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For the Museum, A \$15.5 Million East Wing

Last week at the University Museum, Director Jeremy Sabloff and friends unveiled both the design of a new wing for the protection and study of collections, and the public phase of the campaign to raise its \$15.5 million cost. To date, \$8 million has already been given or pledged to the “Campaign for the East Wing,” by members of the Board of Overseers, other patrons, and a number of foundations. The 35,000-square-foot East Wing will create a state-of-the-art storage both to protect the Museum’s priceless objects and to make them more accessible for study. The East Wing was designed by Atkin, Olshin, Lawson-Bell and Associates Architects to complete the enclosure of the Sharp Entrance. Working with the architects will be Olin Partnership Landscape Architects, who have set out to rehabilitate the courtyard and create a park-like garden space in the last remaining site of the Museum’s original 1895 master plan developed by Wilson Eyre, Jr.



Left to right at the unveiling of the University Museum’s Campaign for the East Wing, above: Provost Stanley Chodorow; Bruce Mainwaring, chair of the Museum Expansion Committee; Dr. Sabloff, the Charles K. Williams II Director of the University of Pennsylvania Museum of Archaeology and Anthropology, and Jane Lawson-Bell of Atkin, Olshin, Lawson-Bell and Associates Architects.

Photo by Jennifer Gibson

Penn Dental Medicine: Now a W. H. O. Center

The School of Dental Medicine recently received official designation as a World Health Organization Collaborating Center for Oral Infectious Diseases: Education, Research and Care.

The designation makes Penn's one of 35 collaborating centers for oral health and dental education worldwide, and the only one with a specific focus on problems associated with oral infectious diseases. The Center is housed in the School's Office of International Relations, under the direction of Dr. Peter Berthold, Associate Dean of International Relations, with Assistant Dean Naty Lopez serving as co-director.

"The work of the center is being driven in part by recognition of the need to bring to the forefront of the health care agenda the importance of oral health in overall care delivery," said Dr. Berthold.

To this end, the center will:

- develop and implement research in the prevention, detection, and care of infectious diseases that are manifested in the oral cavity that may also have systemic implications;
- work to strengthen the role of oral health and other health care professionals and auxiliary workers in the prevention, detection, and care of oral infectious diseases; and
- assist in the development of international guidelines and standards of oral health care of individuals with infectious diseases, as well as guidelines and standards aimed at infection control.

One of the major activities will be providing strategic assistance in advancing the work of the Pan American Health Organization (PAHO). According to Dr. Berthold, possible elements of partnership include regional conferences on the prevention of HIV/AIDS in cooperation with dental schools and national AIDS programs; working toward inclusion of HIV/AIDS in curricula of dental schools in the region; serving as a resource for evaluation of dental school curricula; assisting in development of universal precautions appropriate for the dental community and the region; and offering human resource development appropriate to the needs and direction of the new oral health agenda in the region, specifically in the prevention of HIV/AIDS, in providing oral care of individuals with HIV disease, and in HIV-related research.

The School's Dean Raymond Fonseca calls this distinction "a reflection of the collective achievements of the School's faculty and the Office of International Relations, whose activities have already resulted in noteworthy contributions to international oral health care education and delivery." As a WHO center, he said, the School will be able to maximize the impact of the work that is already being done by both the faculty and OIR.

Commencement Speaker: Jimmy Carter

The 39th President of the United States, Jimmy Carter, will deliver the Commencement Address at the 242nd Commencement of the University, President Judith Rodin has announced. At ceremonies beginning at 9:30 a.m. on Monday, May 18, Penn will award honorary degrees to Mr. Carter and to his wife, Rosalynn Carter, and to other leaders and scholars to be announced.

"We are so pleased that Mr. Carter has agreed to share his insights with our graduates," Dr. Rodin said, adding that he has had a "unique and particularly productive" post-presidency. "Whether it is campaigning for human rights, practicing international diplomacy, improving living conditions of less-fortunate Americans, or demonstrating his commitment to higher education, Jimmy Carter has carved an extraordinary record of accomplishment," she said.



Former President Carter

Classification Redesign: Analysis Completed

I am pleased to let you know that the extensive analytical work associated with the [Classification Redesign Project](#) has been completed. Over the next two months, findings from the project will be discussed with school and center management. Input from these discussions will be considered prior to the full implementation of a new job evaluation system and salary structure. All University staff will be briefed on the project findings prior to project implementation.

We received a tremendous amount of information about University positions from staff, gathering over 130,000 pages of information from the position information questionnaires. Over 90% of all staff completed these questionnaires, a tremendous turnout. Thank you for the time and energy that each of you put into this effort.

It is important to restate the initial goal of this project, first summarized to the University last year:

"All organizations, including universities, require on-going monitoring and updating of their job classification, pay delivery and benefit systems. Penn's current job classification system dates back to the early 80's. Many changes to job content and design have occurred since then, brought about by such factors as technology and new work practices, as well as an increasingly competitive marketplace for highly skilled people.

"A major reassessment at this juncture is, therefore, both normal and desirable, the expected result of a changing workforce and changing world. The Classification Redesign Team will help build a new system of evaluating staff positions which will be responsive to these changes, sensitive to labor market conditions and consistently and efficiently administered."

The recommendations of this project will establish a contemporary job classification program which will consistently evaluate University positions and help us be responsive to changes within the labor market and our own business needs. At the same time, this project will provide updated position descriptions to University staff based on information gathered from the questionnaires.

While the focus of this project has always been on the job classification process, it is important to state that our compensation programs will continue to provide flexibility in adjusting staff salaries based on departmental management recommendations beyond the annual salary adjustment program. Over 800 University staff last year alone received salary adjustments based on market conditions and changes within their job responsibilities. An additional 500 staff moved into new positions on campus—this will continue as we move forward, albeit in a more managed way.

We look forward to providing more specific information about the recommendations of this project in the weeks ahead.

— John Fry, Executive Vice President



Opening IAST's Vagelos Laboratories

November 10 is the date set for the opening of the Roy and Diana Vagelos Laboratories of the Institute for Advanced Science and Technology—an opening highlighted by symposia in the morning and afternoon, and a reception and open house at 5:30 p.m. Located on 34th Street adjacent to Chemistry, the Vagelos Laboratories—named for the Trustees Chairman and his wife—will house two interdisciplinary research centers. On the first two floors will be the Institute for Medicine and Engineering, and on floors three through five, the Center for Excellence in Chemistry and Chemical Engineering. A full description of the November 10 symposia, and information on attending, will be published October 28.

Staff Changes

Executive Director of EVP Office: Lisa Prasad

Lisa Prasad, a former Penn budget analyst who became a senior associate with Coopers & Lybrand, has returned to the University as Executive Director of the Office of the Executive Vice President, John Fry. In the new role she assumed September 15, Ms. Prasad facilitates University-wide administrative restructuring projects; coordinates budget and planning efforts for the administrative centers; and oversees the day-to-day operations of the EVP's office.

"It is a pleasure to welcome Lisa back to Penn," Fry said. "Her experience in project management within an academic environment, along with her expertise in budget analysis and extensive organizational skills, will make her a great asset to the University."

At Coopers & Lybrand, 1995 to 1997, Ms. Prasad led consulting projects at a variety of higher education institutions. She conducted institution-wide reviews and projects in a number of key areas, including purchasing, facilities management, research administration, student services and information technology.

Prior to joining Coopers & Lybrand, Ms. Prasad had been in Penn's Office of Resource Planning and Budget from 1988 to 1995, starting as a budget analyst and moving up to the position of Acting Deputy Director. She had previously served as a consultant to the Pew Charitable Trusts.

Ms. Prasad took her B.A. from the University of Michigan in Political Science and English, then came to Penn for an M.A. in political science and a Master of Government Administration degree from the Fels Center for Government.



Ms. Prasad



Dr. Abrahams

Management Development at EVP: Dr. Annie McKee

Dr. Annie McKee of the Wharton School has been named Director of Management Development, serving the Office of the Executive Vice President and the University community as a whole, according to Executive Vice President John Fry.

Dr. McKee has been at the University since 1993, starting as Associate Director of the Leadership Program at Wharton, where she worked as part of the course design and teaching team for the first year MBA management course. She then designed and implemented executive education programs at the Aresty Institute. In both roles, and as consultant to organizations, Dr. McKee has focused on leadership development in the context of changing organizational cultures. Her numerous consulting assignments include Merrill Lynch, Hamilton Standard, the American Red Cross and other higher education institutions.

In her new post, Mr. Fry said, Dr. McKee will focus on organizational culture, performance management, and the design of processes for enhancing the talent of University employees. She began work August 4, and is currently involved in a broad-based assessment of organizational culture and management development. "Annie has worked intensively with the EVP Center over the last year on a number of management development programs, and we are really delighted that we could convince her to focus on the University's issues on a full-time basis," Fry said. "She will add a terrific new dimension and capability to Penn's leadership team."

Dr. McKee took her Ph.D. from the Department of Organizational Behavior at Case Western Reserve University in 1991, and a Bachelor of Science from Chaminade University of Honolulu in 1987.



Dr. McKee

Acting Chief Facilities Officer: Mr. Kilduff of Columbia

Lawrence R. Kilduff, Jr., was appointed acting chief facilities officer at Penn effective October 13. Mr. Kilduff has had more than 20 years experience in facilities management at teaching and research universities, including Columbia and Harvard.

Mr. Kilduff was vice president for facilities management at Columbia from July 1987 to August 1993, responsible for an operating budget of more than \$50 million and annual capital construction expenditures from between \$25 million and \$75 million. His responsibilities at Columbia included planning, design, construction, operations, maintenance, and security.

He was acting executive vice president for administration at Columbia from August 1993 to August 1994, when he was appointed vice president for University Facilities, with expanded responsibilities, including the Health Sciences Campus, increasing his total responsibilities at Columbia to more than nine million square feet, with an operating budget of more than \$66 million and the supervision of 775 employees. He created and managed a new capital construction and renovation program at Columbia totaling more than \$650 million over the five-year period.

Mr. Kilduff was director of Cambridge Facilities at Harvard from February 1983 to July 1987, with responsibilities for more than 10 million square feet, 275 buildings, and a budget of more than \$40 million. He held a variety of other management-level positions at Harvard from August 1977 to February 1983.

Mr. Kilduff held various positions with Parker and Poore, Inc., Stoneham, Mass., from August 1968 to August 1977, including service as vice president of operations. He also held positions with Avco Missile Systems Division, Wilmington, Mass., Sylvania Commercial Division, Bedford, Mass., and High Voltage Engineering Corporation, Burlington, Massachusetts.

He is a member of the Association of Physical Plant Administrators and the National Association of College and University Business Officers.

Federal Relations:

Dr. Abrahams of Brown

Dr. Edward Abrahams, formerly director of government and community relations at Brown University, has joined Penn as Assistant Vice President for Federal Relations. He took office on October 6.

"Dr. Abrahams will work with Washington policy makers and the higher education community to develop and promote federal policies and funding patterns that benefit Penn and research universities in general," said Carol Scheman, vice president for Government, Community and Public Affairs, in announcing the appointment. "Dr. Abrahams will work closely with the Schools and their deans to improve communication between the University—both faculty and students—and federal policy makers in Congress and the Administration."

Prior to his service at Brown, Dr. Abrahams was the executive assistant to the president and director of government relations at Clark University.

Earlier, during his ten-year Washington experience, Dr. Abrahams served as a senior staff officer at the National Academy of Sciences, and, on Capitol Hill, as a staff member of the Joint Economic Committee, a legislative assistant to Senator Lloyd Bentsen, a staff assistant on the Senate Governmental Affairs Committee, and a Congressional Fellow on the House Interior Committee. He holds a B.A. in history from Clark University and took his Ph.D. in history from Brown.

Death of Ms. Nettles, Law School Dining

Jackie Nettles, a long-time employee of Dining Services, died October 15 at the age of 50. Ms. Nettles came to Penn as a serving line attendant and cook in 1971 and worked in Houston Hall before moving to Stouffer Dining and most recently the Sterns Dining at the Law School.

Ms. Nettles was vice president for Union Local 54 for more than 10 years. She is survived by her mother, Eleanor Hunter; her sons, Gary and Larry; two brothers, Fred Hunter, who works at 1920 Commons and Robert; and four sisters, Shirley, Jeannette, Dot and Olivia. The funeral will be tomorrow.

Action to Change the Quorum...Discussion of Outsourcing and of Alcohol and Civility

Although the University Council in its advisory role seldom votes formally, it is required to do so in order to change its own bylaws—and under the bylaws a quorum is required before a vote can be taken on a change of bylaws. At least one bylaw change had been tabled repeatedly last year for lack of a quorum when Council began to consider reducing the number required. But to vote on a new bylaw making the quorum “forty percent” instead of “a majority,” Council needed a majority under the old bylaw.

That majority was achieved Wednesday, somewhat dramatically after the number appeared to fall short at the outset of deliberations. The procedure at Council is for members to sit at long tables forming a hollow square in McClelland Hall at the Quad, with only observers in an audience space. A count of members showed only 41 present—a shortage of five—and Moderator Sam Preston was set to rule “no quorum” when a member pointed to the presence of members in the observer section. Professor Preston asked any members not at the table to raise their hands, and five in the audience did so, bringing the total to the needed 46.

Council then heard the required advance reading of additional bylaws changes that are to be voted upon in November if the new quorum is present. One three-part resolution (published in *Almanac* October 14) would (a) add to the Council membership an elected representative of the United Minorities Council; (b) increase the number of faculty members on

the Committee on Open Expression and add A-1 and A-3 staff to the Disability Board; and (c) abolish the Student Fulbright Awards Committee in anticipation of the establishment of a broader committee to include other prestigious fellowships that students will be encouraged to apply for.

After the reading of the motion to increase faculty membership on the Open Expression Committee (b), Dr. Arnold Rosoff as chair of the Committee on Committees accepted from GAPSA a friendly amendment that the present membership of “five students” (undifferentiated as to level) also be changed, to “three undergraduate and three graduate/professional students.”

Alcohol & Civility...Outsourcing: To make time for a 90-minute discussion on *Alcohol and Civility at Penn* (now being transcribed for publication), the traditional opening reports had been eliminated from Wednesday’s agenda, but the request of the A-3 Assembly Chair to give a statement was honored. That statement, on the signing of a Letter of Intent to outsource three administrative units that handle facilities management and real estate operations, appears below on this page. Executive Vice President Fry’s remarks, transcribed from tape, appear opposite. They are followed by comments of three Council members and an observer from the African American Association of Administrators, Faculty and Staff, who was recognized at the request of a Council member.

— K.C.G.

Council normally opens with brief statements of the president, provost, chair of steering, and chairs of the two student assemblies (UA and GAPSA) and two organizations of nonacademic staff, the A-3 Assembly and the Penn Professional Staff Assembly. Wednesday’s distributed agenda eliminated these reports to allow time for the extended discussion on alcohol and civility. But at the meeting, the moderator announced that a request for time to discuss the Trammell Crow Company agreement had been granted. Discussion opened with this statement.

On the Outsourcing of Facilities Management

My fellow Council members:

I thank you for this opportunity to express, on behalf of the A-3 Assembly, my disappointment, disgust and sheer outrage at the manner in which the outsourcing agreement between the University and Trammell Crow was handled.

Throughout the Philadelphia area last Wednesday evening, University employees of Facilities Management sat down at their family dinner tables and said, “Honey, there’s something I need to tell you....” Thursday, the shock waves rolled over the campus as the news of this impending transaction was announced in *The Daily Pennsylvanian*. I ask—why was this such a surprise? Why was this kept so secret?

Has this University not seen nor learned (with examples such as the Bookstore, vending, or Benefits Redesign) that shutting people out of the basic decisions that affect their lives breeds fear, anger, discontent, animosity and general mistrust? Is this the atmosphere that we would like this institution to portray?

This transaction directly and drastically affects the lives of 175 loyal Penn employees—employees that have made personal sacrifices in order to work here in the expectation of long promised benefits—employees that this University has depended upon for many, many years. And yet, they’re left wondering just where those promises went and if their expectations were a sheer waste of time and effort. For years, these employees have made sure that your recycling bin was being emptied and now *they’re* feeling recycled and discarded themselves. Is this how their loyalty is being reciprocated? Is that fair? Do you care?

This is not a voluntary transition for *any* of these employees. As I walked around Facilities Management and spoke to those members of my

constituency who are being directly affected by this deal, the feeling of utter helplessness was overwhelming. I was deeply saddened by the statements I heard such as, “I don’t know if I’ll be able to continue my cancer therapy because my doctor may not be covered under Trammell’s health benefit plan.” “I was going to retire in three years.” and “Now I don’t know what I’m going to do about my son’s tuition.” But what I heard most was “Why are they still not telling us anything?” I’m wondering the same thing myself. How can you expect these employees to come to work every day to perform their jobs with any kind of enthusiasm and pride when they feel that they are being kept in the dark about their future here at Penn?

The fact that this real estate corporation has never managed the facilities of an academic institution, let alone one the size and complexity of this University, leads one to believe that we are the now the proverbial guinea pigs. Don’t you feel that they need all the help they can get and shouldn’t Penn insist they take it? Couldn’t Penn have presented their package to include these 175 employees (which is a small number of employees for such a large conglomerate) as a “take it or leave it” package?

How many Penn employees do you think are coming to work every day thinking, “Am I next?”

Since the Restructuring and Redesign Project of this University started in 1995, many employees in this University, have witnessed examples of drastic decisions made by the Administration, without warning or consultation. Why is this? Today, there are fewer employees exerting themselves to produce the increasing amount of work, feeling less and less secure, unappreciated, overwhelmed and overburdened. And all without

being given a chance to even speak and be heard.

While we all understand that this University needs to change in order to grow and prosper in order to fulfill its mission as an academic community, we also understand that our livelihoods are at stake here. Who is next? Or won’t we know until the deal is done again? Is not the role of this Council to “consider the activities of the University in all phases” and to be concerned with the “general welfare” of the University as a whole?

Our proposal is twofold.

First, a committee should be formed with all constituencies represented to ensure that best interests of the University and its employees are worked out in detail for this and all future outsourcing endeavors.

Secondly, that the Executive Vice President who obviously plays a major role in the decisions affecting the lives of employees of this University, be required to make a report to Council at least once every two months so that we are not caught by surprise yet again.

It is a grave concern that the A-3 employees of this University feel demoralized, helpless, scared and without hope and are being forced to work in an environment that seemingly doesn’t care. This is not just about money. If it were, none of us would probably work here. I ask you to please speak up and show your concern.

I have been informed that a town meeting has been called for Monday, October 20, from 5 to 7 p.m. in Room 110 in the Annenberg Center. I would ask that all interested persons please come and participate in this forum. Thank you.

— Donna M. Arthur, Chair, A-3 Assembly

(see discussion starting next page)

Discussion on Outsourcing

John Fry: I'd just like to make a few remarks in response to Donna's comments and then take as many questions as you'd like to give me.

The first thing I want to say is that I think in the last week those who have been looking at the newspaper may have seen three events that occurred. The first event was Westinghouse laying two thousand employees off. The second was yesterday when the Allegheny system announced that they were laying off 1200 employees. And the third was news from Stanford University where their Facilities and Project Management Department was completely eliminated and 42 people were laid off.

Those were all basically situations where people were terminated completely and were leaving their institutions. I think the way in which we've tried to handle this restructuring—which was a necessary one in order to improve the quality of our facilities services—was a dramatically different story, and I want to just illustrate by making a few points. The first is that typically in these [TCC] cases—and it will be negotiated contractually—about three-quarters of the employees wound up with jobs, so 75% of the people who are affected, if they choose to [interview], will receive job offers with this new company. That's the first thing: we're not talking about 175 people being laid off. We're talking about three quarters of these people being given new opportunities in what we think is going to be a very good employer in terms of Trammell Crow.

Let me say something about what we've negotiated to date and are still negotiating in terms of things for our employees.

The first point is the base salaries of these employees who are hired will not be lower than their current salary and in fact, every position will have a 5-15 percent bonus incentive because that's the way Trammell Crow incentivizes its employees. So people won't be making less on their base salary, they will be eligible for a 5-15 percent bonus incentive and will be participate in an employee stock option.

There are some differentials on benefits: let me talk to you a little bit about how we are attempting to address medical and dental. At the very least what we are going to do is add to their base salaries the difference between what they are getting now and what they might be getting under a Crow plan from a financial perspective. We're not content to stop there and what we're doing is attempting to negotiate aspects of the Penn coverage that employees would desire to keep in terms of their current situations and that is something that we are doing right now. But at a minimum, the financial effect will be mitigated by an addition to their base salaries. We're making every effort to make employees whole or bridge any gaps in other benefits, and again that's something that we're working on right now. The other things that are germane obviously are tuition, and the minimum commitment is that for children for staff the tuition benefit remains through Spring 2001. All the general rights and privileges of the University, from parking to utilization of facilities, will remain in place. These are just minimum commitments. This is what we were able to announce to the employees when we brought them together. People have criticized us for not having worked

out all these details before we made the announcement. In my judgment, the fairer thing to do was to sign the agreement, which we did about 8 o'clock the morning of the announcement, and within three hours I stood in front of those employees and told them. I thought that was the only fair way to do it. I did not want them to find out through leaks, through *The Daily Pennsylvanian*, or through any other means but direct conversation.

We have extensive communications now ongoing with the effected employees. Next week we are starting the resume writing and interviews preparation workshop. We have retained two firms to help our employees over the next three weeks, prepare their resumes, get ready for the interviews. We will coach them through that. We know many of the vast majority will be successful in obtaining those jobs.

In the meantime, we are negotiating on an item-by-item basis every one of those benefits to try to make sure that people are as whole as possible if not slightly better. So we're not Allegheny and we're not Stanford and we're not Westinghouse. What we're trying to do is two very difficult things at once: The first thing we're trying to do is to follow through on the commitment that we've made to this institution that we're going to manage better, and more efficiently, and more cost-effectively. I have reports dating back from the 1993 Cost Containment Committee of the Faculty Senate that implore the administration to get its act together in terms of better management and we're merely following through on that commitment. At the same time, what we're trying to do is honor the years of hard work, dedication, commitment and talent of a lot of people who have done really well for us in the Facilities and Residential areas.

We think by negotiating the kind of arrangement that we are with a very enlightened provider of service, Trammell Crow, whom we've had good experience with, we're going to try to create a win-win situation. It's a very, very difficult thing to do but it's more difficult to do what we're doing than just merely laying people off and saying that's the end of the story. So I hope you'll understand that we are trying to be a little bit different and a little more humane in our approach.

I will now take any questions.

Ms. Arthur: Are there representatives of the constituencies involved in the committee that is making these decisions...the A-3s and the A1s?

Mr. Fry: No. Management is negotiating this directly with the Trammell Crow Company. We will seek advice and counsel, though, from the A-1 and A-3 Assemblies.

[Moderator Sam Preston indicates that two more comments will be accepted.]

Dr. Larry Gross: I have two things: One is to emphasize, probably unnecessarily, what I think is the critical importance of the tuition benefits. It strikes me as probably the most nearly unique and idiosyncratic component here, that clearly will mean the most to affected employees—and 2001 is rapidly approaching though I hope that that minimum turns out to be the minimum and not the figure we end up with. The other point is to express a concern...that in this sort of situation we become vulnerable I would imagine, to people who want to hire away the best and the most talented of the affected employees. The analogy that occurs to me is what happened in Minnesota last year when a university that was giving the appearance of redefining the terms of its agreement with fac-

ulty becomes very ripe for picking: if you wanted to recruit top faculty from Minnesota, that was the year to do it. I'm equally concerned here that as you have said, and some of the stories have said, one of the reasons that Trammell Crow is interested in us was because of the excellence of many of the people we have. My concern is that there are firms, construction firms, management firms and so forth that will be looking at this as a very opportune moment to hire away the very people whom we have benefited from in the past. I'm really very hopeful that that will not happen and we won't find ourselves precisely losing the very people we most depend upon.

Dr. Anthony Tomazinis [*chair of the Facilities Committee of Council*]: My concern is a little different. I see that the University has produced a very good deal—for the University; John did not mention, even, the \$32 million given to the University as a bonus, practically, for the experience the company will gain. And details that were presented today indicate that their heart was in the right place. What concerns me is the message, and the message is that "What we want from you is 9 to 5, and shut up. Don't get involved in our responsibilities; we'll tell you what you are going to do and when you are going to speak." And this is extended on matters as vital as their jobs, for people with 20 years, with tremendous commitment. I know some of the people at the very top, and I hope that they were taken into confidence.

I think the results would have been enriched if the announcement [had said] "We received this kind of an offer, and we think it's very advantageous to the University, but we'd also like to hear you, and discuss what particular personal problems that may produce." And at the end, for instance, the \$32 million dollars could become \$31 million, a very minor adjustment—but with the feeling that the University values its employees, not only the A-1s but also the A-3s, but particularly the A-1s who carry so much personal responsibility for the welfare of the University.

I'm not an A-1, but A-2 is just the next one over—and the next thing, you might outsource, for instance, a whole school without announcing it, just because another University offers a better price—incredible as it may seem, of course. I think there is an atmosphere of total distrust which has been cultivated by actions which really mean well, but produce havoc.

Matthew Rubin [*member of GAPSA*]: In the spirit of civil discourse, I just would like to register as a representative of the student population my concern for what's going on, and I'd also like to build slightly on the last comment—that in the realm of academic, or reputedly academic concerns, the way that this was handled would never be tolerated. In the realm of the reputedly business concerns, we can be told in an aside, "This was necessary, and in that context this is what we're trying to do to make it as good as it can be within the context of its being necessary to have done this." We can be told "We made the announcement, and as soon as we signed the contract we made the announcement." The question of what happened before the contract was signed is completely bracketed out. And as I said this would be completely unacceptable on the "academic" side at Penn.

As someone who considers myself a member of this community, and who considers everyone who lives, studies and works here a member of this community, I don't think this is acceptable. I don't think this is right. I don't think that the

exigencies of the economic side of the situation necessarily have to preclude the kind of open and democratic participation of all stakeholders the way that we would like to have it done on the academic side. Now I'm sure that this may sound naive to a lot of people here...but I think the bottom line is that these people are members of the community, and the outsourcing did not have to be done the way it was done; and the need to better manage physical plant did not necessarily have to be done by outsourcing to a company that has absolutely no track record in managing this kind of institution.

Insofar as the efforts that the Executive Vice President has outlined will help maintain the quality of life and security of the people who are being affected by this, I applaud them and the University for being a little bit different, as you said. Insofar as these efforts will not pan out to anything material, I think they merely serve to obscure the basic logic at work here, which is that outsourcing has extremely deleterious effects on people who are often not really considered part of this community when people are away from microphones and not speaking in public forums. I think it's extremely important that we all do everything that we possibly can to truly make A-1s and A-3s a part of this community a part of this community in the way that the rest of us are when we have our democratic input to decisions before they're made, when we have longer and larger forums dedicated to our needs, and when we enjoy a sense of entitlement about our full participation in the affairs of the University. Finally I would just say that it is not 175 people being laid off, but it could certainly be more; because after the contracts of the unionized physical plant employees run out in a few years, then we will really know what the full impact of this management switch has been, in terms of people who have been working for this university.

[After brief discussion between Dr. Helen Davies and the Moderator, one additional speaker is recognized.]

Rashida Abdu *[a member of the Association of African American Administrators, Faculty and Staff, known as Triple A]:* This is a real problem, and it's not acceptable. We will not accept it as Triple A, we will not accept it as A-3s or A-1s.

This was something that was *done*. None of us had any input into it. It was a bomb dropped into our laps last Thursday morning, and everyone sat there frozen not knowing what really was going on, how this was all coming down all of the sudden.

This impacts on everyone here, every single solitary worker at this University. We came *here*. We applied *here* at the University—we did not apply to Trammell Crow. We will not accept our jobs being outsourced and having to apply again to an outside company in order to continue working on this campus, at less pay. You did not come prepared as “the University” or as “that Company” with anything—no packets, no nothing. You just wanted to tell us a whole bunch of bull, and we were supposed to accept it, walk out and say “Okay, fine, we have no jobs.”

You started years ago by doing it with the hotels, Penn Tower and Sheraton. You moved on to do it to the UCA, University Real Estate or whatever it was. Then you went on to the Bookstore. People did not rally, but people will rally now—because they see that it does affect all of us. It affects us any worker in any position here.

You are only concerned, I think, with the professors; you're not really concerned with the students and how they feel. I am glad to hear that the students are going to back us, that they are angry about this.

But it's not acceptable, and I'm not going to accept it—because I don't feel as though my last 16, 17 years working at this University should go down the drain just because you want to bring in somebody else and say I'm not doing my job. I'm *doing* my job. And so is anyone who really appreciates working for a living and making a salary, even though it is not comparable to anything outside. But there is something that holds people here. Anyone who stays here for any length of time is not going to accept this, and there are organizations, many of them, that will come together and fight this.

An Open Letter to the Penn Community

The Christian Association and its Building

Two large signs of eight feet in length have been installed on the sides of the Christian Association building at 3601 Locust Walk, proclaiming “Sale or Lease.” Because this action attracts a lot of attention and stirs up questions in the community, I want to note the signs simply reflect what is already public knowledge: the Board of Directors of the Christian Association is actively seeking to use the resource of the building to achieve the long-range goals for the organizations. Since the future use of this site at the heart of the campus will effect life at Penn, we wish to inform the community of our intentions.

From our beginnings, against this rich academic and intellectual backdrop the Christian Association has focused on student religious life and the pragmatic application of Christian gospel principles to various social concerns. As each successive generation in our society has wrestled with ever-changing social problems, and our culture has continued to be molded and shaped by an increasingly complex world, the Christian Association has been at the forefront to raise the ethical issues, to pose the religious questions, and to organize and support a variety of Christian responses to maintain a just and compassionate society. Organized in 1891, we have continued to challenge Penn students to think and act on ethical principles as they prepare to assume significant leadership positions throughout the world.

Though first located in Houston Hall, the Christian Association laid the cornerstone at the current site of 3601 Locust Walk in 1927. The building, which is reported to be modeled architecturally on a palace in England, is privately owned and governed by the Christian Association Board. Perhaps influenced by our partnership with the YMCA movement during its early years, our building was built as a student center. Designed to house the Protestant groups and their many activities, at one time the current restaurant area opening onto Locust Walk was a student lounge where ping pong tables were available, the various offices housed local ministers and activist groups, the basement served as “The Catacombs” and later “The Eatery” where healthy, vegetarian, and inexpensive food was provided along with plays, book discussions, music and poetry readings. In the days when women could not attend classes with men this building was one of the few integrated places on campus where men and women could socialize. Along with the Newman Center and Hillel, this was where faith and reason could be in dialogue, where moral questions could be addressed, and where political and social involvement was encouraged.

The cultural issues pressing both this campus and our society today include the increased complexity due to the racial, ethnic, and religious diversity of our society and the variety of life experiences this creates. This lack of a common homogeneous religious or community experience contributes to alienation and estrangement in our culture. Today's students tell us that Penn is a microcosm of this larger societal phenomena.

Our ministry tasks are now shaped by this cultural reality. Though the Christian Association building stands in a prominent place on this campus, neither Penn nor our culture is now dominated by Christianity. Thus, our goal is to carve out a Christian ministry that is ecumenical and interfaith in order to train Penn students to lead the global conversations for greater understanding and compassion for our neighbors. Our plans include: providing a diverse ministerial team to assist in this training, offering student stipends to those seeking training, reinstituting regular interdisciplinary lectures to focus on the ethical and moral questions of the day. We are prepared to use the resource of our building to accomplish these goals.

Our long-term efforts to develop the building are coming to fruition. We anticipate that our goals of ensuring the financial viability of our ministry into the next century while at the same time disentangling ourselves from the cumbersome work of building management will be realized and thus strengthen our ministry.

We support the administration's vision for the 21st Century to create “a greater seamlessness” across the Penn experience (*Almanac* October 25, 1994) and share the current interest to enhance student life by creating a unique Penn experience. Living visibly in the midst of campus life with overlapping interests and concerns for student life and well being, the Christian Association has maintained a collegial relationship with the University to facilitate the best academic environment possible.

Thus, it is our preference that our building will have a compatible use to continue to serve the students and the community as the original builders had planned and as it has been used these last seventy years. We cannot at this time guarantee it, however.

— *The Rev. Beverly Dale, Director, The Christian Association*

Not for Sale: Palladium and Gold Standard

In response to numerous calls regarding the “For Sale” signs on the Christian Association building where we are located, we would like to make clear that The Palladium and The Gold Standard are continuing operations as usual at 3601 Locust Walk. Our business is not for sale. Any sale of this building will have no effect on the terms of our lease, which is in effect for at least another five years.

— *Roger Harman, Co-owner, Palladium and Gold Standard*

Report on Activities of the Senate Committee on Academic Freedom and Responsibility, 1996-97

The Senate Committee on Academic Freedom and Responsibility devoted much of its time to the drafting of a statement, "Procedural Principles for Handling Complaints Concerning Academic Freedom and Responsibility", that had been initiated by the 1995-96 committee, for the purpose of guiding the school Committees on Academic Freedom and Responsibility. That statement, published in the *Almanac of February 25, 1997*, was subsequently unanimously approved by the Senate Executive Committee on April 1, 1997, and will henceforth be distributed annually to each school's CAFR. SCAFR also determined that it would schedule a meeting with the newly elected school CAFRs at the start of each academic year, for the purpose of discussing and explicating the procedural principles.

The committee consulted with the administration, and with the CAFRs of several schools, in response to questions about the procedures appropriate in particular cases. At the request of the Faculty Senate Chair, SCAFR explored issues relating to the revisions of the *Handbook for Faculty and Academic Administrators*, and the Procedures Regarding Misconduct in Research, and reported their conclusions to SEC.

— Larry Gross, Chair

Report of the 1996-97 Faculty Senate Committee on Conduct

Background: The Senate Committee on Conduct (CoC) was created in 1988 as a forum for the consideration of complaints by "a student or staff member who believes that she or he has been subjected to racial, ethnic, or sexual harassment by a faculty member...." [from Procedure of the Senate Committee on Conduct, *Almanac* October 31, 1989]. The CoC is one of a number of alternative University mechanisms for dealing with such complaints.

In his charge to the CoC for 1996-97, Faculty Senate Chair Peter Kuriloff asked this committee to consider whether the CoC was necessary and should be continued. The issue was raised because the CoC has had very few cases brought to it since its creation and because other mechanisms, including the recently revised "just cause" procedure for sanctions taken against faculty members (*Almanac* April 22, 1997), arguably obviate the need for the CoC.

Committee Process and Recommendation: The committee met and deliberated several times during the year and also solicited information and advice from numerous parties. To gain an understanding of the history and status of the CoC, we interviewed three key members of the University community who have current and/or past connections with the CoC: Professor David DeLaura (Ombudsman)
Professor Kenneth D. George (former chair, Committee on Conduct)
Professor Barbara J. Lowery (Associate Provost)

After considering the available information and viewpoints, the committee concluded that the CoC is an appropriate body serving a very important function. Although other mechanisms exist to deal with harassment complaints by students or staff against faculty, it seems fitting for the Faculty Senate to provide a forum for this purpose. No other group on campus has the same interest in preserving the integrity of the faculty that the Senate does; nor can any other group speak with as much authority on matters of faculty conduct. Questions about the appropriateness of faculty conduct would benefit greatly from input from a properly constituted faculty body. Further, we recognize that there may be sound legal reasons for continuing the CoC. Finally, we are concerned that eliminating the CoC might be misconstrued by the University community.

Given the above, this committee recommends that the CoC be continued for two additional years, subject to the steps outlined below, and that the question of its continuance beyond 1999 be revisited at that time. Our recommendation rests mainly on our belief that much of the University community is, and has been for some time, unaware of the CoC's existence and/or mission. Thus, the CoC has not been given fair consideration as a forum for harassment complaints by students and staff against faculty members. We further recommend that appropriate steps be taken to inform the University community of the CoC's existence and function.

Potential Case: Late in the Spring 1997 term, after the committee had decided to recommend that the CoC be continued for at least two years, a potential case surfaced, presumably because of the heightened awareness of the CoC caused by this committee's activities. A letter of inquiry was received from a prospective student complainant, which may lead to a complaint being filed with the CoC in the near future. This case appears to contain elements that would make its consideration by this body particularly appropriate.

Conclusion: To summarize, the committee recommends that the Senate Committee on Conduct be continued through Academic Year 1999, with adequate and appropriate notification given annually to the University community of its existence and purpose. The CoC's further continuation should be reconsidered in 1999.

F. Gerard Adams (economics)
John A. Lepore (civil systems)
Arnold J. Rosoff (legal studies), Chair
Barbara Woodhouse (law)*
Sally H. Zigmund (biology)

* [withdrew before the end of the year due to a potentially conflicting committee assignment]

Report of the 1995-96 Faculty Grievance Commission

In many ways, 1995-96 was a very quiet year: There were no hearings and the promised draft of changes in the just cause procedure remained in committee. Over the year, several members of the faculty knocked on our door but none of their complaints matured into a formal statement of a grievance and a hearing. Several of the complaints did, however, articulate nagging difficulties in our organizational practices: e.g., sabbaticals for clinical faculty and benefits for long-term part-timers, authorial credit in collaborative curriculum projects, and the movement of faculty members from one department to another during the course of a tenure review.

The quiet of 1995-96 was framed, however, by difficult relations with the Provost. This account is necessarily both cryptic and obscure: pointing to difficulties rather than marshalling evidence or arguing a case. It is difficult to write about the work of the Faculty Grievance Commission without breaching the confidentiality that we are pledged to protect.

At the beginning of the academic year, the Provost rejected the findings of a 1994-95 panel that had heard a particularly tangled case with very broad implications across the University. The commission did not challenge his right to do so though we were alarmed by what appeared to us to be his brusque assault on the essential fairness of the grievance process itself. As events unfolded, the grievants and the Provost found a way to address their dispute through "alternative" means. After our initial growl we were content to watch that process without putting our authority at issue.

At the end of the year, we again tangled with the Provost but here a confrontation could not be avoided. A member of the faculty was accused—he claimed unfairly—of scientific misconduct and subjected to disciplinary action. He appealed for relief to the Senate Committee on Academic Freedom and Responsibility (SCAFR) and was advised, sensibly we believed, to bring his complaint to the Faculty Grievance Commission. The commission decided that the claim that there had been serious procedural flaws in the preliminary adjudication of the case merited the creation of a formal hearing panel.

In a series of exchanges that lapped into 1996-97, the Provost protested that this was a matter of "academic freedom and responsibility," and belonged in the domain of the committee on academic freedom and responsibility of the grievant's school. He resisted what appeared to the commission, SCAFR and the Faculty Senate leadership as the clear meaning of the *Handbook for Faculty and Academic Administrators* and our repeated advice that it was terribly important that we play this case "by the book" even at the cost of overlapping judicial processes. As letters went back and forth and the Provost delayed naming a respondent, the commission saw itself as at the edge of a major "constitutional" crisis. Happily, the Provost relented, a respondent was named and a panel heard and decided the case in the Spring Semester of 1996-97.

We report on these events now in the hope that this and future provosts will remember and appreciate the special role of the Faculty Grievance Commission in maintaining the web of trust in this very peculiar organization.

The members of the 1995-96 Faculty Grievance Commission were Seymour J. Mandelbaum, chair, Paul Kleindorfer, chair-elect and Sol Goodgal, serving as past-chair in place of Peter Kuriloff, who resigned to serve as chair-elect of the Faculty Senate.

— Seymour J. Mandelbaum, Chair

FOR COMMENT

To the University Community

Over the summer, an *ad hoc* committee of the Board met with Steven Murray and Marie Witt of the Office of Business Services regarding plans for the future relocation of the Faculty Club to facilities within the Inn at Penn, now under construction in the 3600 block of Walnut Street. The outcome of this consultative process was a set of plans which were reviewed and accepted by that committee and brought to the Board at a special meeting in mid August. The Board voted to accept the recommendation to move forward with the plan as presented. The Board members discussed the architectural plans with the membership at the October 6 meeting. While many issues remain to be resolved with questions related to governance, finances, and terms of agreement, we believe the move is in the best interests of the Faculty Club, and that it is important to have an informed membership on this issue.

— Elsa Ramsden, President, Faculty Club Board of Governors

The Faculty Club in the Inn at Penn: The Concept

Background and Planning

The Faculty Club currently provides a series of functions for the University, its departments, faculty and staff. These include:

- The Hourglass Restaurant, a moderately priced, 73-seat restaurant with table service that is open daily for lunch and Wednesdays for dinner during the year.
- The Cafeteria, a luncheon buffet available to all members at the fixed price of \$6.25 per meal. It is open Monday to Friday year-round and accommodates up to 200 users per day.
- A conference center with a Club Room in the basement, Alumni Hall on the second floor, and seven private dining rooms on the third floor.
- An informal meeting place for faculty and staff, including a bar/grill area seating 38 and a lounge space, both located on the first floor of Skinner Hall. It also has a small art gallery with rotating exhibitions. It provides evening food services for Hillel, and rents about 1,500 square feet on the third floor to the Dynamics of Organization program.

Club Membership is currently about 18% of eligible faculty and 4% of eligible staff.

The University has been providing the Faculty Club with space on a rent-free basis under the terms of a 1959 agreement. In addition, the University has been covering the costs of operating the building (about \$300,000 per year), and covering Faculty Club operating deficits averaging \$350,000 per year.

Feedback from long-range planning discussions and recent surveys indicated that members were most concerned with retaining an environment that fosters collegial conversation, an informal lunch time buffet that enabled interaction between colleagues, an upscale dining room suitable for hosting guests, and a distinct identity.

In the Inn at Penn: Interior Design

The space planned for the Club has been designed with direct input and collaboration from an *ad hoc* committee of the Board of Governors. Final interior design features and other operational issues will be discussed over the coming months with the *ad hoc* committee. Preliminary renderings show the general atmosphere envisioned for the Club space. These renderings can be seen on the web at

<http://www.upenn.edu/bus-svcs/clubplans.html>

Entry to the Club space would be just off the second floor lobby area and adjacent to the Inn's living room*. A reception desk and additional space for a sofa, other soft seating and area to meet and gather would be provided in the lounge. This space would be roughly the same size as the lounge area immediately in front of the Hourglass restaurant in Skinner Hall.

The lounge area and corridor between the buffet and formal dining rooms would provide ample wall and display space for the Club art exhibitions.

Entry to the buffet dining room would be off the Club lounge at the west end of the Inn's living room. Entry to the main dining room would be through the Club lounge at the west end of Club's buffet dining room. Bar service to the buffet and main dining room will be provided by the Inn. Beverages may also be served in the Club lounge area using a small bar in the Inn living room.

The Inn will also operate a restaurant/bar on the first floor of the Walnut Street side of the complex.



The Faculty Club's entry would be separately identified at the Inn's Walnut Street entrance, circled in this preliminary sketch.

Identification

The entry to the Club would be through the Walnut Street entrance. Members would enter the Inn lobby and go directly to an elevator to the second floor or ascend the grand stair case. Signage marking the entry to the Club would be prominent upon arrival.

Food Service Management

The company hired to operate the Inn at Penn will provide food and beverage service and maintenance and upkeep functions for the space designated for the Club. The Inn operator will be hired by Penn on a management contract. The operator will be paid a fee for services and be paid based on key performance milestones to include both financial and customer service requirements. Therefore, all revenues (other than membership dues) and expenses related to provision of meals and beverages associated with the Club would be borne by the Inn.

Meeting and Conference Rooms

The Inn at Penn will provide a large ballroom that will be subdividable into four smaller rooms as well as three smaller meeting rooms and a board room. Club members wishing to reserve meeting rooms could do so either through the Club Coordinator or directly through the Inn. University rates will be established and extended to Club members for room rentals.

Hours of Operation

The Club lounge area would generally be open Monday through Friday from 9 a.m. to 5 p.m. with the Dining Room area available with coffee set-up each weekday morning. Lunch would be provided Monday through Friday and the traditional Wednesday night dinners would be continued.

Special functions and events such as pre-game brunches would also be scheduled. During non-standard hours and breakfast, Club space would be available for use by the Inn as scheduled by the Club Coordinator. Breakfast would be served daily by the Inn in the space designated for the buffet. Club members would still have access to the main dining room and lounge area for morning coffee and conversation.

Next Steps

Now that the basic plans have been approved by the Faculty Club Board of Governors and shared with the Faculty Senate Executive Committee, the *ad hoc* committee will resume meetings with Business Services to finalize details such as club governance, pricing structure, coordination of club programming and related issues.

Please forward your comments and suggestions via e-mail to Dr. Elsa Ramsden (ramsdn@mail.med) or Marie Witt (witt@pobox).

—Steven D. Murray, Vice President, Business Services

* The Inn at Penn will have a living room area on the second floor that is designed to be a beautiful room with a fireplace, wood paneling, highback and overstuffed chairs. It will also have a small bar. While an integral part of the Inn, it is also designed to be a place for the Penn community to meet guests and colleagues. Its adjacency to the space designated for the Faculty Club permits yet another area for club members to have informal conversation.

Students: The Gathering

By Henri Tetrault



Every afternoon a cluster of students crowds around two small folding tables at Out of Time Comics, involved in a Penn tradition of lightning wit and sophisticated skill. These are not young, tweed-clad chaps engaging in a quiet game of chess, however. They are playing a new card game with an international following invented by a former Penn mathematics professor.

"MAGIC: The Gathering," which combines role playing with card trading, has sold more than 2 billion cards world wide since it was created in 1993 by Richard Garfield, a former University of Pennsylvania mathematics professor.



Hundreds of MAGIC cards exist, some quite rare, and players trade them to strengthen their decks.

Garfield created MAGIC in 1993 for Wizards of the Coast (W.O.T.C.), a small, young Seattle company, which specializes in role-playing games. Garfield, here at Penn during that time, invented the concept and did most of the research and development of MAGIC with the help of a group of Penn students. Dubbed by the Seattle folks as the "East Coasters," they acted as play testers, and later many of them, including Garfield, moved to Seattle to continue their gaming careers.

MAGIC was greeted by instant worldwide success, elevating W.O.T.C. to a force to be reckoned within the gaming business. Founded in 1990, W.O.T.C. since then has established international offices in the United Kingdom and Belgium and has grown to

more than 300 employees. MAGIC, its most successful product at \$9 dollars a pack, has brought in a substantial amount of revenue.

Part of that revenue comes from players at Penn. Every afternoon a number of students make their way from their last class to the comic-book store at Walnut near 38th Street. When the MAGIC players enter, foldable chairs and tables are pulled from the corner, long boxes of MAGIC cards are pulled from backpacks, cards are traded and the games begin. Someone takes orders for a snack run — including Gatorades, and bottled water — as these athletes of the mind work up an appetite. Some 30 students filter in and out of the busy comic store every week.

One busy afternoon, none of these steeped-in-strategy players was willing to reveal his name.

Some of the players said they have been playing since the game appeared on the market in 1993; some just picked up the game a few weeks ago. One young man, also travel-

The game is played with two or more "wizards," each armed with a deck of cards. The wizards duel for control of a magical plane. The tools of competition include evil spells, fantastic creatures, spiritual levels and enchanted lands — all at power levels designated by the cards. The cards themselves are bought, traded and collected much like baseball cards, allowing a player to create unique decks with different themes and strategies.

MAGIC uses hundreds of cards, each one a small work of art because of the intricate, comic-book-like graphics printed on the top half of the card. Printed below the graphics are the rules pertaining to that particular card, and numbers representing its powers in different situations.

MAGIC is a complex yet simply organized game that can be picked up by beginners within half an hour. But the strategic

planning takes practice and skill, a quality that attracts strategy-game masters.

What makes the game most exciting is that no two duels are the same due to the immense numbers of cards, the ability to create a deck or pick one randomly, and the opportunity to play the game in different ways, said Out of Time's assistant manager and avid MAGIC player, D.J. He preferred to be identified only by his initials and was the only player in the shy group who was bold enough to speak about the game.

The meeting in the comic store is just one of many in the area where MAGIC fans meet to test their decks

and have a good time. Pick-up games are common at CHATS on Thursday afternoons, and at Out of Time's second location on 19th Street weekend afternoons. The 19th Street store hosted a tournament Sunday.

The players welcome newcomers and a simplified version of MAGIC called PORTAL makes learning the game easier for beginners.



MAGIC players gather at Out of Time Comics for afternoon pick-up games.

ing incognito, said he is semi-pro and competes in international tournaments that have prizes of up to \$20,000. W.O.T.C. sponsors the tournaments.

The company organized a world-wide pro tour in 1996 that popularized the game to a wider audience. The tournaments have elevated the cerebral MAGIC to the kind of competitive sport that requires practice.

Center Designs New Scientific Method

By Libby Rosof



"It's an engineering approach to biology."

— Chris Overton

Picture an attic filled with stuff you're convinced you will need some day. Now picture a mountain range of scientific data piled up in pretty much the same way most folks stuff their attics.

For the last 20 years, scientific data has been piling up in much that way. And in the last six years, with the advent of the Human Genome Project (HGP), the volume of data pouring out of labs has increased exponentially, overwhelming traditional methods of keeping order.

Critical information and discoveries biologists are eager to build on are buried in databases they cannot negotiate.

Help is here. Here at Penn. It's interdisciplinary and it's a new center, the Center for Bioinformatics.

The center grew out of work underway among geneticist Chris Overton; computer whizzes Susan Davidson, Peter Buneman and Val Tannen; and biologist Warren Ewens. They were creating programs to help scientists find and manage information, and they were running a seminar series that was attracting people from beyond Penn's ivied walls.

Some of the programs they were designing enable databases and computers to communicate with one another. Some enable scientists to visualize biological structures by transforming data normally expressed in long strings of characters into still and moving pictures. Some programs create storage systems, and some analyze or allow manipulation of data.

But figuring out which kinds of databases needed accessing and which kinds of data needed visualizing requires more than just computer experts.

"We need people who can address the biological problems — what information is

needed, how to generate that information, and people to address the computational problems," says Overton, director of the new center. They also need engineers to design robotics systems for automated experiments; they need statisticians to determine how data needs to be crunched; they need chemical engineers, physicists, map-makers.

They need to attract more people to their work to fill all those roles. So the group felt it was important to formalize their long-standing collaboration.

"There needs to be synergy with what we're doing here and other big pools of experts in biological sciences," says Davidson, co-director for the center. "The center will enable us to attract people." The center plans to recruit three new faculty members and associated staff persons within the next three years over and above the three core faculty and seven associated faculty, 14 program-mers, grad students, post-docs and support personnel currently there.

Even before the center's creation, the informal bioinformatics group had started attracting people. People from other institutions and pharmaceutical companies began coming to the seminar series, called the Penn Bioinformatics Forum. The seminars attracted people from as far away as Washington. At the seminars, university and industry investigators come together to exchange ideas and discuss research issues of mutual concern.

"We're the only one of the few places on the East Coast doing bioinformatics in an academic setting," Overton says. Only a handful of academic groups dedicated to bioinformatics exist.

And although Penn is not the only place in the country doing this kind of research, it

is unique in several ways.

"There are isolated pockets of excellence in particular departments, but very few formal programs around the country," Overton says.

Penn's program is anything but isolated. It reaches across the University to include Penn's schools of Medicine, Engineering and Applied Science, and Arts and Sciences.

"At Penn we have recognized the interdisciplinary character of bioinformatics," Overton says. "Our center will permit us to take advantage of the combined talents and contributions of many specialists — from biomedical researchers to computer scientists to mathematicians."

The center's base of operations is the Institute for Medicine and Engineering

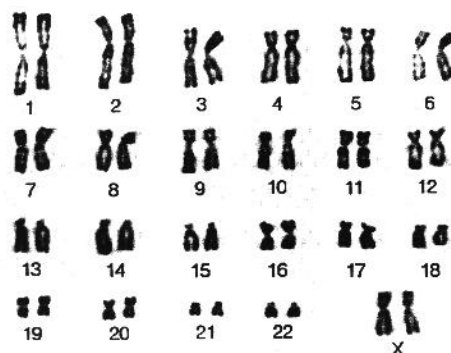
(IME), which is connected to the three schools. The small work-group that eventually formed the center received long-standing support, informally, from the Institute for Research in Cognitive Science.

"The center is a superb example of interschool discov-

ery, education and application," says Peter F. Davies, IME director and professor of pathology and laboratory medicine.

Penn's program is also unique because it is formal, and includes undergraduate and graduate studies: Starting this fall, Penn will offer a B.S. degree through the Schools of Arts and Sciences and Engineering, as well as an M.S. of biotechnology with a track in computational biology and bioinformatics. (The M.S., without any advertising, already has seven enrolled this year, Davidson says.) Penn is also one of the few schools to offer doctoral and post-doctoral programs in computational biology.

"We're getting a lot of biologists coming back to fill in with courses in bioinformat-



Chromosomes of a normal female

ics," she says. "Pharmaceuticals and the biotech industry are looking for people with this training."

The link with industry is one of the unique aspects of Penn's program. "A lot of good bioinformatics work is going on in industry, for example at SmithKline Beecham. The center aims to train future bioinformatics specialists through practical internships and fellowships.

"We recognize the potential for bioinformatics to influence clinical medicine," says Dr. William N. Kelley, dean of the School of Medicine and CEO of the Health System.

In part, that influence relates directly to HGP, which has produced a detailed map of human chromosomes and will create a reference sequence for the human genome by the year 2005. In mapping the human genome, scientists have been locating markers for diseases.

"Things close together [in the DNA] tend to be inherited together more than things that are far apart," Overton says. "Marker-location information from the HGP has enormously accelerated the ability to do disease gene-hunting."

Bioinformatics creates an infrastructure to help integrate the DNA information coming out of labs across the country. The data comes from databases — from small ones in people's labs to international ones.

"Everyone stores things differently, using different formats and languages," Davidson says. A researcher who asks a question that requires information stored in many databases must have a way to get the computers to talk to each other. Investigators at the center are already working with funds from federal and corporate grants to create new computer programs to improve the compatibility of the nearly 400 biology databases already available.

"All of this data management, inventorying, managing work flow and process — those are management techniques businesses use, adapted into the genome project," Overton says. "It's bookkeeping on a big scale."

All different kinds of projects are being converted to the genomic style of multiple

New Chef Whips up Changes



Perhaps he did not conduct a scholarly study, but the faculty club's new executive chef knows what items on the menu will always sell.

"It's not very scientific, but it's reliable — generally the first two entrees on the menu are the most popular," says our new culinary expert, Jamie Campbell (*pictured left*), explaining why the crab cakes have been a perennial favorite.

So he's shaking up the tradition.

"I think it's a time for a change in favorites, so we've introduced Sole and Lox Napoleon, an elegant version of our traditional steak sandwich, and vegetarian canolis along side the traditional favorites," he says. The crab cakes are still there, but other foods are taking turns at the top of the menu.

Campbell's a modern chef in more ways than new, hip menu items. He usually begins his day at the computer, planning daily specials and seasonal menus. And he's hoping diners share their opinions of the fare over e-mail at campbell@dining1.dining.upenn.edu

To showcase the Faculty Club, Campbell holds special events like the football brunches, tomorrow's Wine Tasting Dinner and the Oct. 29 Halloween Buffet.

He also designs custom menus for events held in the club's meeting facilities.

Members can practically give up their kitchens Monday through Friday, with the complimentary coffee break from 8 to 11 a.m., the variety of luncheon options, and the new light dinner menu Monday through Friday.

"I'm thrilled to be cooking for such a prestigious institution," says Campbell, who comes to Penn from the White Manor Country Club. Before that he cooked at Scampi's, in Clifton Heights, and at the Germantown Cricket Club.

For membership information, call 898-4618 or visit the home page at <http://www.upenn.edu/faculty-club>

experiments at a time, Overton says. The need for data management and automated laboratory techniques is enormous. "It's an engineering approach to biology."

These new systems will not wipe out old-fashioned, hypothesis-driven research. They will instead help support that kind of research, Overton says. "Bioinformatics will add to the knowledge base so scientists can put out their research faster."

"Bioinformatics is the future of biology," Davidson says.

The Web site for the Center for Bioinformatics is at <http://cbil.humgen.upenn.edu/cbiweb>

A Web page schedule for the Penn Bioinformatics Forum is <http://www.pcbl.upenn.edu/cbiweb/seminars.htm>. The next seminar with a firm date is in January.

To address questions and requests for placement on a seminar-update e-mailing list, write to the human being at pbf@www.pcbl.upenn.edu

WELL SAID

The following quotes from Penn professors and others appeared in publications across the country and around the world.

"I'm convinced that most American men—and increasingly women—can build a house. Or they think they can."

—**Włod Rybczynski**, professor of architecture, in an article about the popularity of home enhancement and remodeling (Newsday, Saturday, Sept. 6).

"It's the same thing you get in retailing when you go to New York and you walk down one street and there's a whole block of computer stores."

—**Janet Pack**, professor of public policy and management, in an article on whether SmithKline Beecham's new office building has the potential to attract other drug companies to Philadelphia (Philadelphia Daily News, Tuesday, Sept. 9).

"Traditionally, all you needed to do was put the shoes of your husband outside the door of your house, and he was gone."

—**Peggy Reeves Sanday**, professor of anthropology, quoted on divorce in the style of the matrilineal Minangkabau culture of Indonesia in a story about a University Museum show featuring her findings on the culture (Philadelphia Inquirer, Monday, Sept. 15).

"At the moment, [SAP owns] the market."

—**Lyle H. Ungar**, professor of computer and information sciences, on the giant business-software maker that is locating its North and South American headquarters in Newtown Square (Philadelphia Inquirer, Monday, Sept. 15).

"With these statistics, for a company to leave a drug on the market, they are asking for class-action suits in the billions of dollars."

—**Dr. Alan Hillman**, director of the Center for Health Policy, on the withdrawal from the market of two popular diet drugs, fenfluramine and dexfenfluramine by their manufacturers (New York Times, Tuesday, Sept. 16).

"We prize cheese, which is rotted milk and smells that way. Fish sauce, which is rotted fish, is prized in Southeast Asia."

—**Paul Rozin**, professor of psychology, in a commentary piece on how different cultures view the acceptability of different foods (New York Times, Sunday, Sept. 14).

"You're not going to see a lawyer from Delaware County come back, but we will draw the small manufacturing firm or the small service firm back into the city to employ city residents."

—**Robert Inman**, professor of finance and economics, on the effect of dropping city wage taxes (Philadelphia Inquirer, Sunday, Sept. 21).

"It has nothing to do with criminal sexual behavior. Something that happened to him in his childhood made him feel good about women's underwear. ... As a man, it can become the focus of sexual fantasy or a way to feel more secure in high-stress situations."

—**William Stayton**, adjunct professor in the Graduate School of Education, on Marv Albert's wearing women's lingerie (Philadelphia Daily News, Wednesday, Sept. 24).

"You must have a laser-beam focus and concentration."

—**Peter Kuriloff**, professor of education, on college dropouts who succeed anyway in the world of computers to become billionaires (Philadelphia Daily News, Thurs., Sept. 25).

"They are so good they just can't wait to get started."

—**Michael Useem**, professor of sociology and management, comparing college dropouts-turned business-titans to top high school basketball players who skip college and go straight to the NBA (Philadelphia Daily News, Thurs., Sept. 25).

— assembled by Sunil Kumar

Chaplain Moves to Central Campus Location

To introduce the Penn family to his new office, the Rev. William Gipson (*pictured center*) held an open house, hosting students, staff, and administrators, including President Judith Rodin (*right*) and Provost Stanley Chodorow (*left*). More than 75 guests dropped in to celebrate Gipson's move to a more central, more visible spot. He moved from the Quad dormitories to larger offices in Locust House, 3643 Locust Walk, where he shares the building with the Penn Womens Center.



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 13-17, 1997

ARTS & SCIENCES

Contact: Anna Marcotte

LANGUAGE ANALYST (101653AM) Lead team of Spanish transcribers; audit audio files; transcribe & check files; maintain word lists; spell check programs; distribute work & monitor quality; train new transcribers; participate in decision making regarding projects; set deadlines; represent transcription team. **QUALIFICATIONS:** BA/BS required; fluency in Spanish; 1 year transcription experience necessary; previous experience with supervision helpful; proficient typing skills; interest in language & technology research. **GRADE:** P2; **RANGE:** \$22,351-29,098; 10-17-97 Linguistics

PROGRAMMER ANALYST II (04526AM) Provide advanced IT support for faculty projects; develop (and assist faculty to develop) educational software; design & program web pages; provide technical support & consulting for educational use of technology; diagnose & resolve complex technical problems; evaluate & acquire appropriate software; some system administration tasks; prepare technical documentation. **QUALIFICATIONS:** BA/BS in Computer Science or equivalent; 2 to 4 years relevant work experience; database experience (especially Oracle); experience programming in C or C++ & CGI programming; advanced knowledge of UNIX; experience in programming Java & Perl; experience with Windows NT or 95; ability to work in academic settings. **GRADE:** P6; **RANGE:** \$32,857-42,591; 10-17-97 SAS Computing

DENTAL SCHOOL

Contact: Ronald Story

SECRETARY III (40 HRS) (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 in business curriculum or equivalent; 1 year secretarial experience preferred; type 55 wpm; familiarity with word processing packages/office automation

equipment; ability to work independently. **GRADE:** G8; **RANGE:** \$18,481-23,132; 10-17-97 Student Affairs

EXECUTIVE VICE PRESIDENT

Contact: Sue Hess

ASSISTANT MANAGER, BENEFITS ACCOUNTING/RESEARCH (101673SH) Review & recommend modifications to benefits programs; supervise the administration & financial management of these programs; analyze utilization reports from providers; coordinate systems requirements for the department; serve as a liaison between the University & its providers/ consultants; supervise a staff of 5

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.

accounting professionals. **QUALIFICATIONS:** BA/BS or equivalent required, MBA with emphasis in finance or math preferred; minimum 5 years progressive experience in benefits design & administration; knowledge of ERISA & other benefits regulations; highly developed analytical & supervisory skills; ability to conceptualize issues & evaluate their practical impact on programs; computer skills including WordPerfect, Lotus & Access or Dbase. **GRADE:** P8; **RANGE:** \$39,655-52,015; 10-20-97 Human Resources Benefits

BENEFITS SPECIALIST II (101672AB) Counsel employees on full range of University benefits, including analysis & costing of impact of choosing available options; calculate & explain provisions of University's defined benefit & defined contribution plans; calculate & explain maximum amounts allowed as contributions to 403(b) plan; present benefit programs & changes before diverse audience; actively participate in planning & conducting open enrollment process. **QUALIFICATIONS:** BA/BS preferably in Business Administration; minimum 2 to 3 years benefits experience; knowledge of ERISA & other benefits regulations; excellent oral & written communication skills; proven analytical skills; computer skills including WordPerfect, Lotus & Access or Dbase. **GRADE:** P4; **RANGE:** \$26,986-35,123; 10-20-97 Human Resources Benefits

MEDICAL SCHOOL

Contact: Anna Marcotte/Lynn Nash-Wexler

ADMINISTRATIVE ASSISTANT II (40 HRS) (081432AM) Maintain lab equipment & supplies; monitor building problems; manage service requests; coordinate proper equipment usage; oversee kitchen facility & housekeeping; order supplies; maintain records; prepare service contracts; handle mail. **QUALIFICATIONS:** HS diploma, some college preferred; 3 years relevant administrative or lab experience in university setting; training in FinMIS preferred; knowledge of Excel & Word on Macintosh systems; familiarity with lab equipment; detail oriented; strong verbal & written communication skills. **GRADE:** G10; **RANGE:**

OPPORTUNITIES at PENN

\$22,013-27,427; 10-16-97 Cancer Center

ADMINISTRATIVE ASSISTANT III (40 HRS) (081422AM) Coordinate seminars & develop list of new speakers; manage speaker activity & seminar arrangements; maintain databases, files & mailings. **QUALIFICATIONS:** HS diploma; 6 years administrative secretarial or related experience required; type 45 wpm; computer proficiency; written, verbal & organizational skills required; excellent interpersonal skills; able to handle multiple tasks; work with diverse group of people; demonstrated independence & judgement; excellent customer service skills, especially in stressful environment. **GRADE:** G11; **RANGE:** \$23,425-29,723; 10-13-97 Pharmacology

ASSISTANT DIRECTOR VI (101641AM) Manage operating budget system & coordinate budget process; assist in resolving issues related to the budgeting system & process & in analyzing budget submissions; prepare budget packages; provide technical support on use of Pillar budgeting software; develop, maintain & update databases; manage files & homepage; generate reports & provide analysis; conduct quantitative analysis on financial issues. **QUALIFICATIONS:** BA/BS required, MBA with information technology background preferred; 5 years of financial planning & database management experience; able to conduct quantitative analysis; strong working knowledge of spreadsheet software; familiarity with Pillar, FinMIS, Business Object & Data Warehouse strongly preferred; must be able to demonstrate ability to conceptualize complex tasks; strong verbal & written communication skills. **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-14-97 Resource Planning & Analysis

ASSISTANT DIRECTOR VI (40 HRS) (101650AM) Manage activities in Human Applications Lab (HAL) for production of adenovirus, adeno-associated virus & other vectors for pre-clinical animal studies & human clinical trials; supervise employees; initiate & provide enhancements of new procedures; design & implement protocols; investigate & recommend purchases of new devices; serve as primary source for information on viral production; schedule production priorities; oversee contracting; maintain GMP & GLP regulations for manufacturing & testing; design & supervise validation programs; present data & information on laboratory & production. **QUALIFICATIONS:** MS in Molecular Biology, Virology or Chemistry with 3 to 6 years experience in cell biology and/or virology laboratory, or PhD in Molecular Biology, Virology or Chemistry with minimum 2 years of post-doctoral experience; extensive experience required in large-scale growth of different cells & viruses & different types of purification systems; experienced with equipment for purifications & chromatography; familiarity with GLP/GMP procedures; *position contingent upon grant funding.* **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-17-97 Institute of Human Gene Therapy

EXECUTIVE SECRETARY TO THE SR VICE DEAN (40 HRS) (101654AM) Provide support to & manage Office of the Senior Vice

Dean including scheduling & communicating issues & actions on agenda; serve as primary liaison to external, University & Health System offices; review confidential correspondence & documents; prepare responses for signature & approval; monitor office expenses; supervise office equipment operation; collect & compile data; solve problems; process & route documents. **QUALIFICATIONS:** HS diploma required, BA/BS preferred; 7 years experience as Executive Secretary or Office Administrator required; previous experience editing documents; word processing experience & excellent typing skills required; excellent organizational, verbal & written communication skills; ability to deal effectively with diverse constituencies; ability to work effectively under constantly changing deadlines & priorities; knowledge of Microsoft Word, WordPerfect, spreadsheet, presentation & calendaring software preferred; familiarity with health system environment preferred. **GRADE:** G12; **RANGE:** \$26,133-33,725; 10-17-97 Office of the Senior Vice Dean

HISTOLOGY TECH (091551LW) Participate in routine staining & section of histology specimens; perform special stains as requested; cut animal specimens & perform immunohistochemistry as required; complete laboratory paper work; maintain quality control & follow safety standards necessary for licensure; maintain all laboratory functions; responsible for updating & maintaining laboratory manual; utilize computer database for specimen logging & tracking; provide assistance in budget formulation for long-term projects. **QUALIFICATIONS:** Board certified as Histotechnologist; 3 to 5 years minimum experience in histopathology & lab techniques; ocular experience preferred. **GRADE:** G11; **RANGE:** 20,497-26,008; 10-17-97 Ophthalmology

PROGRAM ANALYST III (40HRS) (101633AM) Establish & maintain table database environment for clinical research project; design, implement & maintain Oracle database system; assume lead role in coordinating database activities; provide technical support; design & implement quality assurance systems; maintain data archives; implement & maintain system security & recovery procedures & reports; create files for statistical analysis & conduct basic statistical analysis. **QUALIFICATIONS:** BA/BS required, MS degree in Information Systems preferred; 4 to 5 years experience; experience as developer/administrator in Oracle environment; experience with SAS and/or SPSS & basic statistical analytic

procedures; proficiency with PC Windows NT & UNIX. **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-13-97 CCEB

PROJECT MANAGER I, PART-TIME (20 HRS) (101634AM) Coordinate sponsored grant studying adverse events with drugs to arrest premature labor; establish relationships with 5 area hospitals to obtain records; collect medical records data & abstractions; perform some data entry; develop & maintain project records/documentation; prepare progress reports. **QUALIFICATIONS:** RN required, MS degree preferred; 2 years experience with computer applications software or equivalent education/work; prior research experience; highly organized & attentive to details; excellent interpersonal skills; *position requires travel throughout Delaware Valley.* **GRADE:** P5; **RANGE:** \$16,951-22,101; 10-13-97 CCEB

PROJECT MANAGER II (40HRS) (091544AM) Identify patients with cancer related pain who are potentially eligible subjects; develop rapport with & enroll patients in difficult pain treatment studies; assist & advise about pain care & study; treat & screen patients for specific clinical trials; independently recruit, enroll & follow subjects; collect data & administer assessments; train & supervise research staff; develop & maintain project records & documentation. **QUALIFICATIONS:** RN required with MS in Epidemiology, Nursing or equivalent; minimum 5 years experience in Oncology nursing or pain management; teaching & management experience preferred; strong organizational & communications skills; able to work independently. **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-13-97 CCEB

PROJECT MANAGER III (101643AM) Manage research activities; design forms; provide data collection, analysis & reports; supervise professional & support staff; design new research studies & write grant applications; oversee

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.

Classified

FOR SALE (OR RENT)

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

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

OPPORTUNITIES at PENN

project budgets; review & synthesize medical literature & analyze health policy issues; direct communications. **QUALIFICATIONS:** MA/MS in Public Health, Epidemiology or related field; 5 years experience in health services research or health policy; experience with analysis, data management, research methodology & management; strong verbal & written communication skills. **GRADE:** P8; **RANGE:** \$39,655-52,015; 10-17-97 General Medicine

RESEARCH COORDINATOR JR, PART-TIME (20 HRS) (101635LW) Recruit patients into study; conduct patient interviews; obtain NP swabs & deliver to lab; maintain records; meet with supervisor; perform other related duties as assigned. **QUALIFICATIONS:** BA/BS degree; 1 to 2 years experience in patient interviews & recruitment; 1 to 2 years experience in maintaining study records; strong verbal & written communication skills; some computer knowledge; *position lasts 6 months*. **GRADE:** P2; **RANGE:** \$12,772-16,628; 10-13-97 CCEB

RESEARCH SPECIALIST I (40 HRS) (10639LW) Responsible to principal investigator for conducting scientific research in Microbiology; project involves development & analysis of campylobacter vaccine. **QUALIFICATIONS:** BA/BS or equivalent degree from 4 year educational institution; 3 to 5 years technical laboratory experience in microbiology, molecular biology & animal models. **GRADE:** P2; **RANGE:** \$22,351-29,098; 10-17-97 Pathology

SCIENTIFIC EQUIPMENT STERILIZATION ATTENDANT (101642LW) Collect dirty glassware from different labs & return when clean; load, operate & unload dishwashing machine & drying ovens; use autoclave to sterilize clean glassware & biohazard waste; wash some glassware by hand. **QUALIFICATIONS:** HS diploma or equivalent; ability to interface with 7 different research groups; time management skills. **GRADE:** G5; **RANGE:** \$12,875-15,811; 10-16-97 Biochemistry & Biophysics

SERVICES ASSISTANT II (40 HRS) (101640AM) Assure prompt & accurate referral of maintenance & housekeeping problems, emergency & non-emergency utility service interruptions, special event requirements & other facilities requests; perform handling (receipt, analysis, processing & expediting) of various types of service requests; communicate status of service to customer; produce signage; prepare spreadsheets & databases; perform standard office duties (typing, filing, data entry, etc.). **QUALIFICATIONS:** HS diploma; 4 years experience in clerical/administrative capacity; excellent customer service, telephone & coordination skills; superior verbal communication skills; able to work with minimum of supervision; skilled in Microsoft Word, Excel, FileMaker Pro, Aldus PageMaker & Now-Up-To-Date preferred; type 45 WPM. **GRADE:** G10; **RANGE:** \$22,013-27,427; 10-14-97 Architecture & Facilities Management

NURSING

Contact: Sue Hess

ADMINISTRATIVE ASSISTANT II (40 HRS) (101630SH) Provide administrative support for Distance Learning Program; coordinate transmission scheduling process, including requesting & collating information, cross-checking for accuracy, distributing schedules & reserving sites; communicate with applicants, students, faculty & staff to ensure continuity & high level of customer service; conduct demonstrations; prepare materials; respond to questions; manage video tape library & tape retention process; assist with day-to-day operations of program. **QUALIFICATIONS:** HS diploma, business curriculum & related training; 2 years administrative/technical experience; initiative, excellent organizational & follow-through skills required; strong verbal & written communication skills; strong technical background with knowledge of data transfer protocols & procedures; ability to troubleshoot compatibility issues; ability to work with both Macintosh & PC, word processing, spreadsheets, databases & E-mail; articulate, flexible, adaptable, ability to accept constructive criticism & possess good sense of humor; *end date 6/30/98*. **GRADE:** G10; **RANGE:** \$22,013-27,427; 10-16-97 Nursing Division II

PRESIDENT

Contact: Sue Hess

ADMINISTRATIVE ASSISTANT II (37.5 HRS) (101658LW) Under limited supervision, exercise judgement, initiative & analysis in carrying out administrative & clerical duties in support of Regional Development Program; handle complex & highly confidential materials; take lead on projects assigned & in training others on policies & procedures pertinent to daily office operations; perform word processing; compose & edit correspondence using advanced software techniques; use gift system to access donor information; serve as FinMIS end-user; create financial reports; monitor budget; handle bill payments; schedule meetings & travel arrangements & reconcile travel expenses; take minutes at meetings; develop & maintain filing system. **QUALIFICATIONS:** HS diploma with post-HS training in secretarial science or equivalent; 3 to 4 years progressively responsible secretarial experience; demonstrated ability to prioritize workflow & handle variety of assignments in timely fashion; effectively respond to numerous requests on behalf of supervisors; proficiency in WordPerfect, Lotus 1-2-3 & dictaphone equipment; excellent customer service skills. **GRADE:** G10; **RANGE:** \$20,637-25,713; 10-17-97 Development & Alumni Relations

DEVELOPMENT OFFICER II (101652LW) Responsible for overall conceptualization, planning & execution of coordinated program of private source fundraising & alumni relations for School of Veterinary Medicine; coordinate fundraising efforts to integrate veteri-

nary initiatives with University's overall fund-raising program, plan & administer capital campaign; solicit gifts & establish effective procedures for sustaining donor interest; analyze potential funding sources; coordinate communications/publications activities, supervise staff. **QUALIFICATIONS:** BA/BS required, major in sciences or related field preferred; 7 years progressively responsible fund raising experience with emphasis on major gifts (\$25,000+), preferably at major research university; demonstrated ability in highly motivated with capacity to work in goal-driven environment; strong verbal & written communication skills; *valid driver's license required*. **GRADE:** P10; **RANGE:** \$48,822-64,066; 10-16-97 Development & Alumni Relations

DIRECTOR V (101657LW) Report to Executive Director of Development; assist in implementing overall fundraising program to achieve 5 year goal of \$350 million for Wharton School; develop & implement post-campaign plan; conceptualize, plan & execute strategies with individual major gift prospects; solicit assigned prospects; collaborate with central development on fundraising activities; engage Dean & Associate Dean in development initiatives; identify methods for communicating goals of School for individual prospects; work closely with Wharton development areas to motivate School's volunteers & faculty for maximum results. **QUALIFICATIONS:** BA/BS; 5 to 7 years successful fundraising experience in a business environment, including direct solicitation experience; demonstrated ability to analyze funding sources & relate their potential to School priorities; thorough understanding of university environment & academic mission; ability to function with high degree of independence with assigned prospects, yet interact within centralized framework for fundraising, participating & contributing to total team effort; *valid driver's license & travel required*. **GRADE:** P8; **RANGE:** \$39,655-52,015; 10-17-97 Development & Alumni Relations

RECORDS ASSISTANT II (101649SH) (101648SH) Assist in processing records & carry out shelving, retrieval & campus-wide delivery of records; assist in training of student assistants & temporary staff, assign & monitor their work. **QUALIFICATIONS:** HS diploma or equivalent; 2 years higher education preferred; 1 to 3 years experience in records management field; ability to operate Records Center storage equipment & standard office equipment; demonstrated ability to perform strenuous physical labor; *valid PA driver's license required*; **GRADE:** G9; **RANGE:** \$17,614-21,991; 10-15-97 University Archives

STAFF RESEARCHER I (06922SH) Conduct research & analysis & compile detailed research profiles & reports for staff in Center using departmental & external information sources; prepare analyses that assess giving ability of potential donors; interpret information & assist individuals in using department's library; oversee projects & serve on committees at Director's request. **QUALIFICATIONS:** BA/BS in related field or equivalent work

OPPORTUNITIES at PENN

experience in research & writing required; knowledge of fundraising principles & experience in using computer databases desirable; strong verbal & written communication skills; good analytical & interpersonal skills. **GRADE:** P2; **RANGE:** \$22,351-29,098; 10-15-97 Research & Analysis, Development & Alumni Relations

PROVOST

Contact: Ronald Story

ADMINISTRATIVE ASSISTANT I (101637RS)

Maintain regulatory files & database systems; arrange & schedule lab audit; produce room signs & lab caution labels; maintain hard copy files; track & maintain files for Infectious Waste Manifest Program; compose standard correspondence; make slides; answer telephones & take messages; perform other general office duties as assigned. **QUALIFICATIONS:** HS diploma; 2 to 4 years office/Macintosh computer experience; familiarity with office machines, slide maker, fax machine & scanner; must have excellent interpersonal & communication skills; *application deadline 10/24/97.* **GRADE:** G9; **RANGE:** \$17,614-21,991; 10-16-97 EHRS

FISCAL COORDINATOR I (101638RS)

Under general direction of Business Manager, assist in budget preparation; perform accounting/bookkeeping duties; process all purchase orders, "C" forms, travel expense reports, journal entries & cash deposits; supply financial data for compilation of financial statements on monthly basis; monitor University accounting reports on monthly basis & report irregularities to Business Manager; maintain internal accounting systems (Peachtree); reconcile general ledger to University's accounting statements monthly; reconcile accounts receivable & cash receipts; process weekly payroll & maintain salary & time off records; maintain contract/royalty files & process payments to Press authors for over 800 titles; process costs for all Press titles & maintain inventory records. **QUALIFICATIONS:** AA/AS or BA/BS in Accounting preferred, or equivalent experience; experience in University accounting environment & FinMIS a plus; strong computer skills in PC environment, Windows 95, Microsoft Excel & Word required; working knowledge of Peachtree Accounting software desirable. **GRADE:** P1; **RANGE:** \$20,291-26,368; 10-16-97 University Press

INFORMATION MANAGEMENT SPECIALIST I (101620RS)

Provide microcomputing & networking support in administrative computing VPUL; troubleshoot, maintain, upgrade and install Macintosh and Windows Workstations, related software & networking hardware & software; assist with planning & analysis for University Life computing; administer tracking systems; train & assist Division staff in use of hardware & software & new technologies; work on projects in areas of technical testing, implementation & evaluation associated with these systems; prepare technical documentation, planning reports & user guides; track computing resources for Uni-

versity Life & maintain & develop enhancements for tracking systems; serve on internal & interdepartmental teams; keep abreast of current technology; serve as primary backup to Manager of ULCS in capacity as Network Manager. **QUALIFICATIONS:** BA/BS or equivalent desirable; 2 to 4 years computer support experience needed; project management experience helpful; experience with databases needed; experience with standard PC software including word processing, spreadsheet, database, communications & utilities essential; extensive knowledge of Macintosh & DOS/Windows systems; networking (PIX, AppleTalk & TCP/IP protocols) & Internet services (WWW & E-mail systems); some knowledge of Novell NetWare, Windows NT, or UNIX operating systems desirable; excellent communications & organizational skills required; ability to lift & carry at least 25 lbs., to transport equipment on carts or dollies across campus & to use tools requiring high dexterity; must have demonstrated & administrative skills; ability to work independently & as part of team; ability to work well under conditions of stress necessary. **GRADE:** P4; **RANGE:** \$26,986-35,123; 10-16-97 Student Information & Systems

PROGRAMMER ANALYST I (101619RS)

Responsible for writing & maintenance of AdHoc programs, to include the maintenance of inventory of available report programs & identification of their program execution parameters; serve as back-up to Lead Programmer/Analyst for applications development & software maintenance of Pennsylvania Automated Registration Information System (PARIS); assist VPUL Technical Fohomepages; develop programs to support management information requests & student statistical summary reporting. **QUALIFICATIONS:** BA/BS desired with at least 2 years of work experience in programming; experience in development & maintenance of personal computer based application systems using relational database management systems such as Oracle & Business Objects desired; must have ability to program in fourth-generation language; knowledge of mainframe computing environment including MVS JCL, TSO, ADABAS, NATURAL & SAS; familiarity with C/UNIX environment; strong verbal & written communication skills; good technical problem-solving skills; ability to work well under stress. **GRADE:** P4; **RANGE:** \$26,986-35,123; 10-16-97 Student Information & Systems

VETERINARY SCHOOL

Contact: Ronald Story

ANESTHESIA VET TECH II/III (40 HRS)

(101646RS) Provide competent clinical anesthesia for large animal patients in routine, emergency & clinical teaching situations; perform clinical anesthesia; administer pre-anesthetic & post-anesthetic drugs under direct supervision; provide on-call emergency anesthesia duties; maintain anesthesia equipment, monitors, drugs & related supplies;

monitor patient's condition, direct & assist in moving patients to & from recovery room; maintain records & inventory control; assist in teaching Veterinary & Tech students. **QUALIFICATIONS:** Veterinary Tech Certification required; VT I: Minimum 2 to 3 years experience; VT II: minimum 4 years experience; physical ability to move about freely & lift considerable weight; experience with large animals, especially horses necessary; personal computer experience desirable; strong verbal & written communication skills; **POSITION LOCATED IN KENNETT SQUARE - NO PUBLIC TRANSPORTATION AVAILABLE.** **GRADE:** G12/G13; **RANGE:** \$26,133-33,725/\$28,723-32,022; 10-16-97 Large Animal Hospital

HOUSEKEEPER (40 HRS) (101647RS)

Report to Allam House Manager; clean areas, including stocking supplies & trash removal; train new employees; supply linen; gather laundry for pick-up & launder items; report maintenance problems; order supplies. **QUALIFICATIONS:** HS diploma or equivalent preferred; experience in complete range of housekeeping duties; ability to communicate effectively with diverse group; knowledge of bedmaking, laundry & cleaning methods; able to move about freely & perform strenuous work (lift up to 50 lbs.); *may work weekends for arriving/departing guests & clean-up after weekend events; must be available to work flexible schedule;* **POSITION LOCATED IN KENNETT SQUARE - NO PUBLIC TRANSPORTATION AVAILABLE.** **GRADE:** G5; **RANGE:** \$12,875-15,811; 10-16-97 New Bolton Center

WHARTON SCHOOL

Contact: Anna Marcotte

PLACEMENT COUNSELOR/ASSISTANT DIRECTOR IV (101655AM)

Placement Counselor: Provide career counseling to MBA students; conduct mock interview sessions & programs; design & manage programs that facilitate counseling opportunities; design, deliver & manage career workshops & panels; serve as primary contact for recruitment; assist on projects as assigned; manage staff & students assistants; Assistant Director: Provide career counseling services; plan & implement career-related programming; teach Career Management Seminar; coordinate collection, analysis & reporting of data; develop & maintain relationships with employers. **QUALIFICATIONS:** Placement Counselor: BA/BS required; MA/MS in Business or Career Counseling preferred; experience in career development process; strong verbal & written communication skills; knowledge of word processing & database management; Assistant Director: MA/MS in Management or Counseling; 3 to 5 years experience in career development services; knowledge of business careers; strong verbal & written communication skills; familiar with PC-based systems; polished teaching & platform skills. **GRADE:** P4/P5; **RANGE:** \$26,986-35,123/\$29,664-38,677; 10-15-97 CD & P

SAFETY AFTER DARK

As Daylight Saving Time Comes to an End,



Some Tricks for Traveling More Safely

Yes, it is that time again: the clock goes back one hour at 2 a.m. on Sunday, October 26. Everybody loses an hour of daylight at the end of the day, just when most of us are homeward bound—and the criminal gains an hour of prime-time darkness in which to work. From the Special Services Unit in Public Safety (formerly called “Victim Support”), here are some tips for everyone who uses public transportation.

— Susan A. Hawkins,

Director of Special Services, Division of Public Safety

Public Transportation Safety Tips

• Become familiar with the different bus and trolley routes and their schedules. SEPTA schedules and general information are now posted on the Web—the URL is <http://www.septa.com/> or call 580-7800. The Special Services office, located at 206 S. 40th Street, has print copies of the following SEPTA schedules:

21, 42, 40, and 48 bus schedules

10, 11, 13, 34, and 36 trolley schedules

• When traveling at night it is better to use above-ground transportation systems. Buses, the above-ground stretches of subway/surface lines and elevated lines give less cover for criminal activity.

• If you do travel underground, be aware of the emergency call boxes on the platform. These phones contact the SEPTA Police. The phones operate much like the University’s Blue Light Phones. To operate the SEPTA Phone, push the button. A SEPTA operator will identify your transit stop and assist you immediately.

- Whenever possible, try to sit near the driver.
- In the subway station stand back from the platform edge.
- Don’t fall asleep! Stay Alert!

Emergency Phones at Subway Stops

30th & Market Street — Subway surface SEPTA Emergency Phone located near the middle of the platform on the wall.

33rd & Market Street — SEPTA Emergency Phone on both the east and west platforms on the wall near the middle of the platform.

34th & Market Street — SEPTA Emergency Phone on the (E) platform for east- and west-bound trains.

- Blue Light Emergency Phone located at 34th & Chestnut outside of the lot on the northeast corner; also on the Law School’s southwest corner of 34th & Chestnut.

36th & Sansom Street — SEPTA Emergency Phone on both the east and west platforms on the wall near the middle of the platform.

- Blue Light Emergency Phone located at King’s Court/English House on the northeast wall above the subway entrance.

37th & Spruce Street — SEPTA Emergency Phone near the middle of the west bound platform on the wall. SEPTA Emergency Phone near the middle of the east-bound platform.

- Blue Light Emergency Phone located across the street at the entrance to the Quad. In Dietrich Gardens near the east-bound entrance to the subway. Also, outside on the wall to the entrance of the Steinberg-Dietrich cafeteria.

40th & Market Street — El subway stop; SEPTA Emergency Phone located on the platform on the wall near the cashier.

For additional safety tips contact Special Services at 898-4481/6600, 204 S. 40th Street. The unit is staffed from 8:30 a.m. to 5 p.m. Mondays through Fridays and its 898-6600 line is a 24-hour one.

For emergencies contact the University of Pennsylvania Police Department by using the Blue Light Phones or call 511 on campus, or call 573-3333 from off-campus.

To contact the Philadelphia Police Department call 911.

During Peak Hours: Watch Out for Pickpockets

Here are eight things pickpockets don’t want you to know.

1. Never display money in a crowd. (Think this through *before* you leave the safety of your office, so you aren’t fumbling in public with your purse or wallet.)
2. Never wear necklaces, chains or other jewelry in plain view.
3. Handbag: Carry tightly under your arm with the clasp toward your body. Never let it dangle by the handle. Keep it with you at all times and always keep it closed. Never place it on a seat beside you.
4. Wallet: Carry in an inside coat pocket or side trouser pocket.
5. Immediately check your wallet or purse when you are jostled in a crowd. (And then be doubly watchful, because the jostling may have been a ploy to get you to reveal where you carry your money.)
6. If your pocket is picked, call out immediately to let the operator and your fellow passengers know there is a pickpocket on the vehicle.
7. Beware of loud arguments and commotions aboard vehicles or on station platforms. Many times these incidents are staged to distract your attention while your pocket is picked.
8. If you suspect pickpockets at work on a particular transit route or subway station, call SEPTA Police Hotline, 580-4131/4132. It’s answered 24 hours a day. You do not have to give your name. Trained personnel will take your information and see to it that something gets done. Also, notify Penn Police at 511 or Special Services at 898-4481.

Traveling During Non-Peak Times

- If possible use above-ground transportation.
- If you use subways, stand near the SEPTA call box.
- If possible use the Market-Frankford El (elevated lines). In case of an emergency there is a cashier’s booth staffed during hours of operation.
- If possible travel with a companion(s).

Halloween Safety, Too

This is also a good weekend to pass along to your children and the neighbors’ some Halloween Safety Tips:

- Trick-or-treat in your neighborhood.
- Only call on people you know.
- Never go out alone. Go with friends. Ask your mom or dad, older sister or brother, or a neighbor to go along.
- Stay in well-lighted areas.
- Wear white or reflective clothing.
- Carry a flashlight, glowstick, or reflective bag.
- Watch out for cars.
- Have your parents inspect all treats before you eat them.

In the event of an emergency call:

Philadelphia Police	911
University of Pennsylvania Police	573-3333
Children’s Hospital of Philadelphia	590-3480
Poison Control Center	386-2100

Technology Training Group, ISC: November Training Schedule

Computer training courses are offered to faculty, staff and students with a valid PENNCARD. There is a fee; registration is required and begins October 27. Lunchtime seminars are free; registration is not required. For more information, call 573-3102.

Courses for DOS/Windows Users

<i>What You Really Need to Know About DOS</i>	11/7, noon-1:30 p.m.
<i>Introduction to Windows 95</i>	11/12, 1 p.m.-4 p.m.
<i>Intermediate Excel 7.0 for Windows 95</i>	11/4, 1:30 p.m.-4:30 p.m.
<i>Intermediate Word 7.0 for Windows 95</i>	11/10, 1:30 p.m.-4:30 p.m.
<i>Introduction to Access 7.0 for Windows 95</i>	11/18, 1:30 p.m.-4:30 p.m.
<i>Introduction to Filemaker Pro 3.0 for Windows 95</i>	11/24, 1:30 p.m.-4:30 p.m.
<i>Creating a Web Page (Intermediate Level)</i>	11/20, 1:30 p.m.-4:30 p.m.

Lunchtime Seminars

<i>Browsing Using Netscape</i>	11/4, noon-1 p.m.;
	11/20, noon-1 p.m.
<i>File Transfer Using WS_FTP</i>	11/10, noon-1 p.m.

Update

OCTOBER AT PENN

CONFERENCES

27 *Studying Tradition in the 19th-21st Centuries: Transatlantic Perspectives*; 10 a.m.-4 p.m.; Max Kade Center, 3905 Spruce. Notify Meeting Coordinator Lars Jenner at ibjenner@sas.upenn.edu if planning to attend (SAS, Folklore & Folklife, Germanic Languages and Literatures, American Swedish Historical Museum).

28 *Interpretation and Power: Folklore, Ancient Jewish Literature, and the Contemporary Israeli Scene*; Galit Hasan-Rokem, Hebrew University; 5 p.m.; Bowl Room, Houston Hall. (Jewish Studies, Folklore and Folklife).

The Search for Self-Esteem in Japan: The Cultural Construction of Self-Improvement; Steven Heine, psychology; 4:30 p.m.; Woody Conference Room, Van Pelt (East Asian Studies).

29 *Constituting Complexity: Order and Turbulence in World Politics*; Mary Durfee, Michigan Technological University; noon; Anspach Lounge, Stiteler Hall, (PENNCIP).

31 *TBA*; Arto Anttila, Boston University; noon-2 p.m.; Suite 400A, 3401 Walnut St. (SAS, IRCS).

FITNESS/LEARNING

22 *Workshop on Journalism*; Gilbert Sandler, Penn alum and columnist for *The Baltimore Sun*; 3:30-5 p.m.; Room 218, Williams Hall; call 573-9748 or e-mail wh@dept.english.upenn.edu to R.S.V.P. (Writers House). See also TALKS.

28 *Workshop on Publishing*; Gerald Howard, editor, Trade Books for W.W. Norton Co.; 3:30-5 p.m.; Room 218, Williams Hall; call 573-9748 or e-mail wh@dept.english.upenn.edu to R.S.V.P. (Writers House). See also TALKS.

MEETINGS

22 *Carnivale!*; help plan a special event for February called "Carnivale" at the Christian Association. Everyone's ideas are welcome; 7:30 p.m.; 3601 Locust Walk; (CA).

30 *Cinq à Sept*; meeting of Penn's franco-phones and francophiles; 5-7 p.m.; Smith Penniman Room, Houston Hall (French Institute).

ON STAGE

29 *Speakeasy: Poetry, Prose and Anything Goes*; open mic performance night; 8:30 p.m.; 3805 Locust Walk; (Writers House).

TALKS

22 *Transforming Property: Customary Land Rights in the Dominican Sugar Zone*; Julie Franks, SAS; noon-1 p.m.; Bishop White Room, Houston Hall (SAS, Latin American Cultures).

Gilbert Sandler on Journalism; (see also FITNESS/LEARNING) 7 p.m.; Room 323, Bennett Hall; call 573-9748 or e-mail wh@dept.english.upenn.edu to R.S.V.P. (Writers House)

23 *How to Maintain Entrepreneurial Values While Your Company Climbs into the Fortune 500*; Brian L. Roberts, president, Comcast; 4:30 p.m.; Room 240-B, Law School (Inst. for Law and Economics).

24 *Should NATO Expand?*; debate between Richard Perle, assistant secretary of defense for international security policy, Reagan Administration, and Alvin Rubinstein, professor of political science; 1 p.m.; Room 110, Annenberg School. (PENNCIP).

Modeling Priming and Subliminal Perception: A Stability Theory of Awareness; Mike Mozer, University of Colorado, Boulder; noon-2 p.m.; suite 400A, 3401 Walnut St. (SAS, IRCS).

La Couleur de L'Historien: Une Histoire des Couleurs est-elle possible?; Michel Pastoureau; medievalist; 4:15 p.m.; Cherpac Lounge, Williams Hall; (French Institute).

27 *Après le Tournant de 1989, un Nouveau Rôle Pour L'Intellectuel?*; Olivier Mongin; ed.-in-chief, *Esprit*; 4 p.m.; Cherpac Lounge, Williams Hall; (French Institute).

David Ferry; poet and translator; 5 p.m.; 3805 Locust Walk (Writers House; Creative Writing Department).

National College Roundtable on Women's Health; discussion of women's health issues facilitated by peer educators; video presentation of *Get Real: Straight Talk About Women's Health*; 7-9 p.m.; Penn Tower Hotel Ballroom; (US Public Health Service on Women's Health; Penn's Panhellenic Council; Student Health Education Services; Greenfield Intercultural Center; Womens Center).

(TALKS continue, next column)

TALKS continued

28 *Gerald Howard on Publishing*; (see also FITNESS/LEARNING) 7 p.m.; 3805 Locust Walk; call 573-9748 or e-mail wh@dept.english.upenn.edu to R.S.V.P. (Writers House)

30 *De L'Intellectuel "Critique" à L'Intellectuel "Réconcilié" (La Fin de L'ère du Soupçon)*; Françoise Gaillard; 4 p.m.; Cherpac Lounge, Williams Hall; (French Institute).

Poetry Reading: Laura Moriarty; 5 p.m.; 3805 Locust Walk; (Writers House).

31 *Poetry Reading: David Bromige*; followed by roundtable discussion with Bromige and Laura Moriarty; 4 p.m.; 3805 Locust Walk; (Writers House).

Deadlines

The deadline for the December at Penn calendar is November 11. The deadline for the weekly update is Monday, the week prior to publication. For guidelines on submitting calendar items, see www.upenn.edu/almanac/calendar/caldead.html, or request a hard copy by phone (898-5274) or fax (898-9137).

Chateaubriand Fellowships, Science and Technology

Those currently working toward a Ph.D. in science or engineering, including biomedical and agricultural sciences, or those who have completed it in the last three years, may qualify for a fellowship from the French Government to conduct research in France. Some of the fellowships are co-sponsored by French companies.

The research would be performed in a French university, a school of engineering or in a public or private laboratory. Candidates must be accepted by a French laboratory in order to be eligible for this fellowship program.

Existing contracts between a laboratory and a French research institution may be used or candidates may register on the Web

(<http://chateaubriand.amb-wash.fr>). In this case, the file will be submitted to directors of various laboratories in France who will be able to contact applicants directly.

Starting in September 1998, the fellowships are available for a six to twelve month period, with a monthly stipend of \$1800 for a doctoral fellow and \$2200 for a post-doctoral fellow. Health insurance and a round trip ticket are also provided.

Only completed applications received before December 1, 1997 will be accepted. Applicants must be US citizens and registered in a university in the US or in a US National Laboratory.

Interested applicants may write to: The Embassy of France, Office for Science and Technology, Chateaubriand Fellowship Program, 4101 Reservoir Road NW, Washington DC 20007-2176; or e-mail: chateaubriand@amb-wash.fr or visit their web site for more information.: www.chateaubriand.amb-wash.fr

— Françoise Gramet, French Institute

In Vet School Assault Reports, a Finding of "Unfounded"

The following statement was issued by the University of Pennsylvania Police on Thursday, October 16, following interviews and quotes attributed to the Philadelphia Police that appeared in the public media. —Ed.

Update Regarding Alleged Assaults of a Female Student Inside the Vet School

A Penn student reported two incidents of possible criminal assault inside the Veterinary School/Hospital over a three month period. The first incident was alleged to have occurred on May 7, 1997. The second incident was reported on August 28, 1997. An exhaustive criminal investigation was initiated on May 7, 1997, by the University of Pennsylvania Police Department in conjunction with the Philadelphia Police and other law enforcement agencies.

Both alleged incidents of assault and other complaints of harassment have been determined through investigation to be unfounded. Unfounded in this instance means that through extensive investigation it was positively determined that the events could not have happened as reported.

Significant media attention followed the August incident, resulting in requests for information from within the University and continuing questions from the local news media. It is hoped that the release of the results of the criminal investigation, limited in order to protect the privacy of the student, will address the remaining concerns within the University community and the local media.

— Susan A. Hawkins,
Director of Special Services, Division of Public Safety



Annual Bike Auction: October 25

The University of Pennsylvania Police Department's annual bike auction will be held Saturday, October 25, at 10 a.m. in front of High Rise North, 3901 Locust Walk. Bikes may be inspected starting at 9:30 a.m. Cash, and checks with ID will be accepted. Auction will be held rain or shine. VSSS will have bike locks for sale and bike registration will be available during the auction. For information call 573-9292.

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 **October 6, 1997 through October 12, 1997**. Also reported were **Crimes Against Property**, including **47 total thefts (including 1 burglary & attempt, 7 thefts from autos, 18 thefts of bikes & parts, 8 criminal mischief & vandalism, 1 forgery & fraud, and 1 trespassing & loitering)**. Full crime reports are in this issue of *Almanac* on the Web (www.upenn.edu/almanac/v44/n09/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 **October 6, 1997 through October 12, 1997**. The University Police actively patrols from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

Crimes Against Persons

34th to 38th/Market to Civic Center: Threats & Harassment—3			
10/06/97	11:10 AM	Richards Bldg.	Complainant reported unwanted remarks made
10/06/97	1:45 PM	Richards Bldg.	Complainant reports being harassed
10/07/97	9:11 AM	Hamilton Walk	Unknown male grabbed complainants arm and fled area
38th to 41st/Market to Baltimore: Robberies (& Attempts)—1; Threats & Harassment—3			
10/06/97	5:01 PM	Harnwell House	Numerous hang-up calls received
10/06/97	10:15 PM	39th & Chestnut	2 complainants robbed by unknown suspects
10/06/97	10:56 PM	4045 Irving St.	Obscene calls received
10/11/97	11:48 PM	Harrison House	Unwanted calls received

41st to 43rd/Market to Baltimore: Robberies (& Attempts)—2; Aggravated Assaults—1			
10/06/97	10:05 PM	43rd & Pine	Complainant robbed by unknown male with gun
10/07/97	1:42 AM	4107 Baltimore	Officer struck during domestic disturbance/Arrest
10/08/97	10:41 PM	4200 Blk. Pine	Complainant robbed by male with gun

30th to 34th/Market to University: Robberies (& Attempts)—1; Threats & Harassment—1			
10/07/97	12:22 PM	Lot # 37	Complainant robbed by unknown male with knife
10/10/97	11:56 PM	Lot # 1	Unknown person interfering with radio transmissions

Outside 30th to 43rd/Market to Baltimore: Robberies (& Attempts)—2			
10/08/97	3:18 AM	45 & Springfield	Complainant robbed by person with toy gun/Arrest
10/09/97	11:11 PM	1942 South St.	Male with gun robbed complainant

Crimes Against Society

30th to 34th/Market to University: Alcohol & Drug Offenses—1			
10/12/97	1:53 AM	100 Blk. 34th	Vehicle struck parked auto/driver intoxicated/Arrest
Outside 30th to 43rd/Market to Baltimore: Disorderly Conduct—1			
10/12/97	8:20 PM	500 Blk. S. 41st	Male cited for disorderly conduct

18th District Crimes Against Persons

9 Incidents and 3 Arrests were reported between **October 6, 1997**, and **October 12, 1997**, by the 18th District, covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

10/07/97	12:07 AM	4600 Pine	Robbery
10/07/97	5:15 PM	4500 Sansom	Burglary/Arrest
10/07/97	9:10 PM	1200 49th	Aggravated Assault
10/08/97	3:10 AM	900 45th	Robbery/Arrest
10/08/97	9:40 PM	4849 Walton	Robbery
10/08/97	10:22 PM	4517 Spruce	Robbery
10/08/97	10:53 PM	4226 Pine	Robbery
10/09/97	7:50 PM	4800 Chester	Robbery
10/11/97	10:05 PM	4300 Walnut	Aggravated Assault/Arrest

Daylight Saving Time Ends October 26

On page 17 of this issue, see *Safety After Dark* for some tips on traveling more safely when it gets dark an hour sooner.



Almanac

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

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

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Languages Across the Curriculum and Around the World

by Roger Allen

With the advent of the global communication era, it is inevitable that issues of language and communication will become more complex. Money markets in various major cities of the world watch the patterns of activity at those to the East of them and react accordingly. The many professional areas of life for which this university provides expertise and training are finding themselves venturing into parts of the world for which there has previously been little concern or in some cases access: the nations and societies of Eastern Europe and Central Asia, for example.

Has there been an era in which there are more readily available opportunities for the cultural competent professional? Set against that, the prevalent dictum in this country has for a long time been that "they all speak English anyway." But, as business concerns have often discovered, the consequences of such a posture have not always worked in their favor. Chevrolet spent a lot of money trying to find out why their *Nova* model did not sell well in Puerto Rico, until they discovered that "*No va*" means "*it doesn't go*" in Spanish. Coca Cola decided to keep their admittedly famous name when they first introduced the beverage to China; the only problem was that those sounds mean "*Bite the wax tadpole*" in Chinese (the phrase that replaced it means, I am told, "*Happiness in the mouth*"). If communication with cultures beyond these shores is indeed a key to success in a global economy, then the real winners will be those who can access those cultures on their terms and not only on ours. It is with these ideas and aspirations in mind that the 21st Century initiative has included the introduction of the Foreign Languages Across the Curriculum (FLAC) program into its agenda.

Languages at Penn

The learning of foreign languages at Penn (and at most other American colleges and universities) is a direct reflection of curricular priorities at the primary and secondary levels. The "language requirement" in three of the four undergraduate schools here (the Engineering School has no language requirement, at least so far) reflects a belief on the University's part that, whatever amount of foreign language students may have studied before coming to Penn (including none at all), all undergraduates should demonstrate that they have acquired some basic competence in at least one foreign language before graduation. The key word here is "basic." On the government scale of language proficiency, our "language requirement" is termed "survival competence" (Government Level 1, called "Intermediate" on the ACTFL-ETS scale). In other words, when the majority of our students manage to "satisfy" the undergraduate language requirement in their school, they are actually just on the threshold of a stage at which they might be able to make applied use of their foreign language. It is this situation that our FLAC program wishes to address.

The FLAC Program

The FLAC program consists of two types of course: The first is what might be termed a "full FLAC course." Such a course is a university, school- and department-based course like any other; the course material, academic standards, modes of evaluation, and organization will all reflect the goals of that school, department, and instructor. There is just one difference: it will be taught in a language other than English. The second type of course is the one we have termed a "bridge FLAC course." These courses are still *language* courses; their beginning level is beyond that of the language-requirement (i.e. they are above levels 1-4), but they differ from current *language* courses offered at that level in that the material on which they focus will be a specific topic/content area: e.g. Politics, Business, Nursing, Medicine, Gender, and so on.

The goal of this program is that, by taking "bridge" courses that are focused on particular topic-areas, students will be able to *apply* their foreign language competence to academic areas that interest them and are part of the rest of their undergraduate program. Completion of a "bridge" course should provide further encouragement to students to (a) consider taking courses to fulfill some part(s) of their program abroad; and/or (b) take a "full" FLAC course at Penn in a topic of relevance to their undergraduate degree program.

Implementation

In the fall semester of 1997 we have started the program with three courses: two in French, and one in Russian. The instructors involved have chosen as the subject-matter of the course particular topic-areas (one of the French courses looks at issues in contemporary French politics, while the Russian course concentrates on business materials); in some cases this has involved the instructor traveling to the country concerned in search of authentic materials, in others the acquisition of up-to-date materials in paper and/or electronic forms. In the spring semester of 1998, we are going to expand the program in terms of both languages and topic-areas. Current plans call for the offering of at least six bridge-FLAC courses, split equally between European and Asian languages and covering topics such as commerce, music, media, and history. As part of the FLAC program, we will also be providing a list of "full-FLAC courses" on particular topics that are taught entirely in the target language.

There is a wide variety of models for FLAC programs at American universities. Penn's new program aims to take best advantage of our university's particular characteristics and strengths, no more so than through the existence of its four undergraduate schools, with their mixture of liberal arts and applied, pre-professional program options. The FLAC program provides an opportunity for all Penn's undergraduates to expand their cultural horizons by engaging with at least one other world culture and its social codes, and to do so within the framework of their personal goals and academic choices.

Talk About Teaching is in its fourth year as a series co-sponsored by the College of Arts and Sciences and the Lindback Society for Distinguished Teaching. Dr. Allen is Professor of Arabic and Co-Director of the Huntsman Program in International Studies & Business. He also chairs the Provost's Committee on FLAC.