

UNIVERSITY of PENNSYLVANIA *Almanac*

Tuesday,
October 14, 1997
Volume 44 Number 8

Outsourcing Facilities Management

Penn and the real estate property management firm of Trammell Crow Company have signed a "letter of intent" that by March would outsource the management and operation of three units of the University—Facilities Management, Residential Operations, and Penn's wholly owned real estate subsidiary, University City Associates. About 180 Penn managers and support staff (A-1s and A-3s) are affected, but the contracts of those in collective bargaining agreements are not.

President Judith Rodin announced the signing of the Letter of Intent in a news release issued Wednesday by Trammell Crow Company (see page 2 for a website giving the full text of both documents). The release was issued within hours of a meeting at the Faculty Club where Executive Vice President John Fry described the intent to the managers and staff. The president of Trammell Crow Corporate Services, Bill Concannon, also spoke to the group, indicating that all present staff will have an opportunity to be interviewed by the firm. Mr. Fry projected that "a significant majority" of the staff will be placed there, based on other such transitions conducted by Trammell Crow—whose normal mode of operation on taking on a contract is to employ client staff. The firm has a strong internal training program, and a retention rate of about 95%, Mr. Fry added. Predicting that some Penn staff may take retirement packages, he said that for all others not moving to Trammell Crow—whether because they choose not to be interviewed, choose not to accept an offer, or do not receive an offer—the University's *Policy on Position Discontinuation and Staff Transition* will apply. Arthur A. Gravina, Vice President for

(continued on page 2)

IN THIS ISSUE

- 2 College Houses, 21st Century; Facilities Management
- 3 Hillary Clinton: October 21 SENATE: SEC Actions 10/8; Dr. Janzen's Kyoto Preview; Corrections to 10/7 Issue
- 4 Residential Communities Working Team (Final Report)
- 6 Speaking Out: More on Books; International Postdocs; Parking/Research Issues; Two Front Doors to the Inn
- 7 COUNCIL: Agenda for 10/15 Mac Users: A Switch to Virex
- 8 COUNCIL: Reports of the Committees on Bookstore, Facilities and Library

COMPASS FEATURES

- 9 Talking Point: Dr. Goodman on Morals in the Schools
- 10 Family Fun for Faculty/Staff
- 11 Mayor's Scholars: Making it a Family Tradition
- 12 The Volunteer Summit
- 14 OF RECORD: Use of the University's Name (Corrected)
- 15 OPPORTUNITIES
- 19 CrimeStats; Update
- 20 COUNCIL: Charges to the Committees, 1997-98

21st Century College Houses
Academic Programs In Residence

Math Research Writing Information Technology Library Language

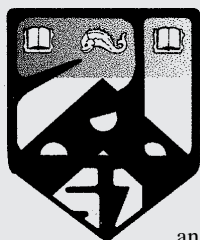
Residential Communities

"At Penn," said Provost Stanley Chodorow, "the 21st Century will begin in September 1998." That is the launch date for a new program that incorporates all of Penn's undergraduate residences into a system of 12 College Houses, and eventually brings to all of them what has been a pilot project in academic support known as "The Wheel" (left).

Each house is to have common spaces, dining and study areas, and expanded staffing including a house dean. Launching of the house program is also the first phase in a longer-term plan to renovate the residences.

Please see the story on p. 2, and the *Final Report of the Working Team* on pp. 4-5.

College Houses in the 21st Century



Provost Stanley Chodorow announced last week the details of the 21st Century College House program as a component of Penn's **Agenda for Excellence** "designed to strengthen the University's undergraduate residential system by providing an integration of students' residential, intellectual, cultural, social and recreational life at Penn." The program, produced by the Residential Communities Working Team led by Dr. David Brownlee, is outlined in the Team's final report on pages 4-5 of this issue.

It calls for the creation of 12 residential communities encompassing all of the present undergraduate residences. (Please see page five for the configuration.):

- An expansion of the "Wheel" Project into all the residences. (The 21st Century Wheel Project, sponsored by the Residential Faculty Council with undergraduate schools and departments and the office of the VPUL, introduces into residence enhanced academic support programs in the areas of mathematics, writing, information technology, library, research, and languages.)

- Enhanced staffing (each house to have a faculty master, faculty fellows, dean, and student peer support including graduate associates, and resident advisors).

- Study centers, including computer and seminar rooms, office spaces, social and multipurpose facilities, in each house.

- A dedicated dining facility for each house.

Freedom of choice is an important feature of the plan, Dr. Chodorow said: There is no mandatory residency requirement and no mandatory dining provisions are imposed. Undergraduates will continue to have a full range of housing options including Greek houses and off-campus housing. They will also be able to transfer among the college houses.

"It is expected, however, that the increased amenities and heightened sense of community of the college houses will attract growing numbers of students to multi-year residences on campus," Dr. Chodorow added. "Those who move into off-campus housing or fraternities will retain their college house affiliations and will be able to continue using college house services and programs."

Programming and themes will be defined and executed by the residents, offering undergraduates, graduates, and faculty the opportunity to work collaboratively on academic and non-academic projects of common interest, supported by a new infrastructure of facilities and services.

The project is considered the first phase in a longer-term capital plan to renovate and rehabilitate the residences, but the Provost and EVP John Fry project that little construction will be needed to launch the program—and that most of the projected increase in annual operating costs will be paid for by efficiencies derived from the restructuring of Penn's residential service divisions.

First-year capital costs associated with the project are estimated at \$700,000, to be funded through the established annual budget for the residences. Reallocation of existing resources is expected to reduce additional personnel and program expenses from over \$1 million per year to \$680,000. By extending the present \$70 program fee across the residences, costs are further reduced to \$525,000.

"Student, faculty and staff input will continue to be essential as the plan is put into place during the next year," Dr. Chodorow emphasized. "New and existing house councils, work groups and residential student and faculty leaders will shape the new system. In the immediate future, transition teams will be established for each College House to begin shaping the development of the houses, address house constitutional issues, space issues and marketing strategies, among others. Finally, the Wheel Project will be extended into each house, and dining and facilities recommendations will be implemented."

Outsourcing Facilities Management *from page 1*

Facilities Management until the announcement, Wednesday, will serve on a transition team along with Omar Blaik, associate vice president for facilities management, and an newly named Interim Chief Facilities Officer, Lawrence R. Kilduff, Jr., of Columbia University, where he was vice president 1987-93, and acting EVP, 1993-94.

The outsourcing does not affect "residential service" areas, such as dining and program-related services which report to Business Services Vice President Steve Murray, Mr. Fry said. Nor are any union staff involved in the transfer: "Where collective bargaining agreements are in force, the University will honor its obligations under existing collective bargaining agreements and its obligations to labor organizations under the National Labor Relations Act," Wednesday's news release said.

Some 105 of the affected employees are in Facilities Management, which has the major all-University divisions such as Physical Plant (which handles building maintenance and groundskeeping), and Facilities Planning, where architectural and landscape design, and liaison to outside architects, are lodged. Another 37 are in Housing Services, which until recently came under the VPUL. And 38 are in University City Associates (UCA), the subsidiary that manages Penn commercial real estate on and off the campus.

UCA is already operated under contract with Trammell Crow Corporate Services, whose representative John Greenwood has managed the unit for more than a year, Mr. Fry said. "That is one of the reasons we looked at Trammell Crow for the larger role," he added. "I would not have recommended this transition if the firm had not impressed me with its efficiency and its employment policies. I believe they will value our people and give them new opportunities to grow professionally." Some terms of the transition would be, for employees who make the transition to Trammell Crow:

- a salary at least the same as the present one;
- eligibility for an incentive bonus—typically 5% to 10% of salary;
- a benefits package that differs from Penn's but would include:
 - an increment to base salary equal to any out-of-paycheck loss related to medical/dental plans;
 - some extension of Penn tuition benefits at least through Spring 2001 ("at a minimum—and I stress that it is the *minimum*," said Mr. Fry);
 - continued access to recreation facilities, libraries, parking, Faculty Club membership, and other campus activities.

\$32 Million to Penn: Under the proposed ten-year contract, Penn would pay Trammell Crow \$5.25 million/year for its services—but, Mr. Fry added, the firm would pay Penn \$32 million (\$26 million up front and another \$6 million at the end of the first five years) for "providing this opportunity to enter the higher education market in a leadership position." Trammell Crow Corporate Services, Inc., a division of the Dallas-based parent company, has operated some of the largest facilities in the country, Mr. Fry explained, but Penn represents its first entry into higher education—and it has created a new subsidiary, Trammell Crow Higher Education Services Inc. (TCHES), in order to make this entry. A condition of the arrangement is that TCHES will establish its Northeastern headquarters in University City, at a site to be determined. The headquarters unit is expected to create some 30 jobs.

In effect, Mr. Fry said, the Penn contingent who join Trammell Crow will form the core of a new TCC division that will provide facilities management and real estate services to many colleges and universities rather than just one. "Trammell Crow respects our facilities people, and if they can hire many of the Penn people, that is a body of expertise it would take a long time to build."

Penn's track record in Facilities Management is one of the best in the country, Mr. Fry said—looked upon as a benchmark by other institutions, which often send representatives often to see "how Penn does it." Reasons he gave for the decision to outsource, given that track record, were the complexity of operations here, with related operations in the three separate divisions; a perceived need for more coherency in the cost of, and cost-information on, services provided to the schools and centers; and a sense of "a need to look outside for new ideas and techniques." Penn is also entering a phase of physical planning and development that has more commercial ramifications than ever before, he added, citing the construction of Sansom Common, the projected renovations of residential facilities, and continued development in areas such as 40th Street.

Next Steps: A rough timetable for the outsourcing project calls for drafting the definitive agreement for Trustee approval at the upcoming stated meeting of the full board (November 6-7). Job interviews for the 175 employees are being scheduled for November 10 through November 25. Job offers are to be made by December 5, and those receiving offers will have until December 12 to return their decisions. The target for implementation is March 1.

Meanwhile, Trammell Crow representatives have been giving follow-up presentations to affected staff; a series of 20 focus groups is being scheduled to explore campus facilities management and related needs; and an e-mail hotline has been established at evp@pobox.upenn.edu "for members of the University to express their opinions and concerns, and to offer comments and suggestions."

(For complete texts of the TCC news release, and of the Letter of Intent it summarizes, please open Almanac Between Issues at www.upenn.edu/almanac/).

Trustees Council is 10 Years Old

The Trustees Council of Penn Women, a 140-member national network of Penn alumnae dedicated to the advancement of Penn women, will celebrate its first decade of service to the University with a three-day meeting October 22-24. It opens with a keynote address by First Lady Hillary Rodham Clinton, who will also receive the Beacon Award, the Council's most prestigious leadership award.

In one of the eight major presentations on the anniversary theme, *What does the 21st Century Hold for Women?*, ABC News Special Correspondent Cokie Roberts will give a talk on "Women and Politics" on Friday.

All events are invitational, and more information is available from Allison Cannady-Smith at the Alumni Relations Office, 898-7811.



Hillary Rodham Clinton

SENATE From the Senate Office

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

Actions Taken by the Senate Executive Committee Wednesday, October 8, 1997

1. Academic Planning and Budget Committee and Capital Council. Past Faculty Senate Chair Peter Kuriloff noted that membership on the committee binds the Past Faculty Senate to strict confidentiality. He can report to SEC the issues discussed but not substance, with the exception that he can share substance with the Chair and Chair-elect of the Faculty Senate. The committee meets every week and the first meeting covered a full explanation of responsibility center budgeting.

Capital Council has looked at pieces of projects that have been approved and shifting them around.

A former Academic Planning and Budget Committee member expressed concern about the change in confidentiality rules which affects bringing issues to the faculty for discussion and input. Previously, confidentiality in the Academic Planning and Budget Committee was applied only to specific issues, whereas now it is blanket confidentiality.

2. Senate Nominating Committee. The list of nominees submitted by SEC members was considered and the deadline for further nominations was extended until the start of business October 9. A mail ballot will be sent to SEC members and the ninth member will be chosen from SEC at the next meeting.

3. Facilities Management. Faculty Senate Chair Vivian Seltzer announced administration action regarding outsourcing Facilities Management to Trammell Crow which occurred earlier in the day. Discussion followed.

4. Intellectual Property. SEC discussed the Senate Chair's column (*Almanac* October 7, 1997) and the issues arising from it.

5. Educational Policy. Chair of the Senate Committee on Students and Educational Policy David Williams verbally introduced a document pertaining to faculty activity in formulating educational policy. SEC expressed its support.

6. Faculty Club Plans. Vice President Steven Murray presented the current plans for the Faculty Club move to the Inn at Penn in the Fall of 1999. Provost Chodorow and Executive Vice President John Fry were also present to respond to questions and suggestions. Mr. Murray reviewed the history of the Faculty Club from its organization in 1959, to the caveat of a 50-year rent-free lease in Skinner Hall, to concern over the growing deficit and the recent two-year long-range discussions on the club's future. He stated the administration is committed to a Faculty Club and the primary goals of the Faculty Club are: a place of community, an upscale restaurant, a cafeteria, and maintaining the club's identity. Under current plans the Inn at Penn will have about 256 rooms, banquet facilities and meeting space, the Faculty Club with its restaurant and a cafeteria (off the main entrance from Sansom Street), and a restaurant, bar and library open to the general public. The operator of the Inn at Penn will work under Penn guidelines and Penn departments will have priority in reserving spaces.

Extended discussion centered on: hours of operation exclusively reserved for members; changes in money flow and continued affordable pricing; concern about the Faculty Club employees; ease of access to and reservation of banquet and meeting space; future use of Skinner Hall; extent of consultation with representatives of the faculty; the decision process for any future increase or reduction in the space allocated; and the significance of the Faculty Club as a community center.

7. Faculty Liaisons to Trustee Committees. Discussion was deferred.

"Sneak Preview" of the Kyoto Lecture



Dr. Janzen

The Department of Biology presents a lecture by Dr. Daniel H. Janzen, winner of the prestigious Kyoto Prize for extraordinary lifetime achievement (*Almanac*, July 15, 1997).

In honor of Dr. Janzen's award, members of the University community are invited to a special "preview" of the commemorative lecture that he will give in Japan in early November when he accepts the Kyoto Prize for basic science. Dr. Janzen discusses *Gardenification of Wildland Nature and how to Absorb the Human Foot-*

print on October 21, at 4:30 p.m., in Room 10, Leidy Labs. For more information, call 898-7121.

October 7 Corrections...

...to Almanac

The [page 3](#) item Of Record, "Use of the University's Name," is riddled with typos because it is the wrong file. To incorporate the good news of Dr. Prusiner's Nobel Prize, I completely remade the first three pages of the issue in great haste *after* presstime. A long item on page 3 had to be replaced with a short one, so I took from the electronic cutting board what appeared to be the finished policy. Unfortunately I had grabbed a "dummy" that had been roughly typed-up manually for spacing purposes only. It had not been proofread because it was to have been replaced wholesale by an electronic file from the General Counsel's Office. My special thanks to Dr. Andrew McGhie of LRSM, and Bonnie Clause of PennMed, the two members of the University courteous enough to identify themselves in calling this mistake to our attention. The corrected file is [on page 14 of this issue](#).

In the announcement of Jack Shannon's appointment ([page 4](#)), it should have been noted that his position is a joint appointment between the Office of Government, Community and Public Affairs and the Office of the Executive Vice President. In his capacity as Director of Economic Development, Mr. Shannon will work with the Vice President for Government, Community and Public Affairs and members of the West Philadelphia community to foster economic development.

— K.C.G.

...to Compass Faculty Profiles

In the SAS section, p.S-1, a photograph of Dr. Stephen Coate of Economics mistakenly appears alongside the biographical information on Dr. Randall Collins of Sociology. Here is a likeness of Dr. Collins. The correct image has been placed in the Adobe Acrobat edition, located at www.upenn.edu/almanac/v44pdf/oct7compass.pdf.

On p. S-4, GSE's Dr. Katherine Schultz is assistant professor not of language arts but of *literacy and teacher education*; and, the passage referring to her research "...on literacy learning and issues of identity and discourse in multiracial educational settings" should have read "...on literacy learning and issues of identity and *disclosure* in multiracial settings."

Some faculty photographs that were not available at the time of this publication will be published in a coming issue.

—L.R.



Dr. Collins

21st CENTURY COLLEGE HOUSES Final Report of the Working Group

Last spring, we published "Choosing Community," a report that proposed the establishment of residential communities in Penn's undergraduate residences. The committee of faculty, students, and administrators that made this recommendation was appointed by the Council of Undergraduate Deans and chaired by Professor David Brownlee of the Department of Art History.

After the Council of Undergraduate Deans reviewed and accepted the "Choosing Community" report, we created a technical team to work on an implementation plan for the communities. The team has produced a plan that is driven by the objectives articulated by faculty, students, and staff throughout the three years of discussion of the "communities" aspect of the 21st Century Project for the Undergraduate Experience.

The objective set forth by the 21st Century Project was the creation of an intellectually dynamic, varied and rich living experience for undergraduates. Faculty and students also consistently articulated a desire for a greater sense of community, enhanced faculty-student interaction, improved facilities, better staff support, and a high level of choice and variety within the residential system.

With these objectives in mind, we asked the team to recommend ways to create a tangible change in undergraduate residential living by fall 1998. We asked them to preserve the successful models of change created in the last two years—such as the computing support-in-residence model and the library assistance model—and to keep the system simple, straightforward, and flexible. Over the past few months, the team has looked carefully at every residential building, analyzed the finances of the residential system, and refined the original recommendations to fit the facilities we have in place today.

The team has shown us how we can begin to transform the residential experience of Penn undergraduates along the lines envisioned in the original report of the Provost's Council on the Undergraduate Experience. We are convinced that the implementation report that they have presented to the Council and the administration will enable us to establish the new system in fall 1998.

Stanley Chodorow, Provost

John Fry, Executive Vice President

Report of the Residential Communities Working Group

The Provost and Executive Vice President established this Working Group in April 1997 and asked it to recommend a strategy for implementing "Choosing Community," the report of the residential planning committee (*Almanac* April 29, 1997), in September 1998. They directed us to build on the strengths of established programs and make efficient use of existing resources.

The group brought to its work the lessons gathered from a long history of planning and intensive consultation with students, faculty, and staff. We began with a four-day retreat at the Wharton Executive Education Center late in April and continued to meet throughout the summer and into the beginning of the fall semester.

The Working Group is convinced that we have the capacity to create 12 residential "College Houses" (we adopt Penn's well-established nomenclature for these communities), encompassing all existing undergraduate residences, and that we can establish them by September 1998. We believe that this can be accomplished in a manner that will immediately and significantly enhance the undergraduate experience of our students.

We are also certain that this work will successfully inaugurate a campaign of even greater improvements which can be achieved over the next decade, supported by the University's planned capital and deferred maintenance programs, the outline of which has been shaped by the Biddison Hier Report and a systematic architectural survey of residential buildings.

We agree with our predecessors that Penn's residential system can be used more effectively to create the supportive academic community that is essential to a great university. We have accordingly examined existing facilities, personnel, and programming with the aim of maximizing their use, while also identifying areas requiring additional resources. We recognize that the diversity of existing conditions will impose a measure of variety on the various College Houses. Most of these variations strengthen the system, providing students with an attractive variety of residential options. It must be noted, however, that a few significant deficiencies must be corrected before September 1998, and there are other only slightly less unsatisfactory condi-

tions, notably in the un-renovated sections of the Quad, which await remedy in the near future.

The central element of this report is a synoptic table (placed at the end), showing how facilities and personnel can be deployed in September 1998 to create 12 College Houses. This pattern of deployment uses what we already have with efficiency and judiciously identifies a few areas for immediate capital expenditure and increased personnel.

The written report may be considered an explanation of the table and consists of three sections, devoted to program, residential and dining facilities, and personnel, followed by a summary of financial implications and a list of next steps.

Program

Academic programs in residence have a significant tradition at Penn, including a residential faculty program recognized nationally for its strength and excellence. (Some 200 faculty have lived in residence at Penn since the opening of the first College Houses 25 years ago). The present proposal takes advantage of this legacy of innovation in co-curricular programs, which have been designed collaboratively by students and faculty in the residential setting, and makes the programs available to all undergraduates.

Each College House will, of course, develop its own particular activities, as defined by the interests of its members. The 1998-99 residents of the College Houses will bear the responsibility for developing their inaugural program plans. However, essential elements of academic support and support for co-curricular activities will be uniformly available throughout the system.

The "Wheel" Project, sponsored by the Residential Faculty Council in cooperation with departments and programs in the undergraduate schools and the office of the VPUL, will be expanded to serve all 12 College Houses. It currently provides residentially based support in mathematics, information technology and computing, writing, and library research; the planned enlargement of the program will include languages, the arts, and other core academic areas. The "Wheel" system depends on strong residential faculty, graduate students, and staff—the academic infrastructure for each College

House recommended by this plan. The residential computing support project, currently serving the existing First Year Houses and College Houses, has shown that such full-scale academic support can be provided cost-effectively in fully staffed College Houses led by the faculty, and is either not possible, or too costly, to attempt in residences with no academic mission or staffing.

While the undergraduate schools will remain solely responsible for curriculum, instruction, and academic advising, College House Deans and other staff will now serve as local points of referral, directing students to school-based programs and also to the services provided through the office of the VPUL, including campus resource and service centers, student affairs programs, and co-curricular activities. College Houses will be able to develop collaborative relationships with the schools and the office of the VPUL in support of programming initiatives.

The major costs of academic support and counseling services will continue to be funded as at present, largely by the distribution of existing central resources. These include school-based programs, realigned for delivery through the residences (like the present Math and Writing Advising programs); other "re-structured" central services (such as the present Residential Computing Support Project); and the services provided by the office of the VPUL, which can be to some degree decentralized (e.g., study skill development and tutoring).

The local cost of other College House programming (including some work-study staffing, mini-courses, theater series, concerts, and other social activities) is also to be supported as at present, through a nominal house Program Fee that will continue to be augmented by monies from the office of the VPUL.

Residential and Dining Facilities

The capacity and specific configuration of our present residential and dining facilities exert a strong influence on the proposed size and number of College Houses. We have striven throughout to minimize immediate capital costs and avoid reducing the number of rentable rooms.

The proposed College Houses will include all the physical components that were identified in the "Choosing Community" report, including

lounches, seminar rooms, office space, study centers, recreational facilities, etc. Accommodation will also be provided in each College House for the recommended minimum staffing level of a Master, Faculty Fellow, College House Dean, and teams of Resident Advisors (RAs) and Graduate Associates (GAs). Recognizing that each College House will have unique needs (as well as a unique environment), the actual configuration of these facilities will vary.

Common Space. In planning the residential buildings, a highly critical consideration has been the most effective use of the large amount of existing common space. The presence of one suite of common space in each of the three High Rises has determined the number of College Houses that we propose for them. The three resulting College Houses are larger than we consider ideal, but they provide a satisfactory infrastructure within which we may implement tangible change by next September. A similar analysis of the Quad has led us to propose four College Houses there, centered on the four existing suites of common facilities and sharing them out as equitably as possible. The badly needed renovation of Butcher, Speakman, and Class of 1928 will offer opportunities to make significant improvements in these arrangements.

Staff Apartments and Offices. Except in the High Rises, sufficient staff apartments and offices already exist, although one of the apartments required by Ware College House is located in the adjacent Goldberg House. In each High Rise, three apartments and a simple office suite must be created. This is the only immediate capital expenditure requirement in the residential buildings.

The Present College Houses. The present College Houses will be little changed. However, in order to maximize the efficient use of administrative staff and common facilities, we recommend nesting the Modern Languages Residential Program in an enlarged Van Pelt College House (Van Pelt Manor and Class of 1925) and redefining the boundaries of Ware College House and the First Year Houses in the Quad as follows: Community (to include Thomas Penn, Cleeman, Magee, Ashhurst, McIlhenny, Warwick, Ward, Chesnut, and Butcher), Ware (to include Lippincott, Carruth, New York Alumni, Memorial Tower, Morgan, Wilson, Bodine, Morris, Class of 1928, and Speakman), Spruce (to include E.F. Smith, Coxe, Rodney, Bishop White, Birthday, Mask and Wig, Provost Tower, and Graduate) and Goldberg (to include Brooks, Leidy, Franklin, Foerderer, McKeon, Baldwin, Class of 1887, Craig, Baird, Fitler, Hopkinson, and Smith). This plan has the advantage of providing reno-

vated common spaces for the residents of those residential sections of the Quad that will remain unrenovated in September 1998.

Accommodation for Graduate Associates and Resident Advisors. The number of graduate students holding staff appointments in the undergraduate residences will be increased by about 50 percent, and the number of undergraduate RAs will remain about the same. No modification of rooms will be required.

College House Dining. We believe that communal dining is an essential feature of successful residential programming, and while we recognize that the specific nature of food service is likely to evolve to meet changing tastes, we judge that none of the suggested changes obviates the need for each College House to have its own dining space. The assigned dining room of each College House will also be available for House activities outside the dining hours.

King's Court/English, Stouffer, and Hill College Houses. These will continue to dine in their integral dining rooms.

The Quad. The shape of the four College Houses in the Quad has been adjusted insofar as possible to match the existing dining rooms in Stouffer Commons and provide at least 60 seats for every 100 residents. One of the larger Stouffer Commons dining rooms will be divided into two spaces to meet these needs.

The Super Block. The configuration of most of the Super Block College Houses is similarly shaped by 1920 Commons, where DuBois, Van Pelt, Harnwell, and Hamilton (HRN) will be assigned dining rooms, with separate eating areas also provided for the several language tables of the Modern Language Residential Program. In adopting this plan, we judge that fewer than 60 dining seats per 100 beds is acceptable because many of those dining in Class of 1920 Commons will live in apartments with individual kitchens. However, even with this concession, Harrison College House cannot be accommodated, and we recommend that its Rathskeller be refurbished to create the largest possible dining room. This is the only significant immediate capital expenditure for dining.

Housing and Meal Contracts. We believe that it will not be necessary to require meal contracts or establish a residence requirement in order to insure either the development of community feeling or the financial viability of the program.

Signage. While holding capital costs to a minimum, we recommend that a new and comprehensive signage system be instituted for the College Houses, with a uniform iconography adopted in other media (print, the Web).

Personnel

Effective staffing is essential to the success of the College Houses, and a full complement of Master, Faculty Fellow, Dean, GAs, and RAs must be assigned to each. In order to deal with the special circumstances of several of the College Houses, we have slightly adjusted the "Choosing Community" report's staffing recommendations: (1) the High Rise College Houses should be assigned sufficient RAs and GAs to place a staff member on every residential floor; (2) successful staffing patterns should be maintained in Stouffer, Van Pelt, DuBois, and Hill, where additional Faculty Fellows and/or GAs eliminate the necessity for RAs. (In Van Pelt and DuBois, the staff serves special program needs, and in Hill the current system of GA staffing is literally "built" into the architecture.)

Most of the needed personnel can be found by reassigning existing VPUL staff lines, although there are some attendant additional costs.

Resident Faculty. One additional Master and three new Faculty Fellows will be needed. This will increase the annual budget for dining and parking, and moving expenses and the master's leave/research fund will have to be amortized over three years.

College House Deans. The reassignment of VPUL personnel lines will pay for nine of the 12 Deans.

GAs. Room and board support packages must be provided for 35 additional Graduate Associates. We believe that this cost can be mitigated by integrating this form of support with the fellowships awarded by the various schools, thereby both increasing the schools' fellowship resources and integrating the College House system with the interests of graduate education. The several schools will define for themselves the mechanisms through which their students participate.

Overall Costs

First-year capital costs associated with this project will be \$700,000. This can be funded through the capital reserves of the housing system, and there are also development opportunities. Reallocation of existing resources effectively reduces additional personnel and program expenses from over \$1 million a year to \$680,000.

By extending the present \$70 program fee across the residences, costs are further reduced to \$525,000. (A majority of undergraduates in University housing already pay this fee, which supports programming.) The University will pay this remaining expense for the next three years.

Next Steps

Implementation planning will involve existing house councils and student and faculty residential leaders. Masters and Councils must also be appointed for the new College Houses so that they may join in this work, which includes integrating the 21st Century "Wheel" Project with the new plan. A full complement of 12 College House Deans should be in place by July 1, 1998.

First-year capital projects must be initiated immediately, and the support of the University's development office should be enlisted. The University should begin to chart the implications of the new College House system for its large deferred maintenance program for the residences.

David B. Brownlee, SAS (chair)
Valarie Swain-Cade McCoullum, VPUL
Christopher Dennis, VPUL
Al Filreis, SAS, RFC
Larry Moneta, Campus Services
Steven Murray, Business Services

Twelve College Houses in September 1998

College House	Beds	Dining	(seats/%)	RAs	GAs	Deans	Masters	Fellows
1 Community	505	Stouffer 1	(400/78)	14	8	1	1	1
2 DuBois	204	1920-2	(120/58)	0'	7'	1	1	2'
3 Goldberg	345	Stouffer-2	(212/62)	10	6	1	1	1
4 Hamilton (HRN)	809	1920-3	(476/59)	12	11	1	1	1
5 Harnwell	755	1920-1	(340/45)	12	10	1	1	1
6 Harrison	865	Rathskeller	(200/23)	12	12	1	1	1
7 Hill	541	Hill	(412/76)	0'	17'	1	1	1
8 Kings Ct/English	400	KC/Eng	(233/58)	10	6	1	1	1
9 Spruce	302	Stouffer 2	(188/62)	8	5	1	1	1
10 Stouffer	131	Stouffer B	(87/66)	0'	5'	1	1	1
11 Van Pelt	277	1920-2	(160/57)	0'	10'	1	1	4'
12 Ware	444	Stouffer B	(313/71)	12	7	1	1	1
Total Proposed:	5717		3141/55	90	104	12	12	16
Total Now:	5717		2941/51	105	70	7	11	13

¹preserves present staffing level

Speaking Out

Browsing, as in Booklovers

Mr. Traister raises three important issues in his letter (*Almanac* September 16), all of which are deserving of comment. First, the high priority given acquisition, when volumes are requested, is encouraging: it had been frustrating to learn this summer through discussion with librarians (confirming my disappointing on-line discovery) that Ms. Bacchilega's new Penn Press book was not available at Van Pelt. It is therefore a delight to learn that the library subsequently moved quickly on acquisition. Van Pelt's acquisition of Dr. Stewart's poetry is equally laudable; nonetheless it remains my hope that staff approach such acquisition proactively.

Secondly, I commend Mr. Traister for helping support the Penn Book Center. Deborah Burnham's volume is only one example of the Penn Book Center's large inventory of poetry; I would also like to add my thanks to House of Our Own bookstore, and to all of West Philadelphia's independent music and book stores, for their valuable contribution to our community. I share his hope that these small independent retailers continue to survive in West Philadelphia and that Penn administrators help to facilitate this survival.

Finally, I welcome Mr. Traister's opening the discussion regarding difficulties with on-line research. The concept of "unnecessary" or merely differing spellings is intriguing and the issue of circumventing problems related to spelling is germane to resolving on-line search difficulties. In particular one faces such problems when researching; authors with foreign or varying spelled names; the problems are compounded if one's search begins with citations from another author. While citations may be inaccurately spelled, names often differ by virtue of the date or locale of publication and all contribute to wreaking havoc with on-line searches.

Although my own author search for Bacchilega presented no difficulties—with such an unusual last name, adding merely the first initial of her given name sufficiently narrowed the field—the kind of problem Mr. Traister describes did occur in researching citations from Virginia Woolf's *Three Guineas*. Woolf had cited an obscure German author who was not found in Van Pelt's on-line listings. An e-mail to Van Pelt elicited the explanation that the on-line bibliography showed only the "correct" of two known spellings. On learning that this rightfully obscure author might receive a number of inquiries more because of Woolf's citation (using his "incorrectly" spelled name) than for the intrinsic value of his own militant ramblings, the librarian kindly offered to list both with references to each.

The consistent use of alternate spellings for foreign authors or where other discrepancies are found, while admittedly a time-consuming task, would nonetheless be greatly

appreciated, I think, by the research community. In time, of course, one hopes that newer, more sophisticated "fuzzy" logic programming design for on-line systems might eliminate such headaches for both librarians and researchers

— Deborah Alexander, MLA '98

The following was sent to Dr. Pedro Ponte-Castaneda, Chair of the Council Committee on International Programs, and to Almanac for publication.

A Resource for Postdocs

I have just read the year-end report of the University Council Committee on International Programs in (*Almanac* September 23). I was unaware of the existence of the Committee and was pleased to read that there has been concern over the lack of orientation programs for the international postdoctoral visitor. In addition, the report raised concerns that these individuals were vulnerable to loss of status and that such individuals made little contact with the University community.

It was for these very reasons, and others, that the School of Medicine has established the first Office for Postdoctoral Research Training in the nation. As its first director, I am pleased to inform you that our office considers the orientation process to be a priority. As a first step, we are preparing orientation packages for all newly appointed postdoctoral fellows in the School of Medicine and will begin to distribute them to new postdocs. We are also scheduling orientation sessions twice annually in which the postdoctoral individual will be given resource information and hear presentations from Dr. Richard Tannen (Senior Vice Dean, School of Medicine), Ann Kuhlman (Associate Director, International Programs), and representatives from Bioethics, Chemical Hygiene, Radiation Safety and ULAR. They will also hear about the scope of services that my office can provide.

Our office was also established so that it could formally implement the "University Policy on Postdoctoral Fellows in the Physical, Biological and Health Sciences and Engineering." This policy (*Almanac* April 30, 1996) outlines fundamental rights for postdoctoral appointees including information on their source of funding, stipend levels, health and other benefits. It also provides a list of the obligations of postdoctoral appointees and principal investigators in conducting their duties.

In the future our office hopes to enrich the training experience of these individuals during their stay on campus.

The issues raised by your committee are important ones and I would be more than pleased to meet with its members to inform them of our office and its programs.

— Trevor M. Penning,
Professor of Pharmacology and Ob/Gyn

Parking as a Research Issue

We have recently become aware that the cars of our students and faculty who do not have daily parking permits (very few students do) will be towed from lot No. 1 and others, so I'm told, on nights and weekends if they do not purchase a permit for those periods, costing \$50 for students and \$300 for faculty. This decision, abruptly announced, has a negative impact on the conduct of research, which goes on 7 days a week, 24 hours a day in our laboratories. Students and faculty who come in evenings and weekends are obviously giving their time outside of normal working hours to do important work—work from which the University benefits, not only from overhead recovery. Absent permission to park, they would have to take public transport and subject themselves to the routine threats to personal safety that one finds in our environment.

Lot No. 1 is generally nearly empty nights and weekends, with the exception of events for which an attendant is present, in which case everyone without a permit must pay. (At other times, there is no attendant, so one could not pay even if one wanted to.) Thus, this new policy cannot be justified on the basis that there is insufficient space to accommodate evening and weekend parking.

Not only are students and faculty impacted, but so are occasional visitors. Two attendees at the Electron Microscopy Society dinner meeting, which occurs in the LRSM fairly regularly, had their cars towed last week. They had been used to parking beside our building for years. If anyone thinks this is a good way for a research university to interact with the scientific community, please let us know.

If the purpose of the towing is to keep unauthorized people off our property, this could be accomplished by a special permit given at cost, say \$10, to the people who need to come in off hours. (This permit would be valid only in a designated near the workplace and not when the lot is used for parking for sports events, etc.) If the purpose of the off-hours fee is to generate income, the amount generated could not possibly compensate for the ill will, threats to personal safety, and interference with research work that this policy is causing.

The \$300 fee for faculty is a fair fraction of the annual daytime fee. It would make economic sense for them to buy a daytime sticker, assuming space was available (which it isn't in lot No. 1). This would induce them to convert from public transportation to the automobile in the daytime, which is counter to what the University is supposed to be doing to combat air pollution. (Public transportation is not a viable option off-hours because of the infrequent schedules.)

This is obviously a decision that should not be made by administrators who have not considered the consequences of their actions.

(continued next page)

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

If there was a study of this issue that included inputs from informed faculty, please let us have the results and conclusions of that study. If there was not, then this policy should be suspended immediately pending such a study. It does not serve a putative intellectual community well to be seen as incapable of making administrative decisions based on logic and analysis.

— Charles McMahon, Professor of Materials Science & Engineering

Response to Dr. McMahon

Thank you for your letter and for the opportunity to remind the Penn community of the campus-wide policy for parking nights and weekends that became effective in March, 1997.

The Night/Weekend Parking Policy was designed to contribute to a safer and more secure campus environment by restricting parking in many of the core surface parking lots to 'permit parking only' for faculty, staff and students who must be on campus during unusual hours. Copies of this policy are available in the Parking Office (898-8667) and on the Transportation and Parking web page (www.upenn.edu/transportation).

A brief history on the formulation of this policy is in order. In response to safety/parking concerns expressed by faculty and graduate students at a meeting of University Council in October, 1996, the University

Council Steering Committee requested a draft parking proposal that responded to the specific issues and concerns that had been raised. The parking proposal went through several reviews and revisions before it was finally published **OF RECORD** in *Almanac* February 25, 1997, page 16. However, additional comments and concerns were expressed after that publication which resulted in modifications to the policy that were published in *Almanac* April 8, 1997, page 5, along with a notice that strict enforcement of night/week-end parking would begin on April 14, 1997. For the month of April, enforcement of the policy included sending copies of the policy to all parking permit holders, posting the policy on the web and throughout campus, and placing 'courtesy notices' (which included the complete text of the policy) on all vehicles that were parked in violation of the new policy. The towing contractor was not authorized to begin removing illegally parked vehicles until the first week in May.

The primary mission of Penn's parking program is to provide access to the University for all who require it. Parking policies and procedures have been established to satisfy that mission and they provide for various permit options for faculty, staff and students (including free evening parking in peripheral lots), special arrangements for visitor/guest/event parking, and enforcement which is costly and unfortunately necessary given that

the demand for parking at Penn is far greater than the supply. A review of all parking rules and regulations (available on previously listed web page) will support the genuine efforts being made in support of the academic and research goals of this institution.

— Robert Furniss
Director Transportation & Mail Services

Following is the promised reply to a letter from CIS Graduate Student Ping Zhou, published in *Speaking Out* on September 16. Questioning the northward orientation of the Inn at Penn's entrance and finding a previous answer unsatisfactory, Mr. Zhou asked, "Can't one just say 'we have considered that problem and here's why we decided...?'"

Two Front Doors to the Inn

There are two main entrances to the proposed Inn at Penn, the 250-room inn that is being built as part of the overall Sansom Common development. The larger entrance and major "address" of the hotel is on Sansom Street. Taxi and auto drop-off will take place there.

A second entrance is located on Walnut Street. This entrance will be pedestrian-oriented. Traffic disruption of the extremely busy Walnut Street will thus be avoided.

— Tom Lussenhop, Managing Director for Institutional Real Estate

COUNCIL Agenda for October 15

Agenda of the University Council Meeting Wednesday, October 15, 4 - 6 p.m.

McClelland Hall, The Quad

- I. Approval of the minutes of September 24, 1997 meeting (1 minute).
- II. Vote: Proposed bylaws revision to lower the quorum for a vote at meetings. Deletion in brackets; insertion underlined (4 minutes).
Section IV. Meetings, 5. Conduct of meetings, revise first sentence to read:
"[A majority] Forty percent of the full membership shall constitute an actual quorum."
- III. Discussion Only: Proposed University Council bylaws revisions. Deletions in brackets, insertions underlined (15 minutes).
 - A. Deferred from 1996-97 Council
Proposed bylaws change to add (in chronological order) to Section II. Membership, 1. Composition, new paragraph (i):
"One elected representative of the United Minorities Council."
 - B. Recommended by Committee on Committees
 1. Add faculty to Committee on Open Expression. Section VI. Committees, 3. Independent Committees (a), revise to read:
"The Committee shall consist of [thirteen] sixteen members: [five] eight faculty members, two A-1 staff members, one A-3 staff member, and five students."
 2. Add A-1 and A-3 staff members to the Disability Board. Section VI. Committees, 3. Independent Committees (d), revise to read:
"The Committee shall consist of eight faculty members, [and two administrators] two A-1 staff members, two A-3 staff members."
 - C. Recommended by Steering
Abolish the Student Fulbright Awards Committee. Delete Section VI. Committees, 3. Independent Committees (e) Student Fulbright Awards Committee.
- IV. Discussion on Council committee charges for 1997-98 (*p. 20 of this issue*) (10 minutes).
- V. Discussion on Alcohol and Civility at Penn (90 minutes).
- VI. New business agenda items (5 minutes).
- VII. Adjournment by 6 p.m.

Council Committee Reports

Based on a preliminary outline of its agenda for the year (*Almanac* September 23), the Steering Committee of Council released for publication in this issue the reports of the Bookstore, Facilities, and Library Committees. The reports, which start **on page 8 of this issue** and continue after *Compass Features*, are to be discussed at a future meeting.—Ed.

Mac Users:

Change to Virex October 15

On October 15, Virex will officially replace Disinfectant as the recommended antiviral software for the Macintosh. Datawatch's Virex 5.8, now site licensed at Penn, offers all of the functionality of Disinfectant and much more—including protection against macro viruses.

ISC recommends that Macintosh users remove Disinfectant and install Virex 5.8 immediately. Virex is distributed as follows:

- Computing Resource Center (CRC) at 3732 Locust Walk from 9 AM - 4:30 PM.
- Secure FTP (PennNet ID and password required) from
ftp.upenn.edu/pub/mac/virex/
- Penn AppleShare file server (AppleTalk Zone: UPenn-ISC-DCCS; file server: PENN_SW; Name: penn; Password: penn; volume: Mac)

Installation instructions are available from the CRC and from Penn's Virex product page (www.upenn.edu/computing/product/desk/virex.html). For additional information about antiviral software, check Penn's virus website (www.upenn.edu/computing/help/doc/virus) or contact your primary support provider (www.upenn.edu/computing/view/support/).

Bookstore

The Bookstore Committee focused its attention this year on the present Bookstore. Insuring a satisfactory level of service in the present facility in 1996-97 and 1997-98 seemed to us our principal immediate concern. We toured the present facility and discussed its limitations and potentialities. We met with the chief buyers of books and of other merchandise and discussed stocks and presentations. By early next year construction of the facility that is to replace the present Bookstore should be sufficiently advanced to make planning for it our chief concern. Members were disappointed that, in spite of our best efforts to find convenient hours for our sessions, no student member attended any of our last four meetings. We are resolved in 1997-98 to seek the advice of all the constituencies served by the Bookstore, but most especially of students, on the shape the new Bookstore should take. We have begun to make plans with executives of Barnes & Noble for a luncheon meeting early in the fall semester to convey to all members, and especially student members, the vital formative role the Committee ought to play as we approach the opening of a Bookstore that has the potential to reshape significant aspects of our University life.

Through 1996-97, much of our discussion has focused on a problem that has long troubled Bookstore management and earlier Bookstore Committees. Some faculty members and a few whole departments have long refused to share their textbook lists with the University Bookstore. The motives for such refusals are various. The Bookstore of the 1960s was notoriously uncooperative: some who turned elsewhere then have not noticed that the Bookstore long ago corrected its deficiencies. Some teachers want to encourage the entrepreneurial spirit of former students who appear at the beginning of a semester in low-overhead trucks from which they sell discounted high-volume titles for a few weeks and then disappear. Some teachers favor friends or ideological comrades with their book orders. The Committee does not question the right of teachers to select their preferred booksellers and to urge their students to patronize them, but we believe that the interests of the whole community would be

served by encouraging free and open competition.

Increasingly, schools and departments are placing descriptions of their courses on their PennNet home pages well before pre-registration. If those descriptions included text titles and ISBN numbers

- students, even pre-freshmen, would know what texts were to be obtained—and perhaps studied months before classes would begin;
- they could seek to purchase or barter continuing texts from other students or to buy them where the best prices were offered;
- any bookseller who wished to compete in the textbook market could order copies and offer them for sale;
- competition among booksellers would conduce to good service and the lowest prices consistent with profitability; and
- students would find some booksellers offering all of their course books and would be spared the inconvenience of standing in lines in two or three stores in order to purchase their texts.

The Committee is not sure that this proposal will work to the advantage of the University Bookstore, but we are encouraged by the receptivity of the Bookstore management to the proposal. Our Bookstore is willing, indeed eager, to face open and fair competition. We believe it should have the opportunity, an opportunity it would share with all other booksellers. Our students, we are sure, would be the beneficiaries of a fair and open marketplace.

The Committee therefore recommends that University Council urge the Provost to insure that all departments place their course descriptions and the titles and ISBN numbers of all texts on their PennNet home pages well in advance of the commencement of pre-registration and that enrollment numbers be made available to all booksellers who may desire them.

1996-97 Bookstore Committee

Chair: Robert Regan (English); *Faculty:* William R. Brennen (chemistry), Noam Lior (mechanical engineering), Ewa Morwska (sociology), David Riebstein (marketing), Ruth York (nursing); *Administration:* Susan Passante (research admin), Z. Paul Reynolds (student life facilities), Adam Sherr (dining services); *A-3:* Conchita Burwell (general counsel); *Students:* Noah Bilenker, Chris Garrus, Dan Reynolds, Ann Whang; *Ex officio:* Michael Knezic (dir., Bookstore), Marie Witt (chair, PPSA).

On these three matters the Committee listened to the presentations and examined several documents offered by our visitors. After considerable discussion the Committee concluded with the following concerns and suggestions.

On the matter of transportation and parking services, the Committee observed that there is a need to pay greater attention on the level of congestion, almost endemic on Spruce and 34th Streets. Also, street crossings are still very dangerous all through the campus areas. A number of pedestrian overpasses need to be considered along 33rd, 34th, Spruce and Walnut streets connecting building and pedestrian paths. Additional measures facilitating transit use, and reducing vehicle speed, are also very appropriate for the campus at this time. Finally, the distances within campus from east to west and north to south are becoming too long and tend to divide, separate and disconnect the various parts of the campus, all to the great detriment to the University Community concept we all support. Obviously, some study of how this problem may be overcome needs to take place in the near future.

On the matter of parking, it seems that although its supply appears to be sufficient at present, its distribution and cost structure still leave a lot to be desired.

The recycling services of the University appear to be organized well, but they are subject to a great deal of fluctuation and cost variation. It seems that the volatility of the market of recyclable material and its cost structure requires a new study of how the University can achieve economies and regain a level of control over the marketing of its recyclable materials.

Finally, on the matter of security and safety, the Committee was impressed by the rigor of the current efforts. The concerns that were created focused primarily on the level of money outlays for new and advanced technology and the level of security personnel in many designations and classification that the University is currently obliged to incorporate. The costs appear great and continuous in the long run, producing a new major burden for the University. Some discussion about comparable costs in other University campuses (e.g., Temple, Swarthmore) suggested the need for some comparative analysis in this field before it is too late for cost confinement.

(continued past Compass FEATURES)

Facilities

I. Introduction and Overview

The committee met eleven times during the academic year with substantial participation by most of its members. During these meetings the committee heard presentations by Chris Algard, Director of Security and Public Safety; Mr. Robert Furniss, Director of Transportation and Mail Services; James Wargo, Executive Director, Physical Plant; and Al Pallanti, Superintendent of Recycling. The Committee also reviewed in some detail the Final Report of the Facilities Committee of 1995-1996 and reviewed the program and the schedule for the University Council in an effort to maximize our opportunity of assisting the University Council in its examination of various issues of the campus. In addition, the Committee reviewed the 1991 Campus Master Plan document.

The charge of the Committee this year was primarily the physical evolution of the campus. In particular, the Committee's concern focused on the planning problems faced by the campus now, almost six years after the latest Master Plan was formed in 1991, by a consulting firm, and as a result of the changes the campus has witnessed in the last five years.

It was the view of the Committee that the changes that the new University administration has introduced, and the evolving needs, presented by the various schools of the University in the last few years, in connection with each other and individually, have made the matter of long-range planning for the physical needs of the University an urgent matter for all concerned.

The Committee expressed repeatedly the desire that any and all of the suggestions it might offer should be constructive and contributive to the ongoing discussions about the *status quo* of the campus and of its future. Thus the Committee accepted the charge and proceeded with its deliberations.

In addition to this primary charge to the Committee, the University Council has asked the Committee this year to review the transportation and parking services of the University, to examine progress made on the new Safety and Security measures introduced by the University, and to update its review and data of the recycling efforts of the campus.

Penn Hosts Local Volunteer Summit

By Meghan Leary



President Bill Clinton challenged the country to continue the crusade to help America's children through expanded volunteerism at the April 26 Presidents' Summit for America's Future. And after five months to the day, Philadelphia declared here at Penn that it was ready to meet that challenge.

The event, hosted by Penn, was Philadelphia's Promise: The Alliance for Youth's Summit on Youth and Volunteerism, the official local follow-up to the Presidents' Summit.

"Our kids are in trouble and they need our help," said Mayor Ed Rendell, addressing a crowd of more than 200 volunteers who met at the Annenberg Center's Zellerbach Theater Sept. 26 and 27. They were a diverse group representing every age, race and background. They were community leaders, politicians, businessmen and students.

The purpose of the original Volunteer Summit was to highlight the many outlets that volunteerism can take, while allowing its participants to meet and learn from each other. The purpose of the Annenberg session was to sustain the Summit's enthusiasm and gauge how its five goals are being fulfilled. Those goals are to guarantee children:

1. an ongoing relationship with a caring adult — mentor, tutor or coach;
2. safe places and structured activity during non-school hours to learn and grow;
3. a healthy start;
4. a marketable skill through effective education;
5. an opportunity to give back through community service.

Achieving all of them is a tall order but one that those present at Annenberg believed is possible because, according to the mayor, "the spirit of volunteerism is alive and well and it beats here in Philadelphia."

It beats especially in the hearts of the young. Take City Year, a youth organization of 17-24 year olds dedicated to full-time community service. The group, which also helps to develop the leadership skills of its members, hoped that its presence at Annenberg would show that today's youth is concerned with improving the conditions, not only for themselves, but for the coming generations.

"We want to show that there are youth who care," said Patricia Doughty, 19. And Ricky Lounsbury, 18, declared that City Year "will set the standard for communi-

ing problems, sharing, and helping people reach their potential."

To help achieve these ends, the Volunteer Summit sponsored a number of workshops in which participants could learn about one of the goals set forth in the Summit's agenda. In these workshops, conducted by leaders in community service organizations, participants were encouraged to ask questions and relate personal experiences. The object was to learn from each other.

For example, the Safe Places (Goal 2) workshop gave participants basic tips on how they could help children feel secure in their neighborhood, and with their peers and adults. Arthur Gewirtz, a member of the Crime Prevention Association, said that safety "meant not only protection from physical harm but sound health and a feeling of security." He gave an example: "At the clubs, we need to protect kids [with] strong staff."

Kathy Sharkey, a member of the Boys and Girls Club of Metropolitan Philadelphia commented, "So many kids today don't trust adults."

But a representative from the Philadelphia School District said that children can learn to trust adults. She cited a program, conducted in a 90 per cent Dominican neighborhood, in which children taught police officers Spanish and how to play Spanish bingo.

"At the beginning, we had kids who didn't want to be in it [because they] didn't trust the cops," she recalled, "and by the end they were organizing fishing trips together."

The Summit closed with a pledge by all to achieve these goals and with the hope that our children will soon be able to wake up to a better future. "This entire event is about the young people and it is up to us to ensure a future that is bright and rich," said Rodin.

Gabriel Aherne and Nancy Park contributed to this story.



Photographs by Candace diCarlo

Philadelphia Mayor Ed Rendell and the Joy Unlimited gospel choir at the Philadelphia Summit.

ty service work not only for the city but for the nation."

Penn President Judith Rodin said that Penn, too, "is committed to fulfilling [the Summit's] goals," because it is the "youth [who] will bring us into the next century." For example, Penn plans to increase the number of students involved in community service from 229 to 460 (Goal 1), establish a Penn Police Athletic League Center at the Wilson Elementary School (Goal 1), and to increase the number of community service courses from 50 to 100 (Goal 5).

"This Summit," said Rodin, "can remind us that these goals can be accomplished with an active and engaged citizenry."

Former U.S. Congressman William Gray, now CEO of The College Fund/UNCF, agreed with her. He said that "volunteerism is about three things; solv-

A Day for Family Fun



In front of the food stands, Qing Zhu, in radiology at the School of Medicine, poses with Erin Chen (left) and Kevin Wong.

Games like Human Foos Ball, Bungee Run, Cliff Hanger and Human Joust transformed Hill Field into a playground for

the young and young-at-heart the afternoon of Oct. 4, a.k.a. Penn Family Day.

All members of the University community were invited by President Judith Rodin, Provost Stanley Chodorow and Executive Vice President John Fry.

The day's activities also included a Penn football game in the evening, tours and treasure hunts at the University Museum during the day, and the Festival of Fun on Hill Field. The Penn Glee Club sang, the Penn Marching Band played, the cheerleaders cheered, and a DJ spun discs in what turned out to be perfect weather.

At the football game half-time, prizewinners for the drawing were announced: The weekend in New York package went to Diana Koros, assistant dean in residence in Community House of the Quad; The dinner for two at Mad 4 Mex went to Joyce Lewis, Dining Services cashier at Hill Hall; and the

lunch or brunch for two at La Terrasse went to Unjin

Zimmerman, research professor for the Institute for Environmental Medicine of the Medical School.

The day's events were sponsored by the Division of Human Resources and supported by the Athletic Department and the University Museum.

— Libby Rosof



Sumo wrestling required padded suits, and the Human Joust used padded "spears" resembling giant Q-Tips.

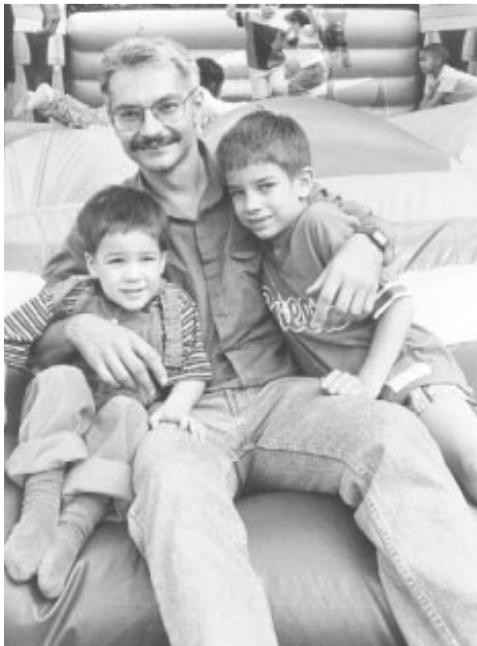


Kia Gray, who works at the Institute of Human Gene Therapy, with husband, Shawn, and (left to right) daughter Morgan, 1; nephews Keenan, 5, and Kyle, 3; and son Shawn, 3.



Photographs by Candace diCarlo





Gabor Mizsei, who works at HUP Radiology, with sons Thomas, 3 (left), and Peter, 7, used the Moon Bounce as a resting spot.

riatov, 5, sister Anastasia, or Alexandre, once at the edicine, how on Pop-A-all.

erton employee Michael Patterson with wife, and daughter Amy, 5, not yet big enough for that football helmet.



Tradition Supports Philadelphia Excellence

By Libby Rosof



Photograph by Addison Geary

Eun-Joo Ahn is the second in her family to come to Penn. So are Daniel Smith, Michelle Von Vital and Aimee Tran. The four are also the second in their families to come here as Mayor's Scholars. Penn President Judith Rodin (*standing in center of first row*) and Philadelphia Mayor Edward G. Rendell (*standing behind her in back*) recognized them and 30 others in a ceremony and reception Sept. 24 at Philadelphia City Hall.

The Mayor's Scholars (pictured above) are outstanding students with financial need who are city residents graduated from Philadelphia public, private and parochial schools. A committee selects them from a pool of eligible admitted students.

The history of the scholarships dates back to the late 1800s, when Penn, in exchange for land from the city, created four-year, full-tuition scholarships for outstanding students from Philadelphia. That land is now largely occupied by the Medical Center, and the University has expanded well beyond its boundaries, just as the number of scholarships has expanded.

The 34 Mayor's Scholars in the Class of 2001 will receive a total of \$722,501 in grant assistance from Penn this year. They join 93 Mayor's Scholars — sophomores, juniors and seniors — who will receive \$1.8 million in grant assistance from Penn this year. The scholarships, which contain no student-loan obligations, are Penn's most generous financial-aid packages.

(In addition to the Mayor's Scholars, 70 other students from Philadelphia public, archdiocesan and private high schools are in the freshman class this year. Of these students, 54 will receive a total of \$657,644 in grant assistance from Penn.)

The Philadelphia schools sending the most Mayor's Scholars this year are Central High School, sending five; Masterman, five; and Girl's High School, four. Other schools are Franklin Leaning Center, sending three; Northeast High School, three; Girard Academic Music Program, two; Father Judge, two; University City High School, two; George Washington High School, two; and Chestnut Hill Academy, Abraham Lincoln High School, Roman Catholic High School, William Bodine High School for International Affairs, and St. Hubert's Catholic High School each sending one.

The Value of the Words “Good” and “Bad” in the Classroom

In an opinion piece in Education Week (“Talk Of The Good Is Good Talk”, Sept. 24), Joan Goodman wrote on the need for teaching morals in the schools. Compass has excerpted some of what she wrote.

By overwhelming majorities ... parents and teachers support moral instruction in school, ... yet many educators remain skittish about making moral teaching a curriculum priority. What appears troubling to them is the judgmental nature of morality — good implies bad; moral, immoral; virtue, vice.

Commending good acts that occur within the school day is not the same as promoting goodness as a school aim. Had morality an equivalent status to academics, then teachers would select activities because of their potential for promoting moral instruction — as reading a book is selected to promote literacy. And they would refer to “being good” or “being kind,” as they refer to “reading well” — the meeting of a standard.

The self-restriction on moral language, because it is judgmental, ignores the obvious fact that school personnel are in the constant business of judging children, both what they do and who they are. ...

It seems obvious that the words we use to talk about children alert us to the traits we value and, arguably, the words we use contribute to the development of those traits. For example, it is hard to imagine that using the term “intelligence” does not draw children’s attention to our valuation of it, and equally improbable that, given its importance to our society, we will stop using it. If moral education is a high priority ... isn’t it essential that we use moral language in our daily dealings with children? ...

Objections to Moral Talk

One objection [to reintroducing moral talk] ... is that moral discourse is often so vague. ... The club of moral language could be wielded to enforce some very unsavory practices. One easily can imagine the abuse of a child in the name of teacher “respect.” ... By taking it upon themselves to pass moral judgments, professionals may act to destroy inquiry, independence, nonconformity and, most seriously, stigmatize minority and dissenting groups. ...

Moral language unquestionably can be abused. Its use to increase moral sensitivity in the classroom assumes a general community consensus ... on core moral values — one of which, of course, is tolerance. ... However, the experience of character educators is that while there may be disagreement around the edges of the moral domain, where relative “goods” conflict (sometimes a lie may be justified out of compassion), communities, in general, agree on basic values. ...

Another criticism of moral terms is that they burden children with feelings of shame and guilt ... and undermine the sense of self-worth and extinguish initiative. ...

[This overlooks the fact that] guilt and shame are important control mechanisms; they alert the conscience to action, much as pain alerts one to seek treatment for injury or illness. ...

Support for Moral Language

On the other side of the ledger, an increased infusion of moral language has

much to offer children. Morality can begin to compete with other values: money, possessions, peer approval, chemical and sexual highs. Striving to become a worthy moral agent offers children another set of ambitions to consider, another track to self-fulfillment and self-esteem. Not everyone can get A’s or be a star athlete, not everyone can be in the popular crowd, but everyone can cultivate virtue, though it is not easy. ... In many of his books, Robert Coles describes the delicious joy, the profound satisfaction children find in their moral and spiritual lives.

Educators who increase their use of moral language are likely to be more vigilant in monitoring their own morality, ... [seeking] the purpose and justification for their actions.

... A decent society requires a shared understanding of, and language about, good and bad. ... Values are transmitted through vigorous talk, as well as action, and may fade away if not given voice.

The less a language is used, the more awkward it begins to sound. In today’s climate, there are those who feel less priggish, prudish, and self-righteous engaging is sex talk than in moral talk. Yet, as with sexuality, the consequence of keeping silent is that acts not discussed become ignored or take on exaggerated importance. Instead of seeing moral lapses as daily mistakes to be conscious of and to correct, they are overlooked or highly privatized. Is it not ironic that we avoid moral talk in school because the moral domain is too sacrosanct and, by so doing, risk its becoming irrelevant?

II. Review and Recommendations on Basic Principles and Objectives for the Future Development of the Campus

The Committee reviewed the continuous references to the four basic principles that guided the 1991 Master Plan and concluded that all four principles are as pertinent in 1997 as they were in 1991. The four basic principles of the 1991 Master Plan are:

1. Reflect Penn's standing as Philadelphia's preeminent educational institution.
2. Continue development as an urban park.
3. Reflect the ambitions of its schools and faculty, providing each with a strong physical center and overlapping links with its neighbors.
4. Reflect the University's architectural history and traditions.

However, the Committee also concluded that a fifth principle should be articulated and recommended to the University Community for proper adoption. This new fifth basic principle in determining the future of the campus can be stated as follows:

5. The future development plan of Penn's campus should be conceived of, and should be implemented, consistent with the great need to promote safety, amenity, and efficiency in carrying out all the typical activities undertaken by the students, the faculty, and the staff of the University.

The safety concerns suggest that all transactions, communications, and meetings on campus should be undertaken within conditions that promote and assure personal safety and security.

The desire to provide an advanced level of amenity in campus life suggests that the new plans and programs on campus should be enriched with elements of amenity that will better the experience of all individuals who spend parts of their life on campus.

The need to carry on all the activities on campus efficiently and with an economy of resources suggests that all future plans and programs for the development of the campus should be conceived of, and should be implemented, with the need for economy of effort and all other resources clearly articulated in all aspects of these plans and programs.

III. The Planning Process

The 1991 Campus Master Plan was completed by a consulting firm without significant input from the campus constituency. It was a confidential process that led to a confidential report, and remains such until now. The Committee believes that the process for the new master plan for the campus of the University of Pennsylvania should be more reflective, innovative, and even visionary in response to the times we live in and to the major changes we have experienced in all the fields related to University functions and roles. Above all, the new process should be more consultative and participatory involving all the schools and the different constituencies of the campus. Inputs from all these sources should be provided to the planners charged with the responsibility of articulating the plan and a process should be envisioned and implemented that also permits a participatory process when choices have to be made among alternative options.

However, even today the planning process of the University is largely executive, highly centralized, and participatory only to the extent that the "need to know" individuals are invited to enter the process. The typical procedure would be that a dean will perceive a need and then will make a request and a proposal to the central administration. Also, an executive officer of the central administration will become aware of a need (i.e. more parking space) and make a proposal to his/her higher-ups. Also, the top leadership of the University would conceive a new idea, or externally be advised about something new that appears desirable at first glance, and ask some pertinent studies to be made. Most planning and decision-making is done in close (and closed) meetings between appropriate deans, administrators and the president or executive vice president of the University. If an idea survives that meeting, then other people are called in strictly on the basis of the need to know, or to advise. At that stage most first-round studies/designs are made internally or through confidential consulting firms. If and when a complete proposal is formed, then the Trustees are entered in one of several ways through the chairman of the Board of Trustees, the Executive Committee, the Facilities Committee, or the Budget Committee. If consent has been reached, final plans are contracted out for final preparation and formal trustee approval.

This is the process that reminds us what is called executive or "government planning" for the the typical benevolent but despotic governments around the globe. It is also similar to the usual process followed by the typical centralized corporations of the private and public sector.

In contrast, democratic countries, cities and regions, as well as many private sector participatory corporations found it beneficial to follow

another planning process, a more democratic, and more participatory, more inclusive, and as we now know, more informative and more productive in the long run than any executive planning. It is this participatory planning process which served this country well in the introduction of the environmental concerns in urban planning which introduced the community as the planning unit (not the simple building), and which permitted a much faster evolution of planning ideas, concepts and plans. The main discovery in doing so was the fact that there is a difference between planning and decision making. Planning was found to be the thinking stage of all undertakings—the stage in which all inputs are welcome and all options are examined. That is why this stage of activity is defined as advisory to the decision making body. That is why all planning commissions are advisory bodies. Their status permits them to act as a forum for all and enables them to examine issues in a spheric (global) manner. When they conclude their consultations and comparative studies, then they submit their conclusions and suggestions to the governing body. It is in the power of the governing body to accept, or reject, or modify the submissions of the planning commission, and/or continue the study of the subject matter, if this is so desired.

This division between planning and deciding places some distance between those who decide, those who compare, and those who advocate or oppose issues or plans. The result is that all those groups perform in their best and the result is both better plans, and more satisfied communities. Such a planning function will serve the University well at this juncture.

The Facilities Committee of the University Council submits this suggestion in view of the fact that the University has to decide and act on projects, in virtually all parts of the campus, as well as on all matters of the direction the University should take in the next 25-30 years. In view of that amount of work, a switch from the "executive mode" of planning to the "advisory/participatory mode" of planning is recommended. The Committee makes this suggestion because of the seriousness of the issues for all concerned. It is true that in the past, suggestions coming from this University Council Committee have frequently been side-tracked and this may occur in this case, too—but it is important for the campus community that this suggestion with the unanimous support of the Committee be submitted to the University at large. It might be added here that the process and the committees in place currently on campus do not meet the needs as presented above. For example, the Facilities Committee of the University Council is currently without a planning charge or planning composition; the Design Review Committee is charged to review only limited aspects of the projects submitted to them; the Capital Budget Committee reviews only the availability of funds for a given project; the Trustee Facilities Committee enters the picture only to approve or disapprove projects, and the Provost's Planning and Budget Committee is concerned only/primarily with academic matters. Clearly there is no physical planning function going on campus as is the case in other "public communities", i.e. cities. What planning is done at Penn is the absolute minimum necessary for the decisionmakers to decide without overt mistakes.

IV. Concerns about the Present Campus Activity and Needs

The Facilities Committee reviewed many other aspects of the situation prevailing on campus today and of the campus's needs for the future. It concluded with the realization, once more, that there are many issues which are multi-school, multi-function, and multi-community. Also there are issues of campus expansion that need to be faced comprehensively and proactively, that involve the city and the University neighbors. Above all, these issues involve the "idea" or "vision" of the University for the next 25-30 years and its relations with the city and its neighbors. At the end, the Committee decided to put its emphasis this year on discussing the most effective planning mode of the campus and to let the individual issues be discussed sometime in the future. Those interested in specific projects and proposals of this Committee can contact me about obtaining a copy of last year's (1995-1996) Final Report of this Committee.

— Anthony R. Tomazinis, Chair

1996-97 Facilities Committee

Chair: Anthony Tomazinis (city & reg planning); *Faculty:* Nadia Alhasani (architecture), John Keenan (civil systems), Reuben Kron (psychiatry), Anuradha Mathur (landscape architecture), Michael Tierney (educ), Vucan Vuchic (systems engr), Dennis Yao (pub pol & mgmt); *Administration:* Pat Burns (social work), Monica Dalin (chemical engr), Vivian Hasiuk (physics); *A-3:* Vicki Lopez (CPPS), Loretta Miller (student info & systems); *Students:* Jannifer Jaye (CAS '97), Naomi Migliacci (GSE), Josh Rockoff (Col '98), Joan Rockett (GSE); *Ex officio:* Arthur Gravnica (VP Facil Mgmt), Alice Nagle (coord Program for People with Disabilities), Ronald Sanders (registrar).

Library

This report was prepared by Charles Rosenberg, chair of the Committee, with the help of Library staff members.

We were much impressed by the Library's responsiveness to a labile and demanding "information climate" in a period of limited resources. It seemed particularly important that the Library continue to evaluate and track usage in terms of user segments disciplines (which have, of course, very different needs and assumptions). The use of "survey research" among users is underway and should be continued especially in terms of ongoing adjustment to the new electronic data access system that went online in August of 1997.

It would seem particularly important that we maintain the present high level of continuity and morale among professional staff; agile responses in a changing technical environment imply such human investments.

The fact that Library has ranked so high among American Research Libraries in terms of ILL requests filed (fifth in 1995-6) should be seen quite positively—both in terms of staff performance and the scholarly zeal of users. On the other hand, it points to a sobering contrast with the University Library's continuing rank (roughly twentieth) in levels of support as measured by expenditures per faculty and/or student or staff members.

It underlines as well the necessity of such collaborative ventures as that currently being undertaken with Yale and Columbia—in which users of all three libraries will have online and physical access to materials from the participating institutions. Participation in a Pennsylvania consortium

should in the aggregate save time and money as compared to the current inter-library loan situation.

We spent a good deal of time in discussing current off-site storage (small container storage in the old *Bulletin* Building) arrangements. A strong preemptive case was presented for cost and convenience factors embodied in the ongoing plans. We feel, however, that user experience should be monitored carefully as the storage system becomes a reality.

Although we are not fully aware of University budgeting procedures it seemed worth considering whether costs of knowledge acquisition (in printed or electronic form) should not be considered separately from global/structure considerations. Conditions in this environment are so unstable and so important to the Library's effective operation that they demand specific, disaggregated consideration. This reality is underlined by the fact that sanguine hopes that growth of electronic data sources (journals, databases, etc.) would cut knowledge acquisition costs have not been borne out.

1996-97 Library Committee

Chair: Charles Rosenberg (history & social sci); *Faculty:* Eduardo Glandt (chem engineering), Karin McGowan (pediatrics), Philippe Met (romance languages), Amos B. Smith (chemistry), Nancy Steinhardt (Asian & Mid East Studies); *Administration:* Sharon Bode (Eng lang programs); A-3: Carol B. Henderson (counseling services); *Students:* Kristin Baumi (GSAS), Alexander Thein; *Ex officio:* Paul Mosher (v provost & dir libraries).

OF RECORD From the Office of the Secretary

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 names 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 is controlled by the University and 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 de-

termine 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, *Handbook For Faculty and Academic Administrators*, section II.E.1.IV). Use of University insignia in connection with personal activities is prohibited. The University's name 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 Policy Nos. 5 and 6.

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 October 6-10, 1997

ARTS & SCIENCES

Contact: Anna Marcotte

ADMINISTRATIVE ASSISTANT II (081395AM) Provide support to Associate Dean; schedule appointments; organize meetings; perform word processing & filing; process information on student records; assist in admissions, fellowships & graduation cycles. **QUALIFICATIONS:** HS diploma; minimum 2 years AA I experience or equivalent; familiarity with University desirable; knowledge of Filemaker Pro, Windows, Word, E-Mail, Excel, SRS/SFS; excellent judgement, accuracy & ability to deal with difficult situations. **GRADE:** G10; **RANGE:** \$19,261-23,999; 10-6-97 Dean's Office

RESEARCH LAB TECH II (101591AM) Run lab experiments using rats & pigeons; weigh, feed & provide general care of animals; input experiment data; order animals & general lab supplies; run errands. **QUALIFICATIONS:** HS diploma, some college preferred; able to work under light supervision; high degree of accuracy; computer literate. **GRADE:** G8; **RANGE:** \$16,171-20,240; 10-6-97 Psychology

DENTAL SCHOOL

Contact: Ronald Story

CLINICAL RECEPTIONIST (40 HRS) (091488RS) Receive & register patients; make appointments; receive & record patient payments; maintain patient records; answer telephone; light typing & general office duties. **QUALIFICATIONS:** HS diploma; 2 to 4 years experience in clinical or practice setting; experience with billing systems; 8:30 am to 5:30 pm, possible Saturdays. **GRADE:** G8; **RANGE:** \$18,481-23,132; 10-10-97 Dental Care Center

DENTAL ASSISTANT II (40 HRS) (091488RS) Decontaminate, clean & assemble full range of surgical & implant supplies & equipment; assist in surgical set up & break down of operatories; assist on dental surgical team; expose, develop & mount X-rays; issue inventory & store clinical supplies & implant components. **QUALIFICATIONS:** HS diploma & completion of accredited dental assistant program; 1 year direct experience may be substituted for formal education; Pennsylvania X-ray certification required; **GRADE:** G8; **RANGE:** \$18,481-23,132; 10-10-97 Implant

DENTAL ASSISTANT II (04429RS) Assist in recruitment & interviewing research subjects; schedule & confirm patient appointments; perform data entry on specialized forms; maintain infection control policies of SDM. **QUALIFICATIONS:** HS diploma; 1 to 2 years experience as Dental Assistant required; PA X-ray certification required; ADAA certification preferred;

personality to work as part of research team & optimize contacts with patients; good handwriting & attention to detail; knowledge of dental terminology, chair side assisting; familiar with periodontal charting; *flexible hours; position contingent upon grant funding.* **GRADE:** G8; **RANGE:** \$16,171-20,240; 10-10-97 Periodontics

DIRECTOR V (081409RS) Direct activities of University Dental Care Network; responsibilities include staffing, development, operations, finance & strategic planning; supervision received will be on broad objectives & goals for Network. **QUALIFICATIONS:** BA/BS required, MA/MS or equivalent experience preferred; 8 to 10 years experience in health care setting, preferably dental; experience includes 5 years experience at management level; *hours may be other than 9 to 5.* **GRADE:** P8; **RANGE:** \$39,655-52,015; 10-8-97 Resource Management

INSTRUMENT STERILIZATION ATTENDANT I (40

HRS) (101625RS) Under direct supervision, decontaminate, clean & assemble full range of scientific surgical supplies & equipment used in clinic; select appropriate methods of sterilizing instruments; store & issue sterile supplies & laboratory equipment; inventory & replenish clinical areas. **QUALIFICATIONS:** HS diploma or equivalent; must be able to push or pull up to 50 lbs. & be able to lift up to 25 lbs.; demonstrated ability to follow detailed verbal & written instructions. **GRADE:** G5; **RANGE:** \$12,875-15,811; 10-9-97 Clinic Management

SCIENTIFIC EQUIPMENT STERILIZATION ATTENDANT (40 HRS) (091448RS) Under direct supervision, decontaminate, clean & assemble full range of scientific surgical supplies & equipment used in clinic; select appropriate methods of sterilizing instruments; store & issue sterile supplies & laboratory equipment; inventory & replenish clinical areas. **QUALIFICATIONS:** HS diploma or equivalent; must be able to push or pull up to 50 lbs. & be able to lift up to 25 lbs.; demonstrated ability to follow detailed oral & written instructions; *variable hours.* **GRADE:** G5; **RANGE:** \$14,714-18,069; 10-10-97 Clinic Management

SECRETARY III (081381RS) Serve as back-up Secretary/Receptionist; perform varied secretarial tasks; library research & special projects; compose routine correspondence; arrange appointments & meetings; handle standard inquiries; organize & maintain files. **QUALIFICATIONS:** HS diploma, business curriculum or equivalent; 1 year secretarial experience preferred; type 55 wpm; familiar with word processing packages/office automation equipment; able to work independently. **GRADE:** G8; **RANGE:** \$16,171-20,240; 10-10-97 Student Affairs

EXECUTIVE VICE PRESIDENT

Contact: Sue Hess

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 10 years experience in

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.

financial, legal, compliance or audit roles, including minimum 5 years in university and/or healthcare setting & minimum 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

RECORDS ASSISTANT II (101615AB) (101616AB) Process, batch, film & fiche documents; answer questions regarding payroll/personnel; train payroll users; collect & record information. **QUALIFICATIONS:** HS diploma; some clerical experience; excellent customer service skills; good organizational & communication skills; keen sense of confidentiality required. **GRADE:** G9; **RANGE:** \$17,614-21,991; 10-10-97 Employment/Records

GRAD SCHOOL OF EDUCATION

Contact: Ronald Story

ADMINISTRATIVE ASSISTANT I, PART TIME (28 HRS) (101584RS) Provide secretarial assistance to group of 3 people; type letters, handouts, charts & memos from dictaphone & handwritten materials; arrange appointments; schedule travel arrangements; open & screen mail; compose routine correspondence; maintain records & files; arrange conferences; heavy telephone responsibilities; some interaction with program sponsors & other program chapters is also required. **QUALIFICATIONS:** HS diploma or equivalent; minimum 2 years clerical and/or secretarial experience or equivalent; should have typing speed of 50 to 60 WPM & be proficient in Microsoft Word, Excel & Type Styler; *position contingent upon grant funding.* **GRADE:** G9; **RANGE:** \$9,678-12,083; 10-7-97 SYTE

GRAD SCHOOL OF FINE ARTS

Contact: Ronald Story

ADMINISTRATIVE ASSISTANT I (101593RS) Receive & direct visitors; answer telephones, direct calls; perform word processing, filing, copying & scheduling; provide information for faculty, students & staff. **QUALIFICATIONS:** HS diploma; 1 to 2 years office experience; knowledge of Windows, Word, E-mail, excellent interpersonal & communication skills. **GRADE:** G9; **RANGE:** \$17,614-21,991; 10-7-97 Architecture

COORDINATOR III (101592RS) Manage administrative operation of department, including faculty support, student advising & staff supervision; support Chair in administrative tasks; act as liaison between department & central offices; prepare reports & statistics for department chair & biannual accreditation report; organization of conferences, lectures & competitions. **QUALIFICATIONS:** BA/BS or equivalent required; minimum 3 years administrative experience in academic setting; at least 1 year supervisory experience required; strong verbal & written communication skills; computer proficiency. **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-7-97 Architecture

PHOTOGRAPHER (101583RS) Manage photography darkroom, lighting studio & presentation room under direction of Program Director & Undergraduate Chair; maintain, monitor & service equipment; mix chemicals according to OSHA standards of safety; manage supplies budget; order supplies & equipment; assist faculty in support of instruction & work with director & chair in program planning; supervise work-study assistants. **QUALIFICATIONS:** BA/BS/BFA in Photography or equivalent; 1 to 3 years of experience in managing & maintaining photography facilities & equipment; technical knowledge of photography & darkroom equipment, processing & lighting for color & black & white, conceptual & documentary; demonstrated skills in word processing, spreadsheet & digital imaging. **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-7-97 Landscape Architecture

MEDICAL SCHOOL

Contact: Anna Marcotte/Lynn Nash-Wexler

ADMINISTRATIVE ASSISTANT I (40 HRS) (081421AM) Provide administrative support in Chairman's office; manage office & telephone reception; perform word processing; receive & distribute packages & mail; run errands & other duties as requested. **QUALIFICATIONS:** HS diploma, BA/BS or equivalent experience preferred; 2 years experience; type 45 wpm; excellent computer skills; strong verbal & written communication skills; organizational skills; able to work well with diverse group of people; demonstrated independence & judgement; able to handle multiple tasks & determine priorities. **GRADE:** G9; **RANGE:** \$20,130-25,133; 10-10-97 Pharmacology

BUSINESS ADMINISTRATOR III/IV (101602AM) Oversee post-award Grants & Contract management; monitor account establishment & performance of expenditures; oversee sponsored program receivables; ensure timely financial reporting & close out; develop & implement training programs; provide content for web site; represent on various committees & task forces. **QUALIFICATIONS:** BA/BS degree in Accounting, Business or equivalent preferred; BA III: 3 years experience in accounting, business administration or equivalent; BA IV: 4 years experience; 2 years experience in post-award grants & contract administration with strong knowledge of financial reporting & close outs; knowledge of University policies & procedures preferred; knowledge & experience with computerized accounting & managerial administrative software packages; excellent interpersonal & communications skills. **GRADE:** P4/P5; **RANGE:** \$26,986-35,123/\$29,664-38,677; 10-8-97 School of Medicine Business Office

COORDINATOR IV (101601AM) Provide training & support on various University business systems & processes including FinMIS (Oracle Government Financials), Personnel/Payroll, Salary Management & Procard; develop & implement training programs; disseminate information about University, School & sponsored program agency policies & procedures; create & maintain information databases; direct instruction & assistance; oversee & participate in processes related to fiscal controls. **QUALIFICATIONS:** BA/BS preferably in Accounting, Business or equivalent; 3 years experience in accounting, business administration or equivalent; experience with computerized accounting & managerial administrative software packages; knowledge of University policies & procedures preferred; knowledge of financial & business practices at research university preferred; excellent interpersonal & communication skills. **GRADE:** P4; **RANGE:** \$26,986-35,123; 10-8-97 School of Medicine Business Office

NURSE PRACTITIONER (40 HRS) (101606AM) Perform intake health histories & physical exams; plan & deliver outpatient detoxification & address clients primary care needs; perform, order & interpret results of laboratory & diagnostic tests; share administrative duties; order supplies, inventory, med counts; follow patients in substance abuse treatment protocols. **QUALIFICATIONS:** MA/MS required; PA certified nurse practitioner, MSN degree, licensed registered nurse by PA Board of Nursing required; adult or family nurse practitioner; 2 years clinical nursing experience; psychiatric nursing experience desirable; *position contingent upon grant funding.* **GRADE:** P6; **RANGE:** \$32,857-42,591; 10-8-97 Psychiatry/Addictions

PROGRAMMER ANALYST I (101603AM) Provide support for computer systems in behavioral genetic research; develop & write database programs; perform computing procedures for research application; resolve computer related problems. **QUALIFICATIONS:** BS in Computer Science; knowledge of UNIX, Mac OS, Oracle; *position contingent upon grant funding.* **GRADE:** P4; **RANGE:** \$26,986-35,123; 10-6-97 Psychiatry

PROJECT MANAGER II (101618AM) Supervise & participate in performance evaluation review for clinical trial participation; participate in conceptualization & formulation of new projects, including protocol

development; interface with regulatory agencies, physicians, biotechnical/pharmaceutical companies & IRB; allocate assignments; coordinate data collection; assist in preparation of budgets, clinical agreements & grants; prepare progress reports; maintain computer files. **QUALIFICATIONS:** BA/BS in scientific or related field required; 4 to 7 years experience in clinical research data management, including data collection & analysis in clinical, biotechnical or pharmaceutical setting preferred; prior supervisory experience; prior experience with clinical trials required; clinical study agreements & grant preparation experience desired; demonstrated communication & organizational skills; attention to detail & ability to handle multiple projects; knowledge of research methodology, study design & data analysis; knowledge of PC IBM & Macintosh computers required; data management on microcomputer database required. **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-8-97 Cancer Center

RESEARCH COORDINATOR (101604LW) Recruit, screen & assess patients with schizophrenia & other neuropsychiatric disorders from participating facilities; maintain database, charts & records for participants; coordinate follow-up visitations & participation in Center protocols. **QUALIFICATIONS:** BA/BS with strong background in clinical research including interviewing; computer skills, strong organizational & interpersonal skills are required; *position contingent upon grant funding.* **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-7-97 Psychiatry

RESEARCH COORDINATOR (101617LW) Provide data management support for extramural & intramural clinical trials; participate in conceptualization & formulation of new projects, including protocol development & IRB approvals; coordinate data collection, disseminate patient protocol information; ensure consistency of data collected at participating centers; monitor patient accrual, protocol adherence & data quality; coordinate data review; code & analyze data; prepare progress reports; maintain computer files; prepare & distribute correspondence; maintain regular contact with other data managers; maintain listing & reports on protocol progress. **QUALIFICATIONS:** BA/BS in scientific or related field; at least 3 years prior professional experience in clinical research data management, including experience in data collection & analysis; prior experience with clinical trials required; knowledge of research methodology, study design & data analysis; knowledge of PC computers required; data management on micro computer database required; able to focus in busy environment with frequent interruptions; strong verbal & written communication skills; ability to prioritize multiple tasks; meet deadlines; detail oriented; strong organizational

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!

• Interested in temporary employment? Or, temporary employment while you look for a full-time position at Penn?

Contact Today's Penn Temps, the sole-source provider of temporary services at Penn. Contact Today's Penn Temps at 573-9600, or stop by their office in the Funderburg Information Center.

& interpersonal skills. **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-8-97 Cancer Center

RESEARCH LAB TECH III (40 HRS) (101608LW) Perform surgery on rats, including anesthesia, cannulation of arteries & measurement of blood pressure, blood gases & EEG; perform brain histology, including perfusion-fixation sectioning & staining; perform general lab maintenance, including ordering supplies, recording data & making chemical reagents. **QUALIFICATIONS:** BA/BS in biological sciences; skills in dexterity, background in physiology, biochemistry or chemistry; *position contingent upon grant funding.* **GRADE:** G10; **RANGE:** \$22,013-27,427; 10-7-97 Neurosurgery

RESEARCH SPECIALIST JR (40 HRS) (101600LW) Perform molecular biological techniques, such as DNA extraction, PCR & *in situ* hybridization; provide *in situ* hybridization services for Cellular Morphology Core (CMC); perform histologic techniques (frozen & paraffin); assist with harvest of tissues & with experimental design; interact with many investigators; implement new protocols, analyze & report data; provide service & training in techniques & equipment use; assist in general lab duties. **QUALIFICATIONS:** BA/BS in scientific field required; experience in molecular biology techniques, such as DNA isolation, PCR & *in situ* hybridization; knowledge of histological techniques & theory preferred; previous laboratory experience preferred; good organizational skills, ability to work semi-independently; computer proficiency; *position contingent upon grant funding.* **GRADE:** P1; **RANGE:** \$20,291-26,368; 10-7-97 Institute for Human Gene Therapy

RESEARCH SPECIALIST JR (101241LW) Procure surgical & autopsy tissue for research, preserve & distribute tissue; retrieve pathology reports & data for investigators; prepare human tissue for shipping. **QUALIFICATIONS:** BA/BS in science related field; some lab experience helpful, but not required; *application deadline 10-14-97.* **GRADE:** P1; **RANGE:** \$20,291-26,368; 10-7-97 Pathology

RESEARCH SPECIALIST I (40 HRS) (091540LW) Perform studies of microbiologic growth of *Legionella pneumophila* & related bacteria in experimental animals, in tissue culture & on artificial media; plan experiments & perform molecular biological experiments including DNA isolation, PCR labeling of radioactive DNA probes, Southern & colony blots & DNA sequence analysis; assist in experimental animal surgery; keep logs, write laboratory reports; perform bibliographic searches; assist in writing procedural sections of papers; participate in group meetings, including providing oral & written summaries of work progress; monitor expenses & maintain laboratory equipment & supplies. **QUALIFICATIONS:** BA/BS in scientific field required; 1 to 3 years direct experience in specialty or related scientific field with at least junior professional standing; sufficient experience to successfully perform duties without direct supervision; professional-level competence in technical specialty; must have all skills needed without need for additional training. **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-8-97 Pathology

RESEARCH SPECIALIST II (101626AB) Perform immunohistochemical staining & specialized microdissection of human tissue; establish & implement safety & quality control measures for protocols; develop, implement experiment design; harvest/transplant skin samples; routine microdissection of human tissue. **QUALIFICATIONS:** BA/BS required; 3 to 5 years laboratory experience with emphasis on biochemistry, parasitology, anatomy & physiology; skilled in advanced surgical techniques such as skin xenotransplantation, immunostaining, tissue sectioning & cell cultures. **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-8-97 Pulmonary Vascular

SOCIAL WORKER II (40 HRS) (101605AM) Conduct therapy sessions; perform diagnostic interviews; consult on problematic situations; act as liaison to facilitate coordination of clinical services; develop clinical protocols; supervise/direct staff activities; develop/interpret programs/policies related to com-

munity resources. **QUALIFICATIONS:** MSW degree; 2 to 3 years experience in clinical counseling; experience working with addicted population & in research preferred; able to develop effective working relationships; *position contingent upon grant funding.* **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-8-97 Psychiatry/Addictions

NURSING

Contact: Sue Hess

ASSOCIATE DIRECTOR IV (40 HRS) (101611SH) Schedule, conduct & record interviews with applicants to oncology programs; participate in University recruitment activities regarding BSN/MSN, masters & post-master's certificate programs; develop & maintain tracking system to monitor prospective students throughout application process; initiate & maintain contracts with clinical agencies & preceptors for student clinical rotation sites; provide support for students funded on Graduate Education in Oncology Nursing for Minorities grant; write & edit quarterly newsletter of oncology program; work with cooperative agencies/institutions participating in family care giver program; implement research methodology, supervise project staff, develop curricular, maintain subject files, assist in publication of reports & support field workers at outreach education sites. **QUALIFICATIONS:** MSN with experience as Clinical Nurse Specialist & Nurse Practitioner in oncology nursing; 5 years clinical experience at advanced practice level; 5 years teaching experience at graduate level in university program in oncology nursing; 3 years administrative experience in program planning and/or service coordination; RN licensure in state of Pennsylvania; *end date 6-30-99.* **GRADE:** P6; **RANGE:** \$32,857-42,591; 10-8-97 Nursing

BUSINESS MANAGER I/II (40 HRS) (081302SH) Oversee budgets & ensure integrity of financial transactions within 2 divisions of School of Nursing; report account status to principal investigators, division heads, program directors, Manager, Administration & Finance & School of Nursing Senior Business Officers; interpret University policies for faculty & staff. **QUALIFICATIONS:** BM I: BA/BS preferably in Accounting, Business or equivalent; minimum 3 to 5 years progressively responsible experience utilizing independent judgement in identification & analysis of diverse problems; solid experience with computerized accounting system, preferably FinMIS; quick starter with ability to develop proficiency with FinMIS within 6 months; strong computing skills required with Microsoft Office experience preferred; knowledge of sponsor requirements & accountability for compliance with sponsor requirements needed; thorough understanding of University policies & procedures; excellent analytical, written, oral & interpersonal skills; BM II: Same as BM I except 4 to 6 years experience. **GRADE:** P4/P5; **RANGE:** \$26,986-35,123/\$29,664-38,677; 10-6-97 Nursing

RESEARCH SPECIALIST IV (40 HRS) (101610SH) Direct & manage nationally funded research grant from National Institute for Nursing Research from data collection phase to publication of articles; supervise & train Research Coordinator & work-study studies; prepare new research grants for submissions. **QUALIFICATIONS:** MA/MS required, preferably in Sociology or Psychology; 3 years minimum experience working in research center; able to teach, manage & supervise diverse group of people; capacity to set goals, carry out long-term projects & meet deadlines; computer literate in word processing/editing applications; strong verbal & written communication skills; *end date 6-30-98.* **GRADE:** P6; **RANGE:** \$32,857-42,591; 10-8-97 Nursing

PRESIDENT

Contact: Sue Hess

ADMINISTRATIVE ASSISTANT II (101614LW) Responsible for on-line processing of weekly payroll; respond to requests concerning time balances; handle job opportunity inquiries; prepare monthly personnel reports using Excel for Windows 95; distribute perfor-

mance appraisal forms & track completed returns; prepare financial forms & on-line purchase orders; maintain filing system for monthly expenditure reports; coordinate annual update of University's telephone directory; maintain inventory of office supplies; compose correspondence; answer phones. **QUALIFICATIONS:** HS diploma, business curriculum & related post-high school training or equivalent; 2 years experience at Office Administrative Assistant I level or equivalent; thorough knowledge of clerical accounting & office procedures; proficiency in use of WordPerfect, Word, Excel & Lotus 1-2-3 for Windows required; knowledge of University accounting system (FinMIS) & procedures preferred; must be able to exercise judgment, prioritize workflow & handle assignments from multiple staff members. **GRADE:** G10; **RANGE:** \$19,261-23,999; 10-8-97 Development & Alumni Relations

ASSOCIATE DIRECTOR VII (101627LW) Plan, develop & implement long-range technology initiatives, including full responsibility for determining technology solutions to emerging & anticipating fund raising & administrative challenges; design, implement & evaluate pilot projects & acquisition & deployment of new technologies; develop cost/benefit analyses of technology initiatives; develop technical standards for hardware & software configuration, networking & software development; provide training/mentoring to other technical staff in new & emerging technologies; ensure high availability of all systems, databases & networks; supervise administration of departments central information systems. **QUALIFICATIONS:** BA/BS, preferably in Computer Science, Decision Science, MIS or comparable experience; MA/MS highly preferred; 7 to 10 years progressively responsible experience in complex computing environments, including 5 years in systems programming & database administration or advanced technology capacities; superior knowledge of computer technology, especially Internet, desktop computing & information resources management; knowledge of C programming language, UNIX shell programming, mail handling, PERL & UNIX operating system utilities; understanding of TCP/IP inter-networking protocols; strong verbal & written communication skills. **GRADE:** P9; **RANGE:** \$43,569-57,217; 10-8-97 Development & Alumni Relations

DEVELOPMENT OFFICER I (101613LW) Responsible for overall supervision of fund raising activities on behalf of Institute of Contemporary Art; conceptualize, plan & execute coordinated program of fund raising in support of exhibitions, education programs, membership & special projects; plan, strategize & solicit gifts; coordinate fund raising efforts with central development to ensure maximum integration of effort; analyze data & identify potential funding sources (individuals, government agencies, corporations, foundations); prepare & supervise grant proposals; supervise staff. **QUALIFICATIONS:** BA/BS; 5 years fund raising experience, preferably within museum or arts related institution; computer skills in word processing, database & spreadsheet operations; strong verbal & written communication skills; strong grant writing skills & able to incorporate quantitative factors into proposals; thorough knowledge of institutional planning; highly motivated & capacity to work in goal-oriented environment; *valid driver's license required.* **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-8-97 Development & Alumni Relations

PROVOST

Contact: Ronald Story

ADMINISTRATIVE ASSISTANT III (101609RS) Maintain high volume of public contact with applicants, parents, high school counselors, alumni & current students; coordinate the issuance of advanced placement credits; counsel present & prospective students & respond to inquiries from students, counselors & faculty related to transfer files & transfer guidelines & policies; serve as liaison between Transfer Credit Office & undergraduate departments; coordinate &

implement details of international travel itineraries for admissions staff; handle daily administrative activities of transfer admissions & transfer credit/advanced standing programs; train & supervise work-study student assistants; compile & maintain transfer & advanced placement statistical reports. **QUALIFICATIONS:** HS diploma, BA/BS preferred; 2 years experience at AA II level or comparable background required; desktop computer experience essential, preferably Macintosh; WordPerfect, FileMaker & Excel application experience desired; strong organizational, interpersonal, verbal & written communication skills; ability to coordinate diverse activities/work of others; sensitivity, understanding of & genuine interest in working with students from diverse backgrounds. **GRADE:** G11; **RANGE:** \$20,497-26,008; 10-7-97 Admissions

COORDINATOR IV (101589RS) Coordinate & monitor academic programs & services for approximately 500 students, including academic assessments, development of individualized academic plans, instruction in learning strategies & tutorial services; consult regularly with Associate Directors of PENNCAP & Tutoring Services concerning coordination of all services & programs & record students' utilization of services. **QUALIFICATIONS:** MA/MS in Education, Social Work or other related field required; study in academic skill development (particularly in reading & study skills) on post-secondary level desirable; minimum 3 years experience as developmental education instructor on post-secondary level, preferably in reading; excellent communication, organizational & computer skills; demonstrated commitment to diversity. **GRADE:** P4; **RANGE:** \$26,986-35,123; 10-8-97 Academic Support Services

INFORMATION MANAGEMENT SPECIALIST I (101628RS) Under general direction provide direct, on-site microcomputer hardware & software troubleshooting, configuration, support & training on contract basis to University departments; provide support for networking (E-mail, Internet applications, networking hardware & software); coordinate with vendors & other departments; write documentation as needed; keep up on new technology; participate on campus computing teams; offer creative technical solutions to clients. **QUALIFICATIONS:** BA/BS or equivalent experience; 3 years experience with variety of systems with minimum 1 to 2 years supporting end-user computing; broad-based knowledge of desktop systems, operating systems (Windows 3.1/95, Macintosh, Windows NT a plus), software & peripherals; support-level microcomputer troubleshooting skills, networking & applications support; knowledge of mainstream software applications & networking protocols; HTML knowledge a plus; strong customer service orientation; able to work on multiple tasks simultaneously; able to present technical information to non-technical users; able to work independently & as part of team; excellent communication & interpersonal skills; *involves extensive traveling to multiple sites on campus; may require some evening or weekend hours.* **GRADE:** P4; **RANGE:** \$26,986-35,123; 10-10-97 ISC Support On Site Services

SYSTEMS ANALYST II (101596RS) Responsible for technical & functional analysis of information processing & management systems; complete feasibility studies; design systems; identify interrelationships among systems & coding, testing & debugging; develop cost benefit estimates & solve complex problems considering performance & capacity; ensure technical & quality assurance standards; organize, plan & manage projects. **QUALIFICATIONS:** BA/BS with minimum 5 years progressively responsible experience within administrative computing environment, including minimum of 3 years in system design & analysis; detailed knowledge of database design concepts & development methodologies; knowledge of UNIX & relational technology & experience with Oracle preferred; expertise in Adabas/Natural a plus; excellent written, verbal & interpersonal skills; demonstrated planning & organizational skills; working knowledge of Lan, project management software & desktop presentation tools helpful. **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-7-97 Univ Mgmt Info Systems

VETERINARY SCHOOL

Contact: Ronald Story

CLINICAL LAB TECH (101624RS) Perform variety of clinical tests in lab utilizing precision instruments such as microscope & analyzers; results are used in treatment/diagnosis of disease; record & maintain test results. **QUALIFICATIONS:** HS diploma or equivalent; 2 years post-secondary school training in clinical lab procedures & techniques; ASCP certification as MLT preferred; accurate, dependable & able to work under pressure. **GRADE:** G10; **RANGE:** \$19,261-23,999; 10-10-97 Small Animal Hospital

RESEARCH LAB TECH III (40 HRS) (101612RS) Perform work under general supervision for nutrition research; barn related work involving handling cattle, sampling milk, feed, feed refusal & manure for content analysis; record daily inside/outside temperature; monitor ammonia volatilization; monitor feeding experiments for various studies; aid in collection of blood & rumen samples; participate in collection of farm nitrogen balance data; assist in lab with sample handling & processing; collect food & ration samples; computer data entry & summary statistics. **QUALIFICATIONS:** RLT I: HS diploma; some science coursework; RLT II: BA/BS or equivalent experience; fundamental understanding of farm management, nutrition & feeding practices desired; flexible & able to participate in team activities to accomplish project goals; computer literacy as well as strong written & communicative skills required; *position contingent upon grant funding; POSITION LOCATED IN KENNETT SQUARE—NO PUBLIC TRANSPORTATION AVAILABLE.* **GRADE:** G7/G8; **RANGE:** \$17,068-21,247/\$18,481-23,132; 10-8-97 Clinical Studies

RESEARCH SPECIALIST III (091582RS) Perform agricultural & animal production investigations; design, document & test computer software; specify mathematical models of biological systems; program & work on CPM Dairy model software; work independently & in conjunction with faculty & programmers to analyze data & formulate, code & test mathematical models; related duties as assigned. **QUALIFICATIONS:** BA/BS in Science, Agricultural Science, Animal Science or Mathematics; 3 years related experience; Visual Basic 5.0/C++ & Microsoft Access experience preferred; knowledge of computer modeling methods desirable; *position ends after 1 year; position contingent upon grant funding.* **GRADE:** P4; **RANGE:** \$26,986-35,123; 10-7-97 Clinical Studies

VET TECH III (40 HRS) (101622RS) (101623RS) VT I: Administer treatments, injections & medications as

prescribed; assist with diagnostic & therapeutic procedures; monitor vital parameters; observe & record symptoms, reactions of patients; VT II: Same as above, plus perform diagnostic & therapeutic procedures; assist in instructions of nursing & Veterinary students (may have direct teaching responsibility). **QUALIFICATIONS:** VT I: Requires completion of accredited Animal Health Technician program or degree in Animal Science or 3 years Vet Tech experience; state certification/licensure may be necessary; VT II: Same as above, plus minimum 2 years experience as VT I or equivalent required; *rotating nights/weekends.* **GRADE:** G8/G10; **RANGE:** \$16,171-20,240/\$19,261-23,999; 10-8-97 Small Animal Hospital

VET TECH IMAGING III (40 HRS) (101621RS) Perform routine & special diagnostic imaging procedures on animals; operate diagnostic imaging equipment; follow radiation safety standards & rules; some student & technician teaching; routine radiology clerical duties; *assigned to emergency call evenings, weekends, holidays; 5-day work week which includes week-day/weekend work.* **QUALIFICATIONS:** VTI I: HS diploma with 2 years Vet Tech experience; completion and/or eligibility for AHT/RT program preferred; VTI II: Same as above except 5 years Vet Tech experience. **GRADE:** G8/G10; **RANGE:** \$16,171-20,240/\$19,261-23,999; 10-8-97 Small Animal Hospital

WHARTON SCHOOL

Contact: Anna Marcotte

ADMINISTRATIVE ASSISTANT II (40 HRS) (101599AM) Manage frontline duties of Dean's Office; answer calls, greet visitors, handle incoming & outgoing mail; perform data entry, word processing, scheduling, dictation, filing, proofreading & distributing materials. **QUALIFICATIONS:** HS diploma required, AS/BA/BS preferred; 1 to 2 years Administrative Assistant Level experience required, excellent organizational, professional & interpersonal skills; use of Windows 95 required. **GRADE:** G10; **RANGE:** \$22,013-27,427; 10-8-97 Dean's Office

ADMINISTRATIVE ASSISTANT III (101594AM) Coordinate contacts with faculty clients & others; arrange meetings; serve as liaison to represent the Director when necessary; support daily communication; typing, files & fax; assist or coordinate Executive Education programs. **QUALIFICATIONS:** BA/BS; 3 to 5 years relevant experience; able to work independently & manage several projects at once; PC proficiency in Lotus, WordPerfect & graphics packages; strong customer service skills. **GRADE:** G11; **RANGE:** \$20,497-26,008; 10-6-97 Executive Education

ASSOCIATE DIRECTOR III (101598AM) Provide financial aid service to prospective & enrolled students; establish packaging schedule for distribution of need-based scholarship & campus based loan; award endowed & corporate scholarships according to donor criteria; oversee & ensure integrity of scholarship budgets; deliver timely & accurate financial aid packages; advise students on sources of financial aid, application process & loan availability; counsel students with complicated financial situations; support Admissions recruitment & candidate evaluation process, including on & off campus evaluative interviews. **QUALIFICATIONS:** BA/BS, minimum 2 years experience in financial aid counseling/administration; excellent organizational, communication & decision making skills; thorough knowledge of University financial aid policies & procedures preferred. **GRADE:** P5; **RANGE:** \$29,664-38,677; 10-6-97 Graduate Admissions

COORDINATOR II (101595AM) Answer incoming calls for sales & registration; perform course consulting to ensure enrollment in appropriate program; conduct various market research projects. **QUALIFICATIONS:** BA/BS preferred; 2 to 3 years experience in customer service/marketing services; highly organized & high attention to details; strong PC skills, able to learn custom software. **GRADE:** P2; **RANGE:** \$22,351-29,098; 10-6-97 Executive Education

Classified

CHILD CARE

Infant care provided in Art Museum area home by mother with child psychology degree. Child abuse/criminal record clearance. Experience/references. (215) 568-0312.

FOR SALE (OR RENT)

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

FOR SALE

Move-in condition twin! 3 bedrooms; living room w/fireplace; formal dining room; new gas and hot water heaters; new carpets, appliances included. Diane Byrd, (610) 352-0388 (diane@sas.upenn.edu).

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

PENN Pals Club

The Penn Pals Club, established by the Penn Women's Basketball team, is a fan club for children in grades 1 through 8. A fee of \$10 grants your kids a membership packet which includes: a membership card to be presented at the Palestra for free admission to women's basketball home games (and a \$2 discount on tickets purchased by accompanying adults); post-game locker room access; a women's basketball player "PENN-Pal" who will write letters to your child; a disposable (one-time use) camera that can be used on "Photo Day" (February 7, 1998) along with a developing coupon; a PENN Women's Basketball t-shirt, poster and periodic updates; as well as a chance to be ball girl/boy at home games, and much more. To register your child with the PENN Pals club, call 898-6089.

—Devonna D. Williams, Women's Basketball, Penn Athletics Department



Tennis Anyone?

Develop basic tennis skills or improve footwork and point strategies by signing up for either beginner or intermediate tennis lessons, starting October 27, which are being offered by Penn's Department of Recreation. Instructor Rolando "Al" Lustrio, an assistant tennis pro, will teach both classes at the Levy Tennis Pavilion through November 22. To register, visit the recreation offices at either Gimbel or Hutchinson Gym.

Wiffle Up!

University of Pennsylvania Recreation brings wiffle ball to Hill Field on October 25 through 26 with its "UPENN 3 on 3 Wiffle Ball Tournament". Entry forms are available at Hutchinson and Gimbel Gyms, or call 1-888-777-W-I-F-F toll-free for more information.

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 29, 1997 through October 5, 1997**. Also reported were **Crimes Against Property**, including **40 total thefts (including 2 burglaries & attempts, 6 thefts from autos, 9 thefts of bikes & parts, 5 criminal mischief & vandalism, 2 Forgery & Fraud, and 3 thefts of auto)**. Full crime reports are in this issue of *Almanac* on the Web (www.upenn.edu/almanac/v44/n08/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 29, 1997 through October 5, 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

38th to 41st/Market to Baltimore: Robberies (& Attempts)—2; Aggravated Assaults—1
09/29/97 1:05 PM 4000 Blk. Spruce Complainant struck with unknown weapon
10/02/97 1:42 AM 41st & Sansom US currency taken/simulated weapon
10/04/97 4:07 AM 100 Blk. 40th US currency taken

41st to 43rd/Market to Baltimore: Robberies (& Attempts)—1
10/04/97 3:54 PM 43rd & Walnut Property taken from complainant

30th to 34th/Market to University: Simple Assaults—1
10/02/97 3:43 PM 33rd & South Complainant assaulted

Outside 30th to 43rd/Market to Baltimore: Robberies (& Attempts)—1; Simple Assaults—1
09/29/97 9:04 PM 32nd & Arch Sts. Complainant assaulted
09/30/97 10:30 PM 45th & Pine Property taken from complainant

Crimes Against Society

34th to 38th/Market to Baltimore: Disorderly Conduct—1; Alcohol & Drug Offenses—2; Weapons Offenses—1
09/30/97 1:17 AM 40th & Pine Narcotics found/suspects transported to 18th District
10/01/97 11:42 PM 3801 Chestnut St. Suspect refused to leave area/cited
10/03/97 9:06 PM 39th & Sansom Weapon found/1 Arrest
10/04/97 3:13 AM 4000 Blk. Walnut Driving under influence/transported to Police Admin. Bldg.

41st to 43rd/Market to Baltimore: Disorderly Conduct—2; Alcohol & Drug Offenses—1
10/02/97 8:32 PM 42nd & Sansom Suspect cited/transported to 18th District
10/03/97 11:01 PM 42nd & Ludlow Suspect cited for disorderly conduct
10/04/97 12:55 AM 42nd & Pine Driving under the influence/transported to Police Admin. Bldg.

18th District Crimes Against Persons

6 Incidents and 0 Arrests were reported between **September 29, 1997, and October 5, 1997**, by the 18th District, covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

09/30/97	11:00 PM	4800 Larchwood	Robbery
10/01/97	10:50 AM	4500 Pine	Robbery
10/02/97	2:00 AM	4100 Sansom	Robbery
10/04/97	4:00 AM	4000 Walnut	Robbery
10/04/97	3:30 PM	4301 Walnut	Robbery
10/05/97	3:38 AM	4800 Market	Aggravated Assault

Update

OCTOBER AT PENN

ON STAGE

15 *Speakeasy: Poetry, Prose and Anything Goes*; an open-mic poetry and performance night; Chats, 3800 Locust Walk; 8:30 p.m. (**Writers House**).

TALKS

16 *Creating the Bowie Bond*; David Pullman, C'83, managing director, Structured Asset Sales Group of Fahnestack & Company, Inc; creator of "Bowie Bonds", in which he packaged and sold \$55 mil. in securities backed by anticipated royalties from rock star David Bowie's first 25 albums; 4:30 p.m.; Rm. 200, College Hall (SAS Alumni Lecture Series).

20 *The Role of the Winged Helix Gene, Mf3, in Patterning the Mouse Embryo*; Dr. Patricia Labosky, dept. of cell and developmental biology, School of Medicine; Physiology Department Conference Room; 4th Floor, Richards Building; 2 p.m. (Pennsylvania Muscle Institute).

Laçan/généalogies; Elizabeth Rudinesco, psychiatrist; Lauder-Fischer Hall; 4:30 p.m. (The French Institute)

CANCELED

The talk on *Environmental Policies vs. Poverty, Violence, & Despair: The Role of Green Places in a Sound Human Habitat* scheduled for October 17, at 12:15 p.m. in Steinberg Hall-Dietrich Hall (Institute for Environmental Studies) has been canceled.



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/

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

EDITOR Karen C. Gaines
ASSOCIATE EDITOR Marguerite F. Miller
ASSISTANT EDITOR Tina Bejian
WORK-STUDY STUDENTS Lateef Jones, Gregory Krykewycz, Tony Louie

ALMANAC ADVISORY BOARD: *For the Faculty Senate*, Martin Pring (Chair), Harold Bershad, Helen C. Davies, Peter Freyd, Ann E. Mayer, Vivian Seltzer. *For the Administration*, Ken Wildes. *For the Staff Assemblies*, PPSA and A-3 Assembly to be named; David Azzolina for Librarians Assembly.

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

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: rosof@pobox.upenn.edu
URL: www.upenn.edu/pennnews/

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

University Council Committees Charges, 1997-98

Please see page 7 for the complete agenda for October 15, 1997.

The general charge to each Council committee appears in the Bylaws of University Council. More specific charges for each committee's work during 1997-98 are described below.

Admissions and Financial Aid

Co-Chairs: Warren Seider and David Williams

- Review the campus tours given by the Admissions Office, including those given by students in the Kite and Key Society, and the Alumni Council on Admissions to determine how the University is being presented to prospective students. What is Penn's message? The Committee may want to interview faculty and staff who have gone through the admissions process at other schools with their children to determine how other schools present themselves, and/or develop a questionnaire to determine what messages parents and students come away with after the tours.
- On need-blind admissions, committee chairs should meet with the committee formed by Trustee Chair Roy Vagelos, which is working toward a goal of \$200 million for financial aid to support Penn's need-blind policy.

Bookstore Chair: Robert Regan

- Act as an institutional resource for community input to Barnes & Noble.
- Consult with Vice President of Business Services Steve Murray as the new bookstore moves forward.

Communications Chair: Martin Pring

- Meet with the provost's "utility commission" regarding the use of and charges for intra-campus electronic resources.
- Work with *The Pennsylvania Gazette* on its on-line presence, examine the possibility of sending the Gazette to international alumni, assess how the Penn community feels the Gazette covers the University.
- Continue to monitor and make recommendations on the use of electronic communications with Penn alumni.
- Follow up on last year's committee findings regarding digital images of objects such as works of art and archeological artifacts produced within the University.
- Study Penn's New Web Page and make recommendations as appropriate.

Community Relations Chair: Margaret Cotroneo

- Analyze the Community Service Directory; determine if any programs overlap in mission, and if so, how. Identify categories that emerge and make recommendations on maximizing effectiveness of existing programs.
- Consider and recommend ways for University researchers to provide feedback to the community when the community is involved in research projects.

Facilities Chair: Anthony Tomazinis

- Research and identify facilities projects that would enhance the academic mission of the University, e.g., classroom related projects.
- Provide ongoing input to Design Review Committee through the Facilities chair's participation in that committee.
- Schedule update with Director of Support Services in Business Services regarding on-campus parking.

International Programs Chair: Pedro Ponte-Castaneda

- Working with the Office of the Vice Provost for University Life, develop a comprehensive list of services, including student organizations and clubs, currently offered to international students and scholars, and make appropriate recommendations.
- Based on the 1996-97 committee report, further develop suggestions for the University to recognize the unique needs of and support

mechanisms for international students and scholars.

Library Chair: Charles Bernheimer

- Report on findings from library focus groups and user survey.
- Analyze efficacy of the pilot project for library assistants in residence (which provides 24-hour library assistance to students) and make appropriate recommendations.

Personnel Benefits Chair: David Hackney

- Respond to the recommendations of the Benefits Advisory Committee and the Academic Planning and Budget Committee on the second phase of benefits redesign.

Pluralism Chair: To be determined

- Work with the Student Affairs Committee to develop concrete ways to broaden the understanding of the experience of Asian-American students, faculty, and staff at the University; use the committee's final report of 1996-97 as the basis for direction, discussion, and recommendations.

Recreation and Intercollegiate Athletics Chair: Peter Hand

- Review and discuss the consultants' report on recreational facilities at Penn.
- Act as an institutional resource for University community input to Recreation and Intercollegiate Athletics as plans for facilities evolve.
- Keep in touch with action items related to the NCAA's recertification process.

Research Chair: Barbara Medoff-Cooper

- No specific charge to date.

Safety and Security Chair: Sean Kennedy

- With the Open Expression Committee, examine whether the University needs a policy on campus video surveillance; if the answer is yes, determine what the parameters of such a policy should be.
- Work with the Student Affairs Committee to identify ways to send safety messages to students with continuity over their four years.

Student Affairs Chair: Anthony Rostain

- Work with the Pluralism Committee to develop concrete ways to broaden the understanding of the experience of Asian-American students, faculty, and staff at the University. Identify support systems at Penn for the Asian-American population.
- Work with the Safety and Security Committee to identify ways to send safety messages to students consistently.
- Develop ways to address alcohol issues in Penn's student culture, including working with the Admissions and Financial Aid Committee as it studies the messages about the University sent to students and parents during campus tours; attend Council's Open Forum meeting to help ascertain community concerns and promote dialogue on the subject of alcohol.

Independent Committees

Disability Board Chair: Janet Deatrick

- No specific charges necessary.

Committee on Honorary Degrees Chair: Jeffrey Tigay

- No specific charges necessary.

Committee on Open Expression Chair: Dennis Culhane

- With the Safety and Security Committee, examine whether the University needs a policy on campus video surveillance; if the answer is yes, determine what the parameters of such a policy should be.

— Constance C. Goodman, Associate Secretary of the University