Center for Financial Research before taking a position with the Center City public affairs consulting firm of HRN. There she wrote and edited the company publication, *Stakeholder Issues & Strategies*.

In 1987 she returned to Penn as a compensation analyst in Human Resources, a position she held for nearly a decade.

Ms. Supple was an alto singer for the Choral Arts Society. She is survived by her husband, Mark; her sons, John and Danny; daughters, Elizabeth, Brigid and Monica; sisters Tina Toneff and Jennifer Damon; and her parents, Arch and Honey Stevenson.

Contributions may be made to St. Francis De Sales School, 909 S. 47th St., Phila. 19143.

OF RECORD

Emergency Closing

Under normal circumstances, the University of Pennsylvania never stops operating. The University recognizes that there are times, due to emergencies such as severe weather conditions, when classes may be canceled and/or schools/centers may be closed, except for those offices, such as but not limited to Public Safety, Dining Services, Facilities Management, which provide essential services. In an effort to insure the safety of faculty, staff and students, timely decisions to modify work schedules will be made.

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

Communicating Modifications of Work Schedules

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

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

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

Types of Work Schedule Modifications

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

- **Full Closing:** A full closing occurs when conditions warrant cancellation of classes and closing of schools/centers, except those providing essential services.
- **Partial Closing:** A partial closing occurs when circumstances warrant the cancellation of classes while schools/centers remain open, or vice versa.
- **Delayed Opening:** Occasionally, circumstances will warrant a delay in the opening time of schools/centers.

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

Recording Absence due to Emergency Closing

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

1. If the University is closed after the start of the workday, staff members who reported to work are compensated and the time lost during the period of closing is considered time worked. For staff members who did not report to work their time should be charged to their paid time off balance [refer to the Paid Time Off Policy (PTO) effective 7/1/97]. If the staff member does not have any paid time off days available, the time lost should be considered time off without pay.
2. If the University is closed before the start of the scheduled work day, staff members are compensated for the entire scheduled work day and the time lost is considered administrative leave with pay. The time off should not be charged to their paid time off balances.
3. If the University is not closed, staff members who do not report to work will be charged paid time off, provided the absence is approved by the supervisor. If the staff member does not have any paid time off available, the staff member will not be compensated for that day. Sick leave may not be charged unless the staff member was out on sick leave before the emergency conditions arose.
4. If the University is not closed, and the staff member requests permission to be released before the end of his/her scheduled work day, the time lost should be charged to the staff member's paid time off balance. If the staff member does not have any paid time off available, the hours not worked should be considered without pay. If a closing announcement is made after the staff member's request to leave early was approved, the lost time should be recorded as time worked from the time of the announced closing.
5. If the University is not closed and a staff member arrives late due to emergency conditions affecting transportation, the supervisor may excuse the lateness and consider it as time worked. Late arrival beyond reason should be charged to staff members' paid time off balance.

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

Unionized Staff Members

University staff members in collective bargaining agreements should refer to the appropriate contract language.

— *Division of Human Resources*

Revised Research Foundation Guidelines

Also Available on the Web (<http://www.upenn.edu/VPR/VPRHP.html>) and in Deans' Offices

Statement of Purpose

The Research Foundation encourages the exploration of new fields across a broad spectrum of disciplines. In doing so, the Foundation expands opportunities for faculty to attract support and resources from external sources while encouraging work in fields that are traditionally underfunded. **The Research Foundation is principally for faculty.**

The Foundation supports two levels of grants. The first level, Type A grants, provide support in the range of \$500 to \$5,000. The second level, Type B grants, provide support in the range of \$5,001 to \$50,000. You may be interested to know that last year about half of all proposals were funded and that they were funded at half of the amount requested (on average). The standard application for a Type A grant is briefer than that for a Type B grant, reflecting the funding

levels. However, the review criteria for Type A and Type B grants are similar, and several general factors are considered in evaluating an application for either type of grant. They are:

- Its contribution to the development of the applicant's research potential and progress.
- The quality, importance and impact of the proposed research project.
- Its potential value for enhancing the stature of the University.
- Its budget appropriateness in terms of the project proposed, including consideration of need and availability of external support.

The Application Process

The Research Foundation Board will review both Type A and Type B applications in the fall and spring of each academic year.

Applications for the fall cycle are due on or before *November 1* of each year, while spring cycle applications are due on or before *March 15* of each year. All research projects involving human subjects or animals must receive Institutional Review Board approval prior to funding. Questions concerning human/animal research should be directed to Mrs. Ruth Clark at 898-2614. All research projects involving the use of hazardous or biohazardous materials and/or radioactive materials, must receive approval from the Office of Environmental Health and Radiation Safety (OEHS) prior to funding. Questions about this approval process should be directed to (OEHS) at 898-4453.

An Original and Ten Copies of the proposal with the cover sheet should be submitted to the Office of the Vice Provost for Research, 212 College Hall/6381.

Type A Proposals are limited in length to ten single spaced pages and should contain a brief description of the research and the specific needs which the grant will cover. The proposal should include:

1. *The Research Foundation Proposal Cover Sheet**. Failure to fully complete the Cover Sheet or exceeding page limitations will risk disqualification from the competition.
2. 100-word abstract of the project for the educated non-specialist.
3. Amount of current research support (including start-up packages).
4. Other pending proposals for the same project.
5. List of research support received during the past three years. Include funds from University sources such as school, department, or Research Foundation. If you were funded by the Research Foundation in the last three years, please submit a brief progress report with publications and grants proposed or received (no more than one page).
6. A one-page biographical sketch of each investigator listing educational background, academic positions held, and five recent publications.
7. A three- to four-page mini-proposal, outlining the project and its significance.
8. A budget that justifies the specific items requested and assigns a priority to each item.

Research Foundation support for Type A proposals will focus on:

- Seed money for the initiation of new research.
- Limited equipment requests directly related to research needs.
- Travel expenses for research only.
- Publication preparation costs.
- Summer Stipends, with preference for applications from Assistant Professors.

Type B Proposals are limited in length to fifteen single spaced pages. The proposal should include:

1. *The Research Foundation Proposal Cover Sheet**. Failure to fully complete the Cover Sheet or exceeding page limitations will risk disqualification from the competition.
2. 100-word abstract of significance of the project for the educated non-specialist.
3. Amount of current research support (including start-up packages).
4. Other pending proposals for the same project.
5. List of research support, including titles, amounts, and grant periods, received during the past three years. Include funds from University sources such as school, department, or Research Foundation.
6. A brief curriculum vitae including publications for the principal investigator and each researcher listed on the proposal.
7. A proposal of not more than nine single spaced pages giving the objectives and scholarly or scientific significance of the proposed work, a description of the research plan and methodologies to be employed, a description of the significance and impact of the project, a description of how a Research Foundation grant will facilitate acquisition of future research funds.
8. Budget (one page). Budget items should be listed in order of priority.

Research Foundation support for Type B proposals focus on several areas of need. These are:

- Matching funds, vis-a-vis external grant sources.
- Seed money for exploratory research programs.
- Support for interdisciplinary research initiatives.
- Faculty released time.

Requests for student tuition and dissertation fees will not be considered by the Foundation.

Research Foundation Proposal Cover Sheet (Revised 9/97)

(Adapted for this space from the original form)

Principal Investigator _____

Rank _____

Phone Number _____ E-mail Address _____

Department _____

School _____

Campus Address _____ Mail Code _____

Business Administrator

• Name _____

• Phone _____

• E-mail _____

Title of Proposal _____

Amount Requested _____

Does the project involve the use of any of the following:

- ☐ Human subjects?
- ☐ Animals?
- ☐ Radioactive material/radiation producing equipment?
- ☐ Potentially infectious agents, including human blood or tissue?
- ☐ Carcinogens?
- ☐ In vitro formation or recombinant DNA?

Please indicate below which Committee you would prefer to review your proposal:

- ☐ Biomedical
- ☐ Humanities
- ☐ Social Science & Management
- ☐ Natural Science & Engineering

Signatures:

Dean _____

Department Chair _____

Principal Investigator _____

OPPORTUNITIES at PENN

Where to Find the Job Opportunities—Here and Elsewhere

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

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

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

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

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

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

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

New Jobs for the week of September 22-26, 1997

EXECUTIVE VICE PRESIDENT

Contact: Sue Hess

ACCOUNTANT I (091557SH) Perform subsidiary ledger review & reconciliations, prepare financial statements & billings; interact extensively with University Business Administrators; accumulate & analyze data for preparation of Federal Cast Transaction Reports; prepare journal entries & trial balances; assist senior accountant in preparation & examination of other financial reports; test for accuracy, completeness & compliance with federal guidelines & other contractual agreements; initiate daily LOC cash drawdown. **QUALIFICATIONS:** BA/BS degree in Accounting or equivalent; 1 year experience in research/grant accounting preferred; proficiency with personal computer & working knowledge of Lotus 1-2-3; strong verbal & written communication skills. **GRADE:** P2; **RANGE:** \$22,351-29,098; 9-29-97 Comptroller

CUSTODIAN (40 HRS) (091541SH) Perform hard surface cleaning; clean, sweep & remove trash & debris; clean & wax parking booths & equipment; wash down garages; load salt & chemicals for snow removal; drive mechanical sweeper. **QUALIFICATIONS:** HS diploma; able to lift 100 lbs.; able to operate manual transmission; good customer service skills; strong mechanical aptitude; *shift varies; valid driver's license required.* **GRADE/RANGE:** UNION; 9-29-97 Parking Service

DIR., INTERNAL AUDIT (CORPORATE COMPLIANCE OFFICER) (101585SH) Provide critical leadership to the Corporate Compliance function & staff; interact with all levels of management throughout the University & Health System; participate with Managing Director, in continual risk assessment & development of corporate compliance plans; develop, implement & monitor effective compliance functions to coordinate University-wide compliance initiatives to prevent, detect & respond appropriately to violations of law; participate in corporate initiatives & represent Managing Director in his/her absence. **QUALIFICATIONS:** BA/BS in Business Administration, Accounting or Law or related field; MBA preferred; CIA, CPA or CFE preferred; minimum of 10 years experience in financial, legal, compliance or audit roles, including minimum of 5 years in university and/or

healthcare setting & at least 5 years of increasingly responsible leadership experience; demonstrated leadership skills, excellent verbal & written communication & interpersonal skills & ability to develop plans & prepare & present reports to senior management & Board of Trustees; demonstrated skills using computers & various software. **GRADE:** P12; **RANGE:** \$65,611-80,031; 10-6-97 Internal Audit

KITCHEN PORTER (40 HRS) (091523SH) (091525SH) Receive & distribute all food items & supplies; keep all store rooms & kitchens neat & clean. **QUALIFICATIONS:** HS diploma plus 1 to 2 years experience; able to read written instructions as well as follow verbal direction; dependability & ability to take direction from more than one manager. **GRADE/RANGE:** UNION; 9-29-97 Faculty Club

How to Apply

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

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

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

Schools and Centers

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

MANAGING DIRECTOR OF INVESTMENTS (091549AB) Responsible for assisting the Board in formulation of investment strategies; leadership role in identifying new investment opportunities; formulate & manage communications process. **QUALIFICATIONS:** BA/BS with minimum 7 years experience as investment manager; experience in managing endowment & foundation funds or corporate pension funds preferred; broad knowledge of asset classes; strong verbal & written communication skills. **GRADE/RANGE:** UN-GRADED; 10-2-97 Executive Vice President

LAW SCHOOL

Contact: Ronald Story

CLERK IV (091581RS) Sort, route & deliver mail; handle record & inventory systems, mail-room operations, signage & special events services; serve as back-up receptionist; photocopy, alphabetize, file & prepare packages. **QUALIFICATIONS:** HS diploma; able to work independently & coordinate variety of tasks; strong communication skills; able to lift & move heavy objects. **GRADE:** G7; **RANGE:** \$14,935-18,592; 10-2-97 Law School

MEDICAL SCHOOL

Contact: Anna Marcotte/Lynn Nash-Wexler

ADMINISTRATIVE ASSISTANT II (091560AM) Type, schedule & arrange meetings; serve as editorial assistant; order lab supplies/equipment etc.; track grant expenditures; handle expense reports, travel arrangements, payables & associated duties. **QUALIFICATIONS:** AS degree & 2 years experience in similar environment or equivalent; editorial office experience & FinMIS experience desired; proficiency in word processing, spread sheets & database management. **GRADE:** G10; **RANGE:** \$19,261-23,999; 9-29-97 Microbiology

ASSISTANT DIRECTOR VI (40 HRS) (091577AM) Manage animal facilities including staffing, property, safety, finance & compliance; provide leadership for staff; maintain work schedule; oversee operations & maintain validation; assist in development of operational budget; provide training; maintain records & standards. **QUALIFICATIONS:** BA/BS required with 6 years experience in lab animal science; certification by AALAS as Lab Animal Technologist nec-

essary; previous experience working in Good Laboratory Practices (GLP) environment highly desirable; strong communication & excellent interpersonal skills required; proven management experience needed; able to work with diverse constituency; *must be able to work nights, weekends & holidays; must be willing to have on-call responsibilities; position contingent upon grant funding.* **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-3-97 Institute for Human Gene Therapy

ASSISTANT DIRECTOR VI (40 HRS) (091578AM) Manage clinical services in support of pre-clinical toxicology studies & animal laboratory research; provide leadership & direct technical staff; supervise operating & procedure rooms; responsible for clinical management of animals; ensure compliance with Good Laboratory Practices (GLP); assist in writing protocols & identifying animal models. **QUALIFICATIONS:** BA/BS required; certification as LVTg; 5 to 10 years experience in research/academic setting; previous experience working in GLP environment highly desirable; proven management experience needed; strong communication skills & excellent interpersonal skills required; able to work with diverse constituency; *must be able to work nights, weekends & holidays; must be willing to have on-call responsibilities; position contingent upon grant funding.* **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-3-97 Institute for Human Gene Therapy

ASSISTANT DIRECTOR VI (40 HRS) (091579AM) Manage financial & accounting activities for Institute for Human Gene Therapy, Department of Molecular & Cellular Engineering & the Division of Medical Genetics, including budget preparation, purchasing, general ledger activity, FinMIS administration, Program Based Management (PBM) administration & reporting; oversee daily financial operations; exercise resources stewardship in accordance with University policies; prepare budget reports & work with staff to prepare forecasts & financial modeling. **QUALIFICATIONS:** BA/BS required, preferably in accounting, business, finance or equivalent; MA/MS preferred; 7 years experience or equivalent required, including at least 2 years of supervisory experience; previous experience in academic environment highly desirable; knowledge of University policies & procedures (e.g. FinMIS) preferred; proven organizational, communications & management skills necessary; *position contingent upon grant funding.* **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-3-97 Institute for Human Gene Therapy

ASSISTANT DIRECTOR VI (101590AM) Manage operation of Morphology Core, a service facility of *in situ* hybridization, immunocytochemistry at light & electron microscope level & other morphologic techniques, including scientific, staffing, safety, financial & compliance matters; supervise staff; establish scientific priorities & implement scientific protocols; develop & implement standard operating procedures; ensure compliance with regulatory agencies. **QUALIFICATIONS:** MS or PhD in biological sciences with relevant training & working knowledge of cellular morphology required; proven scientific & management skills required; strong organizational, written & verbal communication skills necessary. **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-3-97 Institute for Human Gene Therapy

CLINICAL DEPARTMENT ADMINISTRATOR II (40 HRS) (091565AM) Handle departmental operational management, finances, human resources & planning; develop, oversee & administer budgets; oversee & administer research grants & contracts; administer & market pro-

grams; develop strategic plans & business plans for facilities. **QUALIFICATIONS:** BA/BS preferably in Accounting, Business or equivalent; MA/MS preferred; 5 to 7 years experience; experience with grants, cost administration, cost accounting & computerized accounting; knowledge of academic issues, programs & organizations; excellent organizational & communication skills; demonstrated supervisory ability. **GRADE:** P7; **RANGE:** \$36,050-46,814; 9-30-97 Family Medicine

CLINICAL TEST TECHNICIAN (40 HRS) (091573LW) Administer phototherapy light treatments to patients as well as apply medications; assist Clinical Studies Nurse in writing consent forms & filling out appropriate paperwork for clinical studies; supervise CRC with infusion therapies; recruit for clinical trials; escort study patients to exam rooms & dispense study medications; assist in answering phones & scheduling appointments; collect data; maintain equipment & supplies. **QUALIFICATIONS:** HS diploma plus at least 2 years experience in health related profession with direct patient contact; such experience can include LPN, phlebotomist, medical assistant, X-ray technician, physical therapy aide, EKG technician, etc.; previous phototherapy experience highly desirable. **GRADE:** G11; **RANGE:** \$23,425-29,723; 10-1-97 Dermatology

COUNSELING PSYCHOTHERAPIST (40 HRS) (091570LW) Participate in direct evaluation, psychotherapy, education/research & referral services to patients with high risk substance abuse disorders; perform individual, marital, family, group & educational therapies with patients & their families; screen referrals for research protocols & admissions into treatment; document all aspects of treatment/psychometric testing; participate in program development for substance abusers; prepare reports as required by unit/program. **QUALIFICATIONS:** MS in Psychology, Social Work or equivalent; 2 to 3 years post-graduate experience in delivering therapy required; experience with research protocols preferred; ability to establish therapeutic relationships requires; *possible evenings & weekends; position contingent upon grant funding.* **GRADE:** P4; **RANGE:** \$26,986-35,123; 10-1-97 Psychiatry

FISCAL COORDINATOR II (97091564AM) Assist in budget preparation; monitor budget expenses & prepare journal entries; run, reconcile & interpret financial reports; prepare, analyze & distribute expenditure reports; process purchasing & reimbursements; maintain spreadsheets & databases; serve as liaison for business office. **QUALIFICATIONS:** BA/BS, preferably in Accounting or Business or equivalent experience; working knowledge of FinMIS preferred; familiarity with University policies & procedures; excellent computer skills (Macintosh); strong communication & interpersonal skills; *position contingent upon grant funding.* **GRADE:** P2; **RANGE:** \$22,351-29,098; 9-30-97 Psychiatry/Neuropsychiatry

OFFICE ADMINISTRATIVE ASSISTANT I (091575AM) Answer telephones & customer inquiries; direct samples & paperwork; maintain records & files; produce bills; perform data entry & handle purchasing. **QUALIFICATIONS:** HS diploma, some college preferred; 2 years office experience; good computer skills; strong organizational & communications skills. **GRADE:** G9; **RANGE:** \$17,614-21,991; 10-3-97 Genetics

RESEARCH COORDINATOR (40 HRS) (091569LW) Schedule/coordinate patient clinics & appointments; complete case review forms; score patient rating scales; review/maintain patient records; make referrals; psychiatrically

screen potential subjects for research studies; participate as member of research team; provide counseling to research subjects. **QUALIFICATIONS:** BA/BS or 3 to 5 years equivalent experience in counseling & 3 to 5 years experience working with clinical populations; direct experience working with substance abuse patients desirable; knowledge of research methods desirable; *position contingent upon grant funding.* **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-1-97 Psychiatry

RESEARCH COORDINATOR JR (091572LW) Screen volunteers for participation in studies of brain & behavior; schedule subjects for research studies; file & maintain records; perform data entry & tracking of computerized database. **QUALIFICATIONS:** BA/BS required; strong background & interest in biomedical research; research experience in working with human subjects preferred; familiarity with computers & word processing are required; highly organized; detail oriented; able to set priorities; strong organizational & interpersonal skills are essential; able to work independently; *position contingent upon grant funding.* **GRADE:** P2; **RANGE:** \$22,351-29,098; 10-1-97 Psychiatry

RESEARCH LAB TECH II (40 HRS) (091571LW) Assist with subject recruitment in compliance with multiple research protocols; administer interviews, questionnaires & assessment instruments; score test batteries; ensure data completeness; monitor subject compliance to protocol; collect/enter data into established database; maintain research files; provide information to clients regarding protocols/procedures. **QUALIFICATIONS:** HS diploma with some college in related fields; exposure to social science research required; interviewing skills desirable; attention to detail/accuracy in data collections required; *must be available for evenings/weekends; position contingent upon grant funding.* **GRADE:** G8; **RANGE:** \$18,481-23,132; 10-1-97 Psychiatry/TRC

RESEARCH LAB TECH III (091561LW) Perform research study molecular control of genomic imprinting; molecular biology techniques, Southern blotting, PCR & designing constructs; tissue culture; maintain mouse colony; order & maintain supplies; general laboratory duties. **QUALIFICATIONS:** BA/BS in Biology, Chemistry or related area; course work must include basic biology & genetics; previous lab experience preferred. **GRADE:** G10; **RANGE:** \$19,261-23,999; 9-29-97 Cell & Dev Biology

RESEARCH LAB TECH III (091508LW) Perform small animal surgery for implantation of EEG & EMG electrodes; collect & analyze data using on & off-line computer systems; provide day-to-day animal care during studies; maintain logs & write lab reports; keep inventory & maintain surgical supplies. **QUALIFICATIONS:** BA/BS in Biology or related field; previous lab experience; experience using data recording equipment; basic knowledge of electronics; computer literate; able to work independently; *position contingent upon grant funding.* **GRADE:** G10; **RANGE:** \$19,261-23,999; 9-30-97 Center for Sleep

RESEARCH SPECIALIST II (091574LW) Participate in ongoing research projects studying expression of novel transcription regulator in keratinocyte; assist in keratinocyte culture, immunocytochemical, routine biochemical & molecular biology experiments; monitor equipment & inventories; order supplies; monitor routine laboratory maintenance including radiation safety; perform computer data analysis & bibliographic searches. **QUALIFICATIONS:** BA/BS or higher in Biology, Chemistry or Medicine;

extensive experience in tissue culture, molecular biology necessary; priority will be given to candidates with knowledge in advanced molecular biology & record of productivity. **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-1-97 Dermatology

RESEARCH SPECIALIST IV (091580LW) Develop & coordinate interdisciplinary research projects; assist in, perform & develop test protocols, equipment & fixtures, as well as data collection, analysis & interpretation; responsible for execution of various research projects; act as technical expert in mechanical testing; assist in writing grant proposals, book chapters, peer reviewed journal articles & presentation of research at national meetings; select lab personnel & equipment for specific research projects. **QUALIFICATIONS:** MS in Biomedical Engineering or related discipline required, PhD preferred; 3 years additional research experience in Orthopaedic Biomechanics or related field. **GRADE:** P6; **RANGE:** \$32,857-42,591; 10-2-97 Orthopaedic Surgery

PRESIDENT

Contact: Sue Hess

COORDINATOR IV (40 HRS) (091562SH) Assist Director of Events in planning, coordinating & managing University events; develop & maintain master calendar of events; negotiate costs & terms with vendors; oversee copy, design, printing & mailing of materials; create timelines & flow charts; manage event budgets; create briefing materials; coordinate security; work closely & maintain communication with Trustees, Senior Administrators & other VIPs (both internal & external). **QUALIFICATIONS:** BA/BS & 3 to 5 years progressively responsible experience in event or meeting planning management; CMP or CMP training a plus; strong verbal & written communication skills; able to work independently while functioning as part of coordinated team effort; must be able to manage simultaneous projects & meet strict deadlines; proficient with Filemaker Pro, MS Word, Excel, Claris Draw and/or desktop publishing desired; *some evening & weekend work required.* **GRADE:** P4; **RANGE:** \$26,986-35,123; 9-30-97 President's Office

STAFF RESEARCHER II (081276SH) Direct & manage research activities, including staff supervision for Medical Center Development & Alumni Relations program; devise strategies, identify & track prospect pool; prepare research reports & briefing materials; assist staff in use of resource materials; evaluate donor giving abilities & areas of interest; assist in stewardship activities; act as liaison to central research department. **QUALIFICATIONS:** BA/BS; 3 years of development experience, preferably in research or development systems; experience in university development office highly desirable; knowledge of development research computer databases; excellent written communication & analytical skills; demonstrated ability in writing reports for various audiences; *application deadline 10-8-97.* **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-1-97 Medical Center Development & Alumni Relations

PROVOST

Contact: Ronald Story

ADMINISTRATIVE ASSISTANT II (091555RS) In high volume records office, plan & implement admissions cycle monitoring to ensure accuracy & integrity of approximately 20,000 applications (200,000 or more documents); supervise 20-30 temps, training & organizing task teams for peak admissions cycle projects/func-

tions; monitor troubleshooting reports; resolve inconsistencies; respond to high volume of internal & external phone inquiries; act as liaison between Undergrad Admissions & University Records Center; some heavy lifting; assume responsibilities of Records Manager in his/her absence. **QUALIFICATIONS:** HS diploma, some college preferred; 2 years clerical administrative experience, preferably in records/files environment; some supervisory experience preferred; strong organizational, verbal & written communication skills required; ability to work well under strict time constraints & pressure essential; must be able to follow very detailed procedures & handle multiple assignments effectively; knowledge of basic Macintosh applications (word processing desirable); able to lift 20 to 40 lbs. **GRADE:** G10; **RANGE:** \$19,261-23,999; 9-29-97 Undergraduate Admissions

COORDINATOR IV (06757CP) Develop, coordinate & provide training for University animal care technicians, research technicians & principal investigators, in ethical, humane & proper care & use of animals used in research & teaching, as required by the federal Animal Welfare Act & National Institutes of Health (NIH) policy. **QUALIFICATIONS:** AALAS certified as Laboratory Animal Technologist or Animal Health/Veterinary Technician & BS in appropriate biological science field; advanced degree in laboratory animal science highly desirable; 3 to 5 years related experience as animal care technician, supervisor or manager; teaching/training experience in laboratory animal science required; *must have valid driver's license.* **GRADE:** P4; **RANGE:** \$26,986-35,123; 9-30-97 ULAR

MUSEUM PUBLIC INFORMATION INTERN (091563RS) Respond to information requests; maintain press clippings & record keeping files; perform data entry/computerization of mailing lists; prepare press mailings & press kits; assist with organization of press conference; assist with on-site press visitations; perform public relations writing; produce/update public service announcements (radio spots), calendar listings, photo captions - exhibition & event-related, press releases, flyers & advertisements; attend & assist with at least 5 Museum public events with the following responsibilities: assist with any TV or other media coverage; assist at promotion-oriented public booths & distribute information. **QUALIFICATIONS:** BA required, preferably in Liberal Arts or Communications; demonstrated interest in communications career; flexibility & strong organizational skills necessary; knowledge of Macintosh computers & PageMaker software required; knowledge of & interest in graphic design helpful; strong verbal & written communication skills. **GRADE/RANGE:** UNGRADED; 9-30-97 Office of the Director - Museum

VETERINARY SCHOOL

Contact: Ronald Story

RESEARCH LAB TECH III (40 HRS) (091556RS) Collect samples from birds on poultry farms in Pennsylvania & from birds in poultry facilities at poultry laboratory; process samples which includes tests such as plate agglutination, ELISA, bacteriology & virology; assist in necropsy of poultry; assist in management of live poultry facilities; decontaminate & properly dispose of materials used; answer telephone & meet clients; perform data input. **QUALIFICATIONS:** BS degree in Animal Science or Biology and/or equivalent experience; laboratory experience pre-

ferred; able to work well with others; *must have valid driver's license.* **GRADE:** G10; **RANGE:** \$22,013-27,427; 9-29-97 Pathobiology

WHARTON SCHOOL

Contact: Anna Marcotte

ADMINISTRATIVE ASSISTANT III (091558AM) Maintain & organize filing systems; process disbursements & procurement; maintain office equipment; represent supervisor in absence; responsible for SRS maintenance; prepare course syllabi, audio-visual materials, textbooks & bulkpacks; act as liaison with other administrative departments; compile reports; support faculty; analyze & summarize data; format statistical reports & tables; supervise work-study; arrange & coordinate department meetings & seminars; draft & edit correspondence. **QUALIFICATIONS:** HS diploma, BA/BS preferred; 2 to 4 years experience at AA II or equivalent; must have experience in relational databases & reports; excellent computer skills; knowledge of E-mail, Internet systems & conducting on-line searches; basic knowledge of FinMIS. **GRADE:** G11; **RANGE:** \$20,497-26,008; 9-29-97 Real Estate Unit

MANAGER IV (101588AM) Provide & manage software, network & hardware; technical support including classroom & guest room services & telecommunications; manage outside vendors/contractors; negotiate contracts for equipment & maintenance. **QUALIFICATIONS:** BA/BS required, advanced degree preferred; demonstrated experience in technical support of desktop software & network hardware (PC & telephone); high level of customer service experience. **GRADE:** P5; **RANGE:** \$29,664-38,677; 10-3-97 Executive Education

PROJECT MANAGER I (091559AM) Establish Geographic Information System Laboratory; evaluate & select appropriate computer hardware & software; select, track & supervise staff; direct Site Selection Research Project. **QUALIFICATIONS:** BA with credit toward MA or PhD in Geography; 2 to 3 years directly related experience; experience & competency in GIS systems; proficiency in related hardware & software components; some knowledge of real estate & use of GIS in real estate decision support is essential. **GRADE:** P5; **RANGE:** \$29,664-38,677; 9-29-97 Real Estate Unit

RECEPTIONIST III, PART-TIME (17.5 HRS) (101587AM) Act as initial point of contact; answer phones; type correspondence & reports; review training reports; handle photocopying & mail delivery, pick-up & distribution; occasional errands to other University offices; perform data entry. **QUALIFICATIONS:** HS diploma, 1 year clerical/receptionist experience; typing & demonstrated computer skills using Microsoft Word & Excel; ability to work well with diverse group of people; *position contingent upon grant funding.* **GRADE:** G8; **RANGE:** \$8.88-11.12; 10-3-97; Pennsylvania Small Business Development Center

Human Resources Q & A

- *Do you have a question about employment at Penn?*

You can e-mail your question to askhr@pobox.upenn.edu. We hope to answer the most frequently asked questions in this space soon in order to keep you up-to-date about Employment at Penn!

A Seminar for Grant Writers: November 10

On Monday, November 10, 1997, the Office of the Vice Dean for Research and Research Training will sponsor a seminar entitled "The Art and Science of Obtaining Federal Funding" in the Dunlop Auditorium (located on the Ground Floor, Stemmler Building). Our mission is to educate fellows, faculty and research trainees on the various funding opportunities available for research. We will discuss what procedures are involved in preparing a grant, the available sources of support for research, and where to get help at the University of Pennsylvania.

The seminar will run from 1 to 4 p.m. and a light lunch and coffee will be available beforehand. An excellent group of faculty members have been assembled and they will discuss various successful ways to obtain research support. Our guest speaker will be Dr. Phillip Gordon, Director of the National Institute of Diabetes and Digestive and Kidney Disease, and he will speak on "Perspectives from the National Institutes of Health." The seminar is designed for junior faculty, fellows, grant administrators, and other research trainees but all are welcome to attend. Copies of the 1996-97 Grant Writing Manual will be distributed. To register please e-mail Ameena Al-Amin at alamin@mail.med.upenn.edu or call at 898-1205

— Office of the Vice Dean for Research and Research Training, School of Medicine

Sited on the Web: Plants of Pennsylvania

The flora of the Commonwealth of Pennsylvania are now "searchable" thanks to the Morris Arboretum's important new web site. Gardeners and botanists, students and land managers, and just plain web surfers can click on www.upenn.edu/paflora to search the Arboretum's "Flora of Pennsylvania" database.

No other state can boast such a comprehensive and readily accessible body of knowledge on its flora. Morris Arboretum is the official arboretum of the Commonwealth of Pennsylvania, and has developed this powerful research tool over the past six decades.

The database of the Pennsylvania Flora Project represents the total accumulated knowledge of the occurrence of plants in Pennsylvania; and selected portions of the database are now available for anyone to search. The on-line database yields statewide information, but specific geographical information is not included on-line, in order to protect sites where rare and endangered species are found.

The electronic database grew out of a formal project launched by the Arboretum in 1933 to compile information from herbarium specimens, and to prepare a mapping system that would represent all the native and naturalized plants known to occur in Pennsylvania. For many years, information gleaned from 400,000 herbarium specimens was recorded on manual file cards.

The specimens are actual dried and mounted plants, together with identification and details of the site at which each was collected. Most of

these specimens are housed at the Academy of Natural Sciences of Philadelphia, the Carnegie Museum of Natural History in Pittsburgh, the Pennsylvania State University, the Pennsylvania Department of Agriculture, and the Morris Arboretum of the University of Pennsylvania.

In the 1980's, the Pennsylvania Flora Project entered the computer age and its database now provides immediately accessible, up-to-the-minute information. The basic taxonomic file currently contains 3,390 records derived from herbarium specimens. Associated files include a gazetteer of 10,000 collection sites, with latitude and longitude coordinates; herbarium, synonym and bibliographic files; and more. The information which the new web site offers will prove useful to persons from other states in the region, since virtually all of Pennsylvania's plants occur in other areas.

The new on-line database is only one aspect of the Pennsylvania Flora Project. In 1993, a volume with "dot maps" showing plant locations was published. It is *The Vascular Flora of Pennsylvania: Annotated Checklist and Atlas*, by Ann F. Rhoads and William McKinley Klein. Dr. Rhoads, head of the Botany Department at the Morris Arboretum, is the director of the Pennsylvania Flora Project. She and her team are currently preparing an illustrated field manual of the plants of the state which is expected to be published by the University of Pennsylvania Press in the year 2000. The book is intended for a wide variety of users from students and amateur naturalists to professional botanists and resource managers. Information on the manual can be found at the new web site.

The Morris Arboretum of the University of Pennsylvania is located in Chestnut Hill. Its hundred and seventy-five acres include an outstanding horticultural display garden of 92 acres open to the public 10 a.m.-5 p.m. daily.

Researchers who begin their work at the web site can contact the Morris Arboretum at (215) 247-5777 for more detailed reports.

— From a news release prepared by
Kate Sullivan of the Morris Arboretum

Classified

FOR SALE (OR RENT)

House, on campus; garage; greenhouse. Telephone: 222-4369; fax: 222-7757.

OFFICE RENTAL

Unique opportunity at The Christian Association, 3601 Locust Walk: Three offices available -155 sq. ft., 210 sq. ft., 280 sq. ft. Prime location on campus. Wired for PennNet. Ideal for any community, student, or business venture. Come by and look at our attractive office space. For more information, call 386-1530.

Note: To place classifieds call:
(215) 898-5274.

Van Pool: Delaware County

Spaces available for University van pool making stops in Springfield, Morton, Secane, and Collingdale. Reasonable prices. Sit back and enjoy the ride. Any questions or interest please call Rick Buckley at (610) 544-6424, or 898-5598.

'Celebrate Age' at an Expo

The University of Pennsylvania Health System, in conjunction with the Institute on Aging (IOA) and the Division of Geriatric Medicine, will sponsor booths at the Philadelphia Corporation for Aging's *Celebrate Age Expo*. The IOA's promotions will include influenza vaccinations, health screenings for osteoporosis and blood pressure, an on-line exhibition of the IOA's website, and hands-on horticultural therapy workshop. Trained geriatricians will be on-hand to address general health care concerns along with IOA staff members who will answer questions about related programs and services. Seniors, their families and caregivers are all encouraged to attend. The event will take place October 15 through 16, 9 a.m.-5 p.m., at the Pennsylvania Convention Center, Hall D, 12th and Arch Streets. Booths 560, 562 and 564 will house the IOA's programs. For more information about the *Celebrate Age Expo* please call 765-9000, ext. 5704 or visit the website www.med.upenn.edu/~aging/.

— Brian Choplick, Special Assistant,
UPHS Institute on Aging

Health, Nature and Aging

The Institute of Aging at the University of Pennsylvania has established a very successful horticultural therapy program at Ralston House for both community-dwelling elders and residents of the adjacent long-term care facility, the Penn Center for Rehabilitation and Care (formerly New Ralston House). The Green Thumb Club offers five sessions per week serving a total of 40-50 elders. Winter activities (propagating plants from cuttings and seeds, craft projects, etc.) are conducted in the indoor Garden Room. In the spring and summer we center many of our activities in our outdoor garden which we are presently converting to a fully wheelchair accessible horticultural demonstration garden. Field trips to local gardens and demonstrations by master gardeners are a monthly event.

The benefits of horticultural therapy for long-term care residents have been well documented. Improved quality of life, better cognitive functioning, and new skill development, mood elevation, aesthetic stimulation, increased sense of self-esteem and self-efficacy, increased social interaction, stress and anxiety reduction, and even improving muscle tone and relieving pain: all of these important benefits have been linked by researchers to participating in horticultural therapy programs.

Volunteers are needed for many tasks such as watering, organizing materials, socializing with elders, wheeling over people from the Penn Center for Rehabilitation and Care, (a long-term care facility located adjacent to us), helping them with their project and clean-up, etc. Call 573-5789 for more information.

— Bev Agard, Horticultural Therapy
Coordinator

Chaplain's Open House October 13



The University community is invited to an Open House given by Chaplain Will Gipson on Monday, October 13, from 4 to 6 p.m. The Open House is in the new location of the Office of the Chaplain, 3643 Locust Walk.

Women's Center: November 3

The Open House announced for the Penn Women's Center on October 3 has been rescheduled to *November 3*, from 4 to 6 p.m. It is also open to the University community at 3643 Locust Walk. (The Penn Women's Center and the Office of the Chaplain share the former fraternity house, *left*.)

The University of Pennsylvania Police Department Community Crime Report

About the Crime Report: Below are all Crimes Against Persons and Crimes Against Society from the campus report for *September 22, 1997 through September 28, 1997*. Also reported were **Crimes Against Property**, including **50 total thefts (including 4 burglaries & attempts, 11 thefts from autos, 9 thefts of bikes & parts, 3 criminal mischief & vandalism, 3 trespassing & loitering, and 1 theft of auto)**. Full crime reports are in this issue of *Almanac* on the Web (www.upenn.edu/almanac/v44/n07/crimes.html). —Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department between the dates of *September 22, 1997 through September 28, 1997*. The University Police actively patrols from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

Crimes Against Persons

34th to 38th/Market to Civic Center: Aggravated Assaults—1; Threats & Harassment—3
09/23/97 1:15 PM Faculty Club Terminated employee threatened manager
09/24/97 3:10 PM Law School Dispute between employee and supervisor
09/26/97 4:41 PM International House Unwanted calls received
09/28/97 4:10 AM E.F. Smith Dorm Complainant reported tooth knocked out

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

09/22/97 1:34 AM 39th & Locust Unknown male grabbed complainant and demanded money
09/28/97 12:23 AM 3800 Blk. Chestnut Suspect broke window to vehicle/suspect struck with car
09/28/97 2:46 AM 3900 Blk. Spruce Officer assaulted/arrested
09/28/97 3:51 AM 124 S.39 St. Complainant reports being assaulted

41st to 43rd/Market to Baltimore: Robberies (& Attempts)—1; Aggravated Assaults—1; Threats & Harassment—1

09/23/97 10:45 PM 43rd & Spruce Complainant had wallet taken by unknown male with gun
09/24/97 2:35 AM 4112 Spruce St. Unwanted calls received
09/25/97 1:39 AM 4103 Walnut St. Male spit on officers and also threatened/arrest

30th to 34th/Market to University: Robberies (& Attempts)—1

09/23/97 3:24 PM 33rd & Walnut Complainant kidnapped/assaulted and property taken

Outside 30th to 43rd/Market to Baltimore: Robberies (& Attempts)—1; Aggravated Assaults—1

09/25/97 3:19 AM 55th & Pine Suspect assaulted officers during processing
09/28/97 1:20 PM 44th & Osage Wallet taken by unknown person with gun

Crimes Against Society

34th to 38th/Market to Civic Center: Disorderly Conduct—1

09/27/97 3:47 PM 3400 Blk. Walnut Male cited for disorderly conduct

18th District Crimes Against Persons

9 Incidents and 0 Arrests were reported between *September 22, 1997, and September 28, 1997*, by the 18th District, covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

9/23/97	12:05 AM	4500 Baltimore	Robbery
9/23/97	12:30 AM	4623 Hazel	Aggravated Assault
9/23/97	3:24 PM	3417 Spruce	Robbery
9/23/97	11:40 PM	4300 Spruce	Robbery
9/24/97	2:47 PM	4629 Baltimore	Aggravated Assault
9/28/97	12:30 AM	4600 Baltimore	Robbery
9/28/97	2:46 AM	3900 Spruce	Aggravated Assault
9/28/97	3:40 AM	4500 Chester	Robbery
9/28/97	10:58 AM	4400 Osage	Robbery

Update

OCTOBER AT PENN

EXHIBITS

8 Centennial Celebration Board of Directors of the Fellowship: The Fellowship of the Pennsylvania Academy of the Fine Arts; reception: Wednesday, October 8, 5-7 p.m.; Ester Klein Art Gallery. *Through November 5.*

TALKS

9 Le système d'assurance maladie en France et aux Etats-Unis: Discussion and lunch with Professor John Kimverly, Wharton; noon-1:30 p.m.; Lauder Fischer Hall (French Institute).

Betsy Jolas; discussion of her own compositions; 3-5 p.m.; Music Building (Music).

Deadlines: The deadline for the November at Penn calendar is October 14. The deadline for the weekly update is the Monday prior to the week of publication.

Cancellation: The Munir Bashir concert originally scheduled for Sunday, October 12 at 7 p.m. at International House has been canceled due to the sudden death of Munir Bashir. It will not be replaced.

Correction: The wrong telephone numbers appeared in the *October at Penn* calendar, in last week's issue. The correct numbers to call to register for *Jazzercise* classes (categorized as *Fitness/Learning*) are 662-3293 during the day and (610) 446-1983 in the evening.



Almanac

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

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ACTING MANAGING EDITOR Libby Rosof
DESIGNER Annette Earling
NEWS STAFF Phyllis Holtzman, Kirby F. Smith, Sandy Smith
The *Compass*, Suite 210 Nichols House,
3600 Chestnut Street, Philadelphia, PA 19104-6106
Phone: (215) 898-1426 or 898-1427 FAX: 898-1203
E-mail: rosol@pobox.upenn.edu
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On the Horizon: The Intellectual Property Debate

Faculty in the various schools are meeting—or will meet—to discuss issues regarding ownership of intellectual property. In the Spring of 1997, Provost Stanley Chodorow wrote each of the deans that “It is time to reassess our policies on copyright, software, and courseware in light of new challenges.” He further commented that “It would be fitting if Penn, the birthplace of the information age, could also bring forth a sensible and practical policy on copyright, software and courseware.” The Provost observed that this was no simple task and undoubtedly would be long and complicated but that both faculty and administration should be satisfied that all views had been considered. To that end, he asked the deans to form a group of both faculty and representatives of the dean’s office in each school to discuss copyright, software and courseware policy and to frame a suggested outline for a University-wide policy (March 10, 1997). In accompanying comments to his April 18, 1997, letter to the deans, the Provost also proposed that since the new technologies blur the lines between the different kinds, or forms, of intellectual property, any new policy should cover the full range of intellectual properties—including policies on patents as well as copyrights. He suggested that the common ground on which all intellectual property rests be found. He also questioned the clarity of the distinction between teaching and research.

The initial response reports deadline of May 1, 1997, was extended to November 1, 1997, in his follow-up letter of April 18, 1997. That letter enclosed summaries of copyright and patent policies of peer institutions gathered by the Center for Technology Transfer, and also a 1995 report of a faculty-administration task force containing its tentative proposal on copyrights. The new deadline, November 1, 1997, is nearly upon us.

Professor William H. Harris, chair of the Senate Committee on the Faculty, has appointed Professor Ralph Ginsberg to chair the subcommittee on intellectual property, acting on one of its academic year 1997-98 charges, to examine this matter from a faculty perspective. They will be requesting information from each of the 12 schools so as to learn about the process of the deliberations as well as the outcome.

The Historical Context

Some history may be helpful in placing the current matter in context. According to Robert Gorman, Kenneth W. Gemmill Professor of Law, about ten years ago the University decided to design a “rational,” comprehensive policy on intellectual property—on patents, copyrights, trademarks. The major initial focus was who owns patent rights and how should royalties from patentable faculty research be divided. With the dedicated help of the Center for Technology Transfer a new policy on patents was developed, effective July 1, 1993. An elaborate model for sharing and distributing royalties was developed, then widely debated through the University machinery and was accepted.

The next task was to turn to analogous issues in the area of copyright—e.g., books, journals, audio-visual materials. (The policy on computer programs, now very valuable, which may fall between copyright and patents, is one of the issues yet to be hammered out.) During academic year 1994-95 the administration asked a task force composed of representatives of the faculty, administration and Center for Technology Transfer to reconsider copyright policy with the hope that it would be consistent with the newly minted patent policy. This task force reached consensus on a tentative proposal for a new University copyright policy. The task force proposed a general rule, in accordance with academic custom, that professors have the right to apply for, own all right, title and interest, enforce, profit by and transfer to other parties (i.e. publishers) copyrights in their works under the laws of the United States

and other jurisdictions (Proposed Policy Statements on Copyrights, 4.0). There were exceptions in two well-defined situations: (1) when works are made under sponsored-research agreements in which the University assumes specific obligations with respect to a copyrightable work (4.0.1), and (2) when the faculty create works considered to be “works made for hire” and are thus the property of the University. “Works made for hire” are defined as those works that are prepared by an author pursuant to the express direction of a supervisor, or pursuant to specific provisions incorporated within a position description (4.0.2).

The Current Status

Present University policy is now approximately thirty years old and is seriously obsolete. Today, it seems clear that it needs revision. The issues are complex; gray areas abound. Three basic issues must be addressed:

1. Might opening up the University’s recently adopted patent policy in order to develop a comprehensive policy toward intellectual property cause new problems and delay resolutions?
2. Should the current University copyright policy be revised to provide greater protection for faculty intellectual property (as recommended by the 1995 task force)?
3. What kind of policy should be written to include new kinds of intellectual property—e.g., multi-media and distance learning materials?

Less apparent questions also need faculty clarification. One example is in the gray areas accompanying possible shared ownership between the University and faculty—e.g., distribution of royalties and the right to publish, revise, translate, etc. Furthermore, although there exist new technologies by which to transfer knowledge and new forms of “courseware,” we must not lose sight that much of what faculty generate is not “high tech,” but rather follows older models or are simply innovations on their themes.

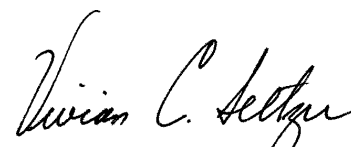
Next Steps

The purpose of this message is to highlight some of the issues and to urge you to both inquire into and to participate in some way in the debate. This work is underway in your school, or should begin soon. Toward achieving full agreement, all faculty should take a central role in deliberating on these issues so as to achieve a fair and just resolution. Recommendations from any school should represent the advice of a representative group, not only from individuals tapped for committees. All have viewpoints and new ideas to contribute to the task.

The Faculty Senate has organized to address the issues. If the Faculty Senate office can be of help in answering a question or in directing you to our subcommittee or to individual faculty members with expertise, please call 898-6943 or e-mail us at:

burdon@pobox.upenn.edu.

As we study and as we deliberate, one foot must be kept in the present and the other in the future. Yet, we must be wary of remaining too long in the abstract. Only intellectually sound and fair agreements and pragmatic actions will move us forward. But, specifics need to be hammered out—now!



— Vivian Center Seltzer, Chair of the Faculty Senate