

# UNIVERSITY of PENNSYLVANIA *Almanac*

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## Resignation of the Provost, Effective December 31

*Dr. Stanley Chodorow, a finalist for the presidency at the University of Texas's flagship campus UT-Austin, will step down by the end of the year. President Rodin will name an acting provost and set up a search committee for his successor before the year's end. Please [see page 2](#) for detail.*



(on page 2)

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## On the Cover



*The IAST just before its completion. The wire cage protected the statue of Dr. Edgar Fahs Smith, one of the great scientists in Penn's history.*

### The Dedication Events: November 10

Open to all members of the University are two symposia (see below), and at day's end a reception and open house (further below).

### The Morning Symposium

8:30 a.m.—12:45 p.m.  
Chemistry Lecture Hall, Room 102,  
Chemistry Building

*Basic Science Contributions to World Health: A Case Study at Merck*  
Moderated by Ralph F. Hirschmann,  
University of Pennsylvania Chemistry.

Featuring, from Merck & Co., Inc.:  
William C. Campbell, *Ivermectin: The Emergence of a New Class of Antiparasitic Drug*, 8:45 a.m.  
Burton G. Christensen, *Round Five: The Battle Against Infectious Disease*, 9:15 a.m.

Alfred W. Alberts, *Discovery and Development of Lovastatin and Simvastatin*, 9:45 a.m.

Arthur A. Patchett, *Enalapril*, 10:15 a.m.

Maurice R. Hilleman, *The Conquest of Hepatitis Through Vaccination*, 11 a.m.

Gary H. Rasmussen, *Of Pimples, Pates and Prostates? the Path to Proscar*, 11:30 a.m.

Emilio A. Emini, *The Treatment of HIV-1 Infection: Crixivan® and the New Paradigm*, 12 p.m.

Closing Remarks, 12:30 p.m.

### The Afternoon Symposium

3:15—5 p.m., Alumni Hall, Towne Building  
*Horizons at the Institute for Advanced Science and Technology*  
Moderated by Ralph D. Amado,  
Vice Provost for Research

Featuring  
Michael S. Brown, University of Texas  
*Heart Attacks —Gone With the Century?*  
3:15 p.m.

Mildred S. Dresselhaus, MIT  
*Carbon Nanotubes: A New and Old Direction for Materials Science*, 3:45 p.m.

George M. Whitesides, Harvard University  
*Determining the Charge of Proteins —Electrostatic Effects in Biochemistry*, 4:30 p.m.

### The Reception and Open House

5—6:30 p.m.,  
34th Street and Smith Walk  
Remarks, 5:30 p.m.

## Resignation of Provost Chodorow: A Finalist at UT-Austin, He Leaves December 31

As the University of Texas announced Friday that Provost Stanley Chodorow is a finalist for the presidency of UT Austin, Dr. Chodorow simultaneously announced that, after "serious reflection," he has decided to resign as Penn's Provost effective December 31, 1997.

"It has been a great privilege to serve Penn as its Provost," Dr. Chodorow said. "Penn is a truly world-class institution, and it has been a great learning experience for me over the past three-and-a-half years, working with President Rodin, the deans, faculty, staff and students."

Dr. Chodorow said that he reached his decision after it became apparent that the presidential search at UT Austin—where a decision is expected within the next five weeks—would necessarily distract him from giving his full attention to his responsibilities as Provost.

"I've had the benefit of a marvelous experience at Penn, and it has prepared me well to pursue other opportunities for academic leadership," he said. "That is what I must do now. I think it is necessary and appropriate for me to step down as Provost, so that President Rodin can identify my successor to work with her on the ambitious goals of

*Agenda for Excellence* that are already well underway, especially the 21st Century Project for the Undergraduate Experience.

"I feel a large measure of regret at the prospect of leaving this terrific institution," he said, "but I will carry with me all that I've learned from my time here, and particularly from the fine people who define this place."

Said President Judith Rodin: "Stan and I have had three great years, working together to advance Penn, and we have accomplished a great deal. There is much yet to be done, and we will miss him. Stan's loyalty to Penn, and his great concern for its best interests, are exemplified in his decision today. He appreciates the importance of committed leadership in the Office of the Provost, something he has concluded, after a great deal of personal reflection, that he can no longer provide while he is a candidate for the presidency of another major American university."

"I wish Stan all the best in the weeks ahead, and I have every expectation of addressing him as 'President Chodorow' in the very near future," Dr. Rodin is expected to name an acting provost and set up a search committee before the end of this semester.



*Dr. Stanley Chodorow*

## Vice President and General Counsel: Peter Erichsen of the White House

Peter C. Erichsen, Associate Counsel to the President of the United States, will become the new Vice President and General Counsel of the University of Pennsylvania and the University of Pennsylvania Health System, effective December 8. His appointment to the new post created jointly by the University and the Health System was announced Friday by President Judith Rodin and PennMed's Dean William Kelley, CEO of the Health System.

In the new position, Mr. Erichsen will serve as principal legal advisor to Dr. Rodin, Dr. Kelley and the Trustees of the University and the Health System. He will also assume responsibility for management of the separately established legal offices of the University and of the Health System, headed respectively by Shelley Z. Green and Thomas M. Tammany, and will continue and enhance coordination between the two offices. Mr. Erichsen will work closely with senior officers and staff across the University and the Health System to "advance strategic goals and anticipate legal issues facing higher education and health care," the announcement said.

A Harvard alumnus who graduated *cum laude* from Harvard Law School in 1981, Mr. Erichsen is a former partner at Ropes & Gray in Boston, where he was also a founding director of Trinity Hospice of Greater Boston, Inc.—the first hospice to serve downtown Boston—and a member of the governing board of Trinity Church, one of the largest Episcopal churches in the United States.

He comes to Penn from the Office of White House Counsel where, among other duties, he has coordinated the selection and confirmation of federal judges and supervised the Counsel's Office's work in the Presidential appointments process, including the 1996-97 Cabinet transition. From 1993 to 1996, he was deputy assistant attorney general, managing the Department of Justice judicial selection working group.

"Peter Erichsen is an outstanding lawyer with impeccable credentials," said President Rodin. "He has had a splendid career inside the White House, at the Justice Department and in one of the country's leading law firms. He will be a tremendous addition to the University and our leadership team, and we eagerly await his arrival."

Dr. Kelley added that "Peter Erichsen has had broad and deep experience managing complicated, sophisticated legal transactions in his private practice in Boston. In Washington he has gained a rare insider's knowledge of how our federal government operates. His unique experience and strategic legal advice will be extremely helpful to me and our Health System as we plan to meet the future challenges of health care delivery in this region."

## New Residential/Academic Post: Dr. Dennis

Dr. Christopher H. Dennis has been named to the new post of Director of Academic Programs and Residence Life, according to a joint announcement by Dr. Valerie Swain-Cade McCoullum, Vice Provost for University Life, and Dr. Al Filreis, professor of English and Chair of the Residential Faculty Council.

Dr. Dennis, an adjunct assistant professor of English who is widely known to faculty and students across the University for his coordination of the annual Penn Reading Project, was initially coordinator of College House Programs and has been Director of Academic Programs in Residence since 1989. Since the recent reorganization of the VPUL area he has also been acting director of Housing and Residence Life.

The two functions now form a position that is "very new in its scope, and very important in our emerging transformation of undergraduate education," the VPUL said. "Chris has done an outstanding job in partnering the world-class work of our Residential Faculty Council, and we are very excited about Penn's residential college houses as we move forward."

Dr. Filreis called the appointment "a major step in the direction of implementing the College House system for September '98.

"This is an important moment in the history of residential academic programs and collegiate communities at Penn," he said. "Indeed Chris, as director of college house programs and later academic programs in residence, has had a significant role to play in that history."

His new position integrates the old Academic Programs in Residence group and the old Residential Living group, Dr. Filreis explained. "The former used to enable all programs and staffs of the six original College Houses; the latter used to organize the efforts of the four First-Year Houses and Upperclass House programs. The new comprehensive—and much, much, much simpler—organization, partnered with the Residential Faculty Council, other VPUL leaders, and the Provost's 21st Century Project groups, coordinates the efforts of the faculty, students, and staff who lead the system of twelve college houses. That system will go fully into effect in September 1998. I know I speak for the other members of the Council in saying I am pleased and gratified that Chris Dennis, after all the work he has done in various roles to make all this happen, will be in such a leadership position."

## For AOL Users: Penn Health Information

The University of Pennsylvania Health System and Digital City Philadelphia have joined forces to provide an online health-information site to America Online members, with UPHS as exclusive healthcare provider for the new site.

The relationships gives Digital City Philadelphia members access to health information through such mechanisms as daily health tips, information on managing chronic conditions, chat sessions with Penn physicians, and listings of educational seminars, support groups and special events. Using the site's interactive map, online users can also locate a Penn primary care provider or specialist, and request an appointment. The site is accessible to America Online members at keyword *Penn Health*.

"This relationship helps the University of Pennsylvania Health System maintain a committed connection with the online community, locally and globally," said Dean William Kelley, CEO of the UPHS. "This is an innovative venture that provides online users a gateway to credible health-related information from a national healthcare leader."

Digital City Philadelphia is part of a 14-city network based in Vienna, Va., owned primarily by AOL and the Tribune Company. In this region it has some 300,000 members, according to Jim Riesenbach, Digital City's General Manager. AOL subscribers can access Digital City Philadelphia at keyword *Philly*.



Dr. Christopher Dennis

Photo by Tommy Leonardi

## COUNCIL Call to Special Meeting

### Call to Meeting Wednesday, November 5

#### To Members of University Council:

More than 25% of the members of University Council have submitted a duly constituted petition calling for a special meeting of University Council. The sole agenda item of the University Council meeting will be a resolution (*below*) proposed by the Graduate-Professional Student Assembly. This meeting will be held on Wednesday, November 5, 1997, between 4-6 p.m. I have been informed that GAPSA has reserved Bodek Lounge, Houston Hall.

This meeting time required a shortening of the meeting of the University Council Steering Committee. Notice of the proposed change was sent to members of Steering October 30, 1997, asking if any members who had an objection to adjourning Steering at 3:50 p.m. to notify the Steering Chair by 10 a.m. today, October 31, 1997. No objections having been received by the deadline Steering will adjourn by 3:50 p.m. on Wednesday, November 5, so that the special meeting of Council can convene at 4 p.m.

— Vivian C. Seltzer, Chair, Council Steering Committee

#### Agenda for Special Meeting of University Council

Wednesday, November 5, 4-6 p.m. Bodek Lounge, Houston Hall

#### Resolution for debate and vote:

*Whereas* Statutes of the Trustees have established University Council, and have empowered this body to "consider the activities of the University broadly in all of its phases[and] recommend general policies and otherwise advise the President, the Provost, and other officers of the University"; and

*Whereas* the Undergraduate Assembly (UA), and the Graduate and Professional Student Assembly (GAPSA) have been established by the Statutes of the Trustees to "discuss and express their views upon any manner they deem to be of general University interest, and to make resolutions and pass resolutions with respect theretodirectly to the President, the Provost and the Trustees"; and

*Whereas* GAPSA has passed resolutions recommending that the Trammell Crow contract not be approved, and a special committee be appointed by the Trustees to examine the consultative and decision making process at the University; and the UA is considering similar resolutions; and

*Whereas* both the employee organizations (Penn Professional Staff Assembly (PPSA), and the A-3 Assembly) recognized by Council as the legitimate voices of thousands of University employees, have issued statement strongly critical of the Trammell Crow contract, and the Black Student League (BSL) and the African American Association of Faculty, Staff and Administrators (AAA) have also objected to this deal; and

*Whereas* University Council itself was not consulted on the decision to outsource facilities management, nor was provided sufficient time in which to independently assess the implications of this arrangement on the University "in all of its phases"; and

*Whereas* in December 1996, University Council requested that the administration report back to Council on many issues raised by the Trammell Crow contract; and to date the administration has not done so;

#### Therefore:

University Council strongly recommends that the Trustees act in a manner wholly consistent with the resolutions Graduate and Professional Student Assembly, and the expressed views of the PPSA, A-3 Assembly, the BSL, and AAA.

#### Update on Outsourcing

Items in this issue that relate to an upcoming Trustee action to outsource the University's facilities and property management operations to Trammell Crow Company (*Almanac* October 14) include:

Council Special Meeting: *Above*.

Penn Professional Staff Assembly Executive Board Statement: *Page 4*.

Senate Executive Committee Statement: *Page 5*.

*Speaking Out*: An Open Letter to the Trustees, by Paul Lukasiak of the GAPSA Office, is followed by a response from Mr. Fry; *pp. 11-12*.

On Affected Staff: In an accompanying statement on *page 12*, Mr. Fry lists financial and other benefits that being offered for staff who transfer to Trammell Crow and remain on the Penn account.

**Trustees:** The preliminary agenda for the Stated Meeting Friday, November 7, contains the *Resolution on the Infrastructure Management Services Contract with Trammell Crow Company*. The Stated Meeting, open to observers under Pennsylvania Sunshine Law, is scheduled for 2 to 2:45 p.m. in McClelland Hall, The Quad. Observers are asked to register their interest in advance to the Office of the Secretary, 898-7005.



## PPSA Executive Board

*The following statement was issued Monday, October 27, and posted to Almanac Between Issues.*

### Outsourcing and its Consequences for Staff

The Penn Professional Staff Assembly (PPSA) would like to add its voice to the many who have expressed concern over the recent announcement of the outsourcing of Facilities Planning to Trammell Crow. Many of the affected employees are those who make up our constituency, the A-1 employees.

Over the past few years we have seen a continual decline in employee morale as the uncertainty of the new Penn world has taken hold of this campus. For years Penn has fostered among its employees a feeling of community and family. The suddenness of the Trammell Crow announcement has once and for all shattered that mind-set. Looking back upon the mission statement of the new Executive Vice President (EVP) when he came to Penn, none of us should be surprised that this has happened. It was made very clear that all areas and units of the University were on review. We now know this to be true; we now know the only safe jobs at Penn are those of tenured faculty. However, we do not know the criteria that go into any of these review processes. Each of us has been told to "do more with less." We all feel we are doing just that, but how do we weigh whether our efforts will save our jobs or not? We as administrators deserve to know how we are being judged. This is the type of communication which has been lacking during this entire process.

PPSA supports the proposal made by the A-3 Assembly [*Almanac* October 21, p. 4] calling for scheduled updates before University Council from the EVP on this ongoing evaluative process. We would like to know what other areas are prime targets for outsourcing. And, most important, we need to know what we in those targeted areas can do to stave off outsourcing. PPSA feels it is important for more staff to be included in understanding information on the benchmarks used to determine what gets outsourced—in terms of customer service, financial return, cost avoidance—so that each unit at least knows what they are trying to accomplish relative to the market.

PPSA has met with John Fry since the announcement. We are pleased to see the prompt scheduling of resume writing workshops and job interview training. We would like to see both of these programs, as well as programs centered around enhanced change management and/or career planning seminars, become part of the overall program offered by the University's Office of Training and Organizational Development. It is something we all need to be aware of.

We hope Trammell Crow keeps its word and retains many of the talented people affected by this process. For those seeking other jobs at Penn, we would like to see preferential status given to any affected employees in their efforts to find another job at Penn. We have hundreds of job openings on campus; why can't these affected employees who meet the job requirements be given first shot at these jobs?

— Penn Professional Staff Assembly  
Executive Board

## SENATE From the Senate Office

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

### Actions Taken by the Senate Executive Committee Wednesday, October 29, 1997

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

a. SEC members were informed about a student effort to create a house for community service activities modeled after Writer's House, with the Office for Student-Community Involvement as a central part of the hub. Interested faculty should contact the planning committee at [comhub@dolphin](mailto:comhub@dolphin).

b. The Senate Committee on Conduct has elected Hermann Pfefferkorn (geology) as chair. (See *Almanac* October 31, 1989, for committee procedure.)

c. Responses to the chair's column (*Almanac* October 7, 1997) on intellectual property have expressed alarm at the possible changes in copyright policy. Constituency representatives reported the various views raised in their departments and schools. There are questions of ownership, legality, and royalties. SEC agreed there should be continued efforts to educate the faculty about what is involved. It was suggested that: a condensed version of the chair's column be made available; illustrations be provided that connect faculty writing, publishing, software, courseware and laboratory work to possible policy changes; and real instances of the University's provinces be obtained from the administration. SEC asked that the report of the previous task force on copyright policy be distributed to SEC along with relevant documents. SEC consensus was that the matter has some urgency for all faculty and that faculty should take an active role in revision of the policy. SEC instructed the chair to write the provost about these concerns as well as to stress the need for an extended period into the next academic year to consider any proposal from the administration.

d. Several items on benefits redesign received from the provost have been forwarded to the Committee on the Faculty.

e. The Senate Committee on Academic Freedom and Responsibility was charged with looking into a report of changes in tenure at the University of Texas.

f. It was announced that a petition calling for a special University Council meeting before the November 6-7 trustee meetings to discuss the recent outsourcing of Facilities Management was being circulated to Council members. There was consensus that Council is meant as a forum for discussion of issues of University interest.

2. **Academic Planning and Budget Committee and Capital Council.** Past Faculty Senate Chair Peter Kuriloff reported that the committee has been working on several themes: 1) how to increase Penn's attractiveness to undergraduates we are competing for; 2) how to retain students once they are at Penn; 3) how to develop a broader-based fundraising; 4) how to decide in which information technology to invest.

Capital Council has not met but there were mail ballots on various changes in building plans, including which plan to do in a hurry.

3. **Faculty Liaisons to Trustee Committees.** Jere Behrman and Larry Gross, Academic Policy, and Anthony Tomazinis, Facilities and Campus Planning reported on their experience and role as faculty liaisons. It was emphasized that a knowledgeable faculty member serving as liaison can provide information and interpret important change in proposals relating to the faculty that are approved by the trustees. A recommendation was made that faculty who are appointed as liaisons be individuals who have served on SEC, preferably SEC members. A SEC member suggested that trustee resolutions concerning faculty matters come to the Faculty Senate first to check accuracy before coming before the trustees for a confirmation vote.

4. **Senate Nominating Committee.** SEC voted by paper ballot for the ninth member of the committee. The full membership appears below [page 5].

5. **Report of the Senate Committee on the Faculty.** Committee chair William F. Harris II reviewed recent work of the committee.

a. **Employment of More than One Family Member.** The committee had studied the Provost's proposed revised policy (to be published) and their revised document was before SEC for discussion and approval. They support a revised policy and several additional changes in the Provost's proposal. The main concern was potential conflict of interest and the extent of proper administrative oversight. The committee recommended the following revisions: 1) defining the family differently by adding to the definition "and former marriage" and "partners as defined under benefits coverage"; 2) requiring the department chair, rather than the individual faculty member, to report on steps taken to insure adherence to the policy; and 3) calling for the reporting to occur "periodically" rather than "annually".

b. **Guidelines on Research in the Community.** SEC approved the proposed guidelines from the Provost that had been drafted by a committee chaired by Dean Ira Schwartz. The guidelines will be forwarded to the University Council Committee on Community Relations for review.

c. **Faculty Club Plans.** Professor Harris posed several questions for discussion, among them: whether the Faculty Senate should create a committee or be concluded by the Faculty

Club Board decision. Issues to be looked at include who owns the lease, what is it being traded for and what is its value; and what kind of club the faculty want? SEC agreed that reliable information on the club budget and membership was needed and that the Senate should be part of the ongoing process by appointing two faculty to serve as liaisons between the Faculty Club and the Senate Committee on the Faculty.

**6. Statement on Outsourcing.** Following extended discussion of a draft statement, SEC authorized the Senate chair to finalize the document incorporating recommendations of SEC members (right).

## SENATE From the Senate Chair

*Under the Faculty Senate Rules, formal notification to members may be accomplished by publication in Almanac. The following is published under that rule:*

**TO: Members of the Faculty Senate**  
**FROM: Vivian C. Seltzer, Chair**  
**SUBJECT: Senate Nominating Committee**

1. In accordance with the requirements of the Faculty Senate Bylaws, notice is given to the Senate Membership of the Senate Executive Committee's 9-member slate of nominees for the Nominating Committee for 1997-98. The Nominating Committee nominates candidates for election to the Offices of the Faculty Senate (chair-elect and secretary-elect), to the at-large and assistant professor positions on the Senate Executive Committee, and to the Senate Committee on the Economic Status of the Faculty, the Senate Committee on Academic Freedom and Responsibility, and the Senate Committee on Conduct. The nine nominees, all of whom have agreed to serve, are:

Charles E. Dwyer, (associate professor education)  
Murray Gerstenhaber (professor mathematics)  
Larry Gross (professor communication)  
Grace Kao (assistant professor sociology)  
Andrew Postlewaite (professor economics)  
Phyllis Rackin (professor genl honors in English)  
Warren Seider (professor chemical engineering)  
Steven J. Sondheimer (professor ob/gyn)  
Thomas Sugrue (associate professor history)

2. Pursuant to the Bylaws, additional nominations may be submitted by petition containing at least twenty-five valid names and the signed approval of the candidate. All such petitions must be received by Tuesday, November 18, 1997. If no additional nominations are received, the slate nominated by the Executive Committee will be declared elected. If additional nominations are received, a mail ballot will be distributed to the Senate membership. Please forward any nominations by petition via intramural mail to the Faculty Senate, Box 12 College Hall/6303. Please forward any questions to Carolyn Burdon by e-mail at [burdon@pobox.upenn.edu](mailto:burdon@pobox.upenn.edu) or by telephone at 898-6943.

## Senate Executive Committee Statement on Outsourcing

October 30, 1997

Members of the Senate Executive Committee are extremely concerned by the tensions that currently exist between various segments of the University community over actions taken by the University administration in outsourcing the Facilities Management Division. This situation may be a dramatic example of a wider problem of discord and communication difficulties. We regret that the recent actions to which our community is currently responding were not born out of a process of sufficiently wide consultation.

We recognize that the administration of this University in the end is responsible for its own decisions, difficult as they may be, in regard to the "optimal functioning" of their portion of the University mission. (They are also responsible for taking into account the consequences of their decisions on the remainder of this community.) However, it is essential to recognize that definitions of "optimal functioning" vary. Towards this end, we encourage a climate in which various and divergent interpretations are sought out as widely as possible and considered before any serious actions directly affecting the lives of individual employees and the spirit of this University are taken.

We understand that implementing major organizational changes requires considerable discretion in the nature of consultation with the affected parties. We also accept that broad consultation before the fact cannot always occur on the specifics of such changes. Trust in a sense of our common purpose would suggest, however, that the administration take the senior leadership of the Faculty Senate into their confidence before the fact. In this way, the administration can benefit from faculty views and perspectives.

It is of the utmost importance that the faculty actively participate in a continuing dialogue with the administration. Even more important is consultation on the strategies of reorganization which the University is considering to support its widely accepted Agenda for Excellence. We encourage consultation on at least two levels:

a) in the development of organizational strategies as the process of achieving the overall mission of the University is carried out, and  
b) in identifying the human principles involved in operationalizing these strategies. Absent this longer-range consultation, actions like the outsourcing of the Facilities Management Division will be unwelcome and misunderstood surprises for the University community which depress morale and stimulate uncertainty and high levels of anxiety.

Members of the Senate Executive Committee ask that the atmosphere of trust and shared purpose be reestablished at this University.

## Call for Nominations: Honorary Degrees 1999

*Dear Colleagues,*

We are writing to invite you to nominate candidates for University of Pennsylvania honorary degrees to be presented at the May 17, 1999 commencement. The criterion for selection is the degree to which the candidate reflects the highest ideal of the University, which is to produce graduates who change the world through innovative acts of scholarship, scientific discovery, artistic creativity and/or societal leadership.

We encourage you to involve your faculty colleagues in the procedure. A nomination may be supported by letters from one or several members of the faculty, and from one or several departments. Letters should state how the nominee meets the criterion for selection, what the nominee's unique achievements and contributions are, and why the nominee should be honored by this University at this particular time. Please include as much biographical and other supporting information as possible, but please do not ask the nominee for information, since nominees should not know that they are being considered. Please be as mindful of female and minority candidates as you are of others. We also encourage nominations from departments and schools whose fields have not been recognized by honorary degrees in recent years.

The policy of the University Council Honorary Degrees Committee

is that all those nominated in previous years who have not yet received an honorary degree are reconsidered each year. It is not unusual for a candidate to be selected a few years after the initial nomination.

Please address nominations to the University Council Committee on Honorary Degrees, c/o Office of the Secretary, 133 S. 36th St., 4th Floor/3246 (they may be faxed to 215-898-0103). The University Council Committee's recommendations are forwarded to the Trustees' Committee on Honorary Degrees and Awards, which makes the final selection. If you have any questions, please telephone or e-mail the committee secretary, Associate Secretary Duncan W. Van Dusen at 898-7005 or [vandusen@pobox.upenn.edu](mailto:vandusen@pobox.upenn.edu).

Nominations are accepted with gratitude at any time during the year, but those received after November 30 may not be able to be considered for the 1999 Commencement.

Honorary degrees are an important statement of our values and aspirations as a university, and we strongly encourage your participation in this process.

Jeffrey H. Tigay, Chair,  
University Council Committee on  
Honorary Degrees

Judith S. Rodin  
President

# A Tribute to the Trustees Council of Penn Women

by Judith Rodin

What a treat for me to be addressing you today, although following Hillary Clinton and Rebecca Rimel is not for the faint of heart.

But I am here as a member of the family. And like every family, Penn has its stories—success stories of discovery and innovation, inspiring stories of ideas put to use for the good of society, personal stories of the difference that a Penn education has made in so many lives, stories of a changing world and a changing campus.

These stories need to be told from one generation to the other because they tell us who we are, what we do, and where we are going.

These three days we are celebrating a story still in the making. A story which began in 1987 when Penn women planted a seed. Some Trustees said, “Nothing is going to happen.” Some people in College Hall said, “Nothing is going to happen.” Even some of their peers and classmates said, “Nothing is going to happen.”

But the women didn’t listen. They pulled up the weeds and watered the ground, and kept on working very hard.

At first nothing seemed to happen; and some people said, “See? We knew nothing would happen.” Then one day, a big glorious flower came up just as the women had known it would.

This is a story about the founding members of the Trustees Council of Penn Women. Despite the odds, despite the cautionary wisdom of others, Council Chairs—Carol Einiger, Judith Roth Berkowitz, Pamela Petre Reis, Elsie Sterling Howard, and Terri N. Gelberg—and Council members knew that flower would bloom.

And what a rich harvest Penn has gleaned from the determination and dedication of these visionaries. You’ve heard in the last two days about some of their accomplishments but let me reiterate briefly. In ten short years, they have raised more than \$13 million for Penn programs and initiatives—a marvelous example of women helping women in their own right and in their own name.

Through their job-shadowing program, they have given students the opportunity to learn first-hand what successful career women do—and how they do it. The enormous respect they have earned through their leadership has led to a significant increase in the number of women on all University boards. I am especially pleased that several Council members now sit on the University’s Board of Trustees, and on the Executive Committees of the University Trustees and Health System Trustees.

They have helped attract and hold outstanding women professors by establishing a Term Chair in Women’s Studies and the Davies Term Chair. Dr. Phoebe Leboy, professor of biochemistry, whom we honored this afternoon, currently holds the Davies Chair.

They have invited internationally-known women to speak on our campus. They have purchased equipment and provided support for women’s teams. And they have made it possible for many students to continue their Penn education by awarding emergency grants. I recently received a letter from parents of a student who had been given one of these grants. They said the Council had changed their daughter’s life. I hope you recognize the significance of that one story: The members of the Council *are* changing lives. That’s why I say this is a story still being written—and there are many more volumes yet to come.

### The First Volume

The volume we are celebrating today can be titled “The Decade of the Woman at Penn.”

I have told you how the story began, how despite the pressures, our leaders believed. Well, that flower had barely bloomed when word got out that something very important was happening on the Penn campus. Women alumni everywhere were demanding to have a voice, insisting on being heard.

I think it was in 1989 when *The New York Times* confirmed the news by running a story about the Council. Women from other schools across the country read the article and soon, phones at Penn were ringing off the

hook. The message was always the same: “The Trustees Council of Penn Women is a great idea. We desperately need something like this at our school. Please tell us how you did it.” Penn did tell them their story, and ever since, similar councils have been springing up in colleges and universities across the nation.

The founding mothers of the Council and those who have served over the past ten years knew that it would. And there are many chapters still to be written, both for women here at Penn and across the nation.

### What Chapter Are We on in 1997?

From politics to the medical establishment, from corporate boardrooms to professional sports, the women of the 1990s are challenging and overturning the status quo. Here are a few important statistics:

- 53% of the nation’s postsecondary students are now women.
- A record number of women are successfully seeking political office. The Arizona state legislature, for example, is 35% female.
- Businesses owned by women employ as many people as all the Fortune 500 companies put together.
- Women make up one-third of all NCAA athletes.

But there is still much more progress to be made. Take, for example, the “hard sciences.” A recent national survey has shown that almost 70% of students who major in physics, chemistry, and computer science are male. For engineering, the figure is 85%. Men also receive 75% of all doctoral degrees in business and 91% of those in engineering.

The shift to an information society and global economy is changing the workplace as never before. Women cannot and must not be left behind. We must continue to encourage our students to venture into fields that will be shaping the ideas, technologies, and directions of the coming century. However, we must also double our efforts to assure that “traditional” women’s work such as teaching and nursing is truly valued and respected.

As Dr. Ellen Baer, of our School of Nursing, has said: “Feminism will have succeeded not only when women have access to all fields, but when traditionally female professions like nursing gain the high value and solid social respect they deserve.”

Another disturbing statistic was recently featured in the *N.Y. Times*:

- Only 10% to 13% of Ivy League professors are women.
- Nationally, 68% of male professors are tenured professors, compared with 45% of female professors.

Here at Penn, 17% of our faculty are women. We have a woman president, three of the deans of our 12 schools are women, and we have three women vice presidents. That’s better than all the other Ivies, but still not as good as we would like.

As an academic on the move in the 1970s, I remember thinking my generation had it made. We would change the world, have careers, build strong marriages, raise wonderful children, and be a force in our community. Sounds easy, doesn’t it? Well it wasn’t.

And some 20 years later, educated women are still contending with ambivalent public attitudes and policies about our “place,” about our choices, and about our futures.

It doesn’t matter whether we live in the White House or Hill House.

I think Hillary Clinton spoke for all of us when she told us: “We need to empower women and men because we need to provide everyone with choices and opportunities. In too many countries, including our own, too many rights are denied and too many doors of opportunity still remain tightly closed.”

Opening doors isn’t easy. It never has been. Society keeps telling us to do things the way things have always been done—to stay in step and stay in place, and preferably do it quietly.

But some women don’t and won’t listen. They are the ones who aim high and want it all—women like those in the 19th century who broke the men-only rule as doctors, lawyers, professors, and scientists; women like

those in the 20th century who run corporations, sit on the bench of the Supreme Court, govern states, and explore the universe as astronauts; women like those you will find represented on the Trustees Council—women who are willing to work towards a goal, towards a vision, even if others don't share it or believe in it.

It is women like these who have made things happen. Their names are in the history books, in the news, on people's lips. Yet, I hope that we, the women of the '90s, will never forget the unsung, unnoticed women who, long before the words "Woman's Lib" were ever heard, labored in their own way to give women a voice—the mothers who encouraged daughters to excel; the teachers who persuaded young girls to try their wings; the community activists who championed women's issues long before they were fashionable; the women in the workplace who had to work doubly hard to prove they could do "a man's job." As Ginger Rogers once said, "I had to do everything Fred Astaire did. Only I had to do it backwards and in high heels."

### The Ongoing Story

All of these too must be remembered, for they have helped shape the story we all share as women.

Now, I wish to speak directly to the future leaders who are here today: our wonderful women students. You are extremely fortunate to have as mentors and role models the women of this Council. The membership list reads like a Who's Who of American Women: CEOs, national media figures, investment bankers, entrepreneurs, judges, lawyers, professors, healthcare leaders, community leaders—and the list goes on.

These are influential women, all leaders in their chosen fields—visionary women who give of their time and resources to empower other women, prominent women who believe that Penn women should have greater influence in—and on—the University and who work to that end. Utilitarians, of course, will tell us that we owe nothing at all beyond the price we pay. These Penn women see it differently. For them, the Council is a way of showing their gratitude for what Penn has given them—a way to serve, and a way to continue the story of Penn.

And all of you, from the Class of 1998 to the Class of 2001, are part of this ongoing story. How the story turns out is going to depend on you. The Council stands ready to help you open doors, but you are going to have to do your part, every one of you.

Let me explain what I mean.

Leadership is not for the faint of heart. You are going to need many of the skills necessary for a successful entrepreneur—commitment, vision,

and energy; a talent for communicating; the willingness to take risks, to be accountable and to take responsibility. And most of all, the faith to believe in one's self and one's dreams despite what others may say.

How do you do it?

The same way that most of the women on the Council, including myself, did when we were students. We got involved. We served on committees. We organized student activities. We ran for office. We edited newspapers.

And at times, we made waves. As Abba Eban, former foreign minister of Israel, once said: "You can't achieve anything without getting in someone's way. You can't be detached and effective."

Get in someone's way. Don't whisper your story. Shout it. And be willing to stand your ground. In my senior year when I was president of the women's student government here at Penn, I helped merge the women's and men's students governments into one organization. Short term, there were many who were resistant to this change. Long term, there's no question that this is what was needed to strengthen Penn's student body. We didn't do it to win popularity votes; we did it because we were willing to take a stand.

No one learns to be a leader by sitting on the sidelines. And no one gets asked to sit at the table until she or he has learned how to lead. It isn't a character trait—it's a learned skill.

So, I urge each of you to take advantage of the opportunities for leadership that we offer here at Penn. Take the leadership reins connected to your own life. Get involved. Meet the competition. Learn to lead.

As you do so you will increase your self-confidence. None of us started as confident as we may look today.

You will learn how to identify problems, determine what needs to be done, and take responsibility for your decisions. And once you have seen the difference you can make, stay involved. You are the next generation of Council members, and tomorrow's students will be counting on you.

And that's our story. Just as Carol, Judy, Pam, Elsie, and Terri knew the seed would grow, I know the Council is going to continue to flourish. I know I will continue to hear about the work of Penn's women—here on campus, across the nation, and around the world. I am one of the Penn women and I am deeply grateful for your encouragement and support as we move this extraordinary University forward into the next century.

And years from now, when Penn is celebrating the Council's 50th anniversary—when they are telling the stories that were possible because of Penn's women and of the lives that were changed—you students who are here today, please tell them that we here today knew it would happen.

Photo by Tommy Leonardi



### Generations of Academic Excellence

During the recent tenth anniversary celebration of the Trustees Council of Penn Women, one meeting of the 140-member Council celebrated the achievements of women faculty at Penn by honoring four whose achievements have brought change in the academy and the University. From left to right, the honorees are *Dr. Phoebe Leboy*, professor of biochemistry/Dental School; *Dr. Helen Davies*, professor of microbiology, Medicine; *Dr. Farrah Griffin*, assistant professor of English; and *Dr. Janice Madden*, Vice Provost for Graduate Education and professor of regional sciences/sociology.



On October 22, colleagues and friends of Dr. John Hobstetter gathered in memory of the first director of Penn's Laboratory for Research in the Structure of Matter, whose work helped to establish a new national model for collaborative research. As Penn opens another such innovative setting for science, the IAST's Vagelos Laboratories, here is one reminiscence.

### John Norman Hobstetter, 1917-1997

The decade starting about 1963 was one of reform in the American research university—and indeed in all of American higher education. Sometimes it was more talk about reform than actual reform. In that decade, the dissension at Berkeley came to a head, and was a rare research university—private or public—which was spared. All were sites of political intrigue and political action, but they also were sites of deliberations about university governance, university access and university educational programs.

Though remote from the politics of change, engineering and its related basic sciences had caught the fever of reform. For example, at Berkeley where I was interim chancellor, John Whinnery, dean of engineering, was a thoughtful, nationally-known contributor to serious deliberations on academic improvement. Subsequently, when president of the State University of New York at Buffalo, I brought a reformer, Karl Willenbrock (a protégé of Harvey Brooks) from being deputy dean of engineering and applied physics at Harvard to become the provost of one of our seven faculties at Buffalo. Karl's newly restructured faculty included not only engineering and applied science but a couple of other technical professions.

However, when I then came to Penn in 1970, I already had an extraordinary colleague concerned with the improvement of university governance as well as with the specific improvement of education in technology. That was John Hobstetter—educated in the world of MIT and Harvard and with several years at AT&T's Bell Labs, perhaps the country's outstanding example of a first-rate research center attached to a company. With his superb background, in 1960 John had become the first director of Penn's Laboratory for Research in the Structure of Matter. Metallurgy, solid-state physics, and physical chemistry were contributors to a cross-disciplinary center, an amalgam he and I admired. Penn clearly had its own home-grown reformer in technology and the sciences. In 1967, he became vice provost for research and dean of the Graduate School of Arts and Sciences, and in 1971, my first year in the president's office, John happily accepted the assignment of associate provost for academic planning and budget administration.

I remember my first discussions with him, this sensitive and precise colleague—a rare combination of attributes. It was in the fall of 1970 that I gently suggested to John that deans ought to be responsible for raising funds as well as spending them. With that most ingratiating and unforgettable smile of his, he said, "Are you serious?". When I said yes, we entered into the beginning of a set of deliberations during that season on how Penn should function best. As always, he raised pertinent questions—in this case, how would we temper the protective decanal instincts so that we could cross disciplines and professions and the barriers of the separate schools themselves. We would have disagreements. He thought I might favor the arts and sciences more than necessary, and I would tease him that few were fonder of orchids, music and some of the arts than John.

Though John was the consummate academic, he approached the planning for the upcoming fund drive (without which Penn would have floundered) with careful thoughts about what was needed most and how those views could best be defined.

In looking back on those years with John and his significant impact on provosts, deans, vice presidents and professors, I wish that somehow he might have been more of an actor on the national scene. But had that been the case, he might not have been able to devote himself as exquisitely as he did to helping Penn improve itself structurally and substantively. We remember you, John.

— Martin Meyerson, President Emeritus

# HONORS & Other Things

## East-West on Campus

Penn has been an international crossroads for the last week or so, as the President of China and the Ambassadors of both Thailand and Uzbekistan made visits to the campus.

China's President Jiang Zemin made the University part of his U.S. itinerary primarily to see a revered mentor, Dr. Ku Yuhsiu, the retired Penn engineering professor with whom Jiang once studied in his homeland. Dr. Ku, now 94, became a celebrated playwright, historian, poet and composer as well as an engineer after earning his bachelor's, master's and doctorate at MIT in only four years. In China he was dean of two engineering schools and advisor to Nationalist President Chiang Kai-shek until after World War II, when he fled his homeland after the Communist takeover in 1949. He came first to MIT and then in 1952 to Penn. On the Chinese President's visit to campus last Thursday, Dr. Judith Rodin presented him with a copy of Ben on the Bench at a gathering in his honor at the University Museum.

On October 24, when Thailand's Ambassador, His Excellency Nitya Pibulsonggram, came to celebrate thirty years of archaeological cooperation with the University of Pennsylvania Museum of Archaeology and Anthropology, the occasion was used for announcement of a surprise gift to the Museum and its Thai partners: Dr. Jeremy Sabloff announced that an anonymous donor has offered to match, \$1 for every \$2 raised, up to \$100,000 if the Museum raises its \$200,000 by October in the year 2000 for the ongoing work at Ban Chiang and other research in the country. Operating at 12 sites in Thailand over the past 30 years, Penn archaeologists have trained six Thai students and at least ten other Southeast Asian students, all of whom have gone on to important positions in the region's archeological establishments. Some 300 dignitaries attended the "Celebration of Thailand's Ancient Cultural Heritage."

And last Friday morning, in a quiet visit, the Ambassador of Uzbekistan, His Excellency Sodyq Safaev, met with faculty, students and staff who from various fields have shown an interest in the country. That meeting at the University Museum included Provost Stanley Chodorow, who visited Uzbekistan in the fall of 1992 with a group of historians, and scholars from anthropology, Asian and Middle Eastern Studies, history of art, political science, medicine, economics, and legal studies.

## The Pavlov Connection

As part of the 100th anniversary celebration of the St. Petersburg Pavlov State Medical University, Penn's Dr. Patrick Storey was named an "honored doctor" of its faculty and member of its Academic Council. He returned from Russia bearing not only the degree but also an ornate medal (on his lapel in the photo below) and gifts of cap-and-gown and a presentation watch as well. Dr. Storey's citation for "outstanding services in educational activities and an important contribution to the development of Russian-American relations in science and education" recognizes his work on a Penn-Pavlov affiliation that is now starting its second five-year phase. Initiated by President Emeritus Martin Meyerson, and furthered by President Sheldon Hackney, Provost Michael Aiken and Dean William Kelley, the program was created to "make the Universities of St. Petersburg more transparent to Western universities, and, in the case of the Pavlov, to build a model academic medical center which would reflect some of the characteristics of Western academic medicine." To that end the two sets of scholars agreed to six efforts called the "Rector's Priorities" in library service, student exchange, computer/information management, medical pedagogy, faculty exchange, and the development of joint projects. For purposes of evaluation and training to cope with American-style

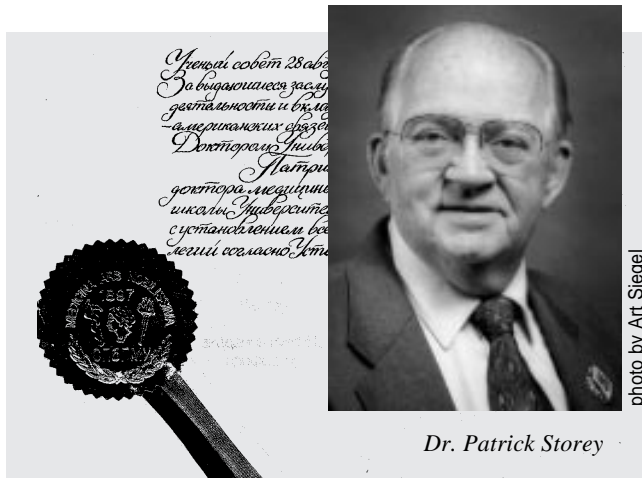


photo by Art Siegel

Dr. Patrick Storey



examinations, a "Pavlov-Penn Learning Center" was established by the Rector in 1994. Dr. Storey is on its governing board along with *Dr. Donald Silberberg*, professor of neurology (both are associate deans in the Office of International Medical Programs at PennMed).

### Transatlantic Shakespearians

Penn's *Dr. Phyllis Rackin*, professor of English in General Honors, is on the list of the 25 "master teachers of Shakespeare in the U.S., Britain and Canada for the past 125 years," as found in a survey published by Dennis Brestensky in *Shakespeare in the Classroom* for Spring 1997. Dr. Rackin's latest book, *Engendering a Nation: A Feminist Account of Shakespeare's English Histories* (with Jean E. Howard) is one of a new Routledge series of five transatlantic offerings in Feminist Readings of Shakespeare.

### Mentoring in Chemistry

The American Chemical Society has chosen *Dr. Madeleine Joullie*, professor of chemistry, as the 1998 recipient of its Award for Encouraging Women into Careers in the Chemical Sciences, sponsored by the Camille and Henry Dreyfus Foundation, Inc. The award will be presented in March at the 215th ACS national meeting, to be held in Dallas.

### Presidential Mentoring Award

This fall in Washington, SEAS's *Assistant Dean Cora M. Ingram* received the 1997 U.S. Presidential Award for Excellence in Science, Mathematics and Engineering Mentoring.

Ten individuals and nine organizations won the Presidential Award in this second year of honoring contributors to the joint goals of an August 1994 "science policy blueprint" for the 21st century which says that "Science can serve the values and interests of all Americans, but only if all Americans are given a chance to participate...". Of the ten individual awardees, Ms. Ingram is the only one whose contribution was made from a staff position rather than a faculty mentoring role. As Assistant Dean for Minority Programs and Director of Academic Support Programs in SEAS, Ms. Ingram—a 30-year-veteran of the University—began in the early 'seventies to work with faculty, advising resources and students to increase minority participation in Penn Engineering programs. She is co-founder of the Pre-Freshman Program at Penn and of the National Association of Minority Engineering Program Administrators, and was an early member of the noted PRIME and PATHS/PRISM initiatives that take a comprehensive approach from K-12 onward to interest minorities in the field and facilitate their entry into higher education.

*Dr. Neal Lane of the National Science Foundation with Ms. Ingram*



*Dr. Joullie*



## Some Old and New Ways of Honoring People at Penn

The University's Recognition and Appreciation Program, which has grown from a variety of sources over the years, is becoming more integrated as a formal unit of Human Resources, with its own coordinator, Marilyn Kraut of the Quality of Worklife Program.

The three main elements that have been pulled together are *Service Awards*, which recognize staff length of service to the University; *Appreciation Events*, including sports events, cultural entertainment (such as the recent Penn Family Day), benefits information gatherings, and health and wellness activities offered throughout the year to faculty, staff, and their family members and friends; and a new one on the drawing board, *Achievement Awards*.

"The Achievement Awards will recognize staff members and teams who have performed as models of excellence to the Penn community-at-large," said Ms. Kraut. She also provided these details of all three of the elements of the Recognition and Appreciation Program:

**Service Awards:** This program honors faculty and staff with ten or more years of service (in 5-year increments as of September 15th of the qualifying year). Its new design expands the recognized milestones to include 25 or more years of service. Honored staff members receive letters of appreciation from their respective Dean or Director and gifts newly selected by a campus-wide Recognition and Appreciation Committee.

The gifts for the incremental years are:

- 10 Engraved Silver Album for 80 4" X 6" photographs
- 15 Engraved Silver Frame for 5" X 7" photograph
- 20 Engraved Silver Swing Clock
- 25 Engraved and personalized Pewter Paul Revere Bowl, 8" diameter
- 30 Engraved Pewter Dunham Candlesticks, 7" high
- 35 Engraved Pewter Vase, 9" high
- 40 Engraved Pewter Newport Lamp with Shade
- 45 Silver Champagne Cooler and pair of Silver Champagne Goblets

A President's Reception has been added to the 25-Year Club annual festivities, specifically for those newly reaching the 25-year mark (see *Almanac* September 30 for 1997's list.)

**Appreciation Events:** On October 4, the University held its most recent fall appreciation event, Penn Family Day, which consisted of games, attractions, cultural events, and a football game for faculty and staff and their families and friends.

In late spring of '98, the University will stage an entire week of faculty and staff appreciation events, including cultural events and other forms of entertainment, now being planned. These opportunities will be joined during the week by health promotion and wellness activities.

**Achievement Awards:** A "Models for Excellence" program has been recently approved, and "best practice" approaches to this type of program are being researched for implementation at Penn next fall. The program is designed to recognize individuals and/or work teams that achieve outstanding performance, to present them as role models for the University, and to inspire similar efforts by others. The process for nominating and selecting these honorees will be established by the campus-wide Appreciation and Recognition Committee, facilitated by Human Resources. Standards of achievement and methods of selection are being considered now by the Recognition and Appreciation Committee and will be announced in an upcoming *Almanac*.

## On the 1985 Peace Prize: Credit to Others

As a sidebar to *Almanac's* October 7 story on Dr. Stanley Prusiner's winning the Nobel Prize for Medicine, we noted briefly some earlier encounters between health-related members of Penn and the Prize—in Medicine, Chemistry, and once even the Peace Prize. Working from memory on deadline we noted that one of those who shared the Peace Prize in 1985 was Dr. Patrick Storey. The original *Almanac* story October 15, 1985, had correctly credited several others—notably Alumnus Richard Steinman, who was then completing his M.D./Ph.D. degrees; Dr. Stanley Baum of radiology, Dr. Storey and Dr. Paul Stolley of Medicine.

Dr. Storey has written to say that he was “delighted, but discomfited” to see only his name October 7, and provided the fuller picture:

“It was Bernard Lown and Yevgenny Chazov, representing IPPNW (International Physicians for the Prevention of Nuclear War), who shared that prize for work in mobilizing public opinion against the potential of nuclear warfare. PSR (Physicians for Social Responsibility) was the American arm of that movement. My role was that of membership in that

group of membership on the Philadelphia Advisory Board of PSR—a “galaxy” of great Philadelphia doctors who supported the IPPNW movement through their participation in the activities of PSR. Indeed, if anyone from Penn deserves special mention, it would be one of our medical students, Richard Steinman, who was our inspiration and maximum leader through those critical years. The really active group in running the Philadelphia PSAR was the Steering Committee and some few key staff people—who were underpaid and overworked to keep the movement going.

“Thanks for the mention, anyhow....It's just that there were so many who did so much more than I,” Dr. Storey concluded.

## Also in Logan Hall: General Honors

Last week in a caption we listed several departments that are moving into Logan Hall at year's end. Missing from the list we received was the General Honors Program (which includes the Benjamin Franklin and University Scholars Programs), now in Hayden Hall. — K.C.G.

# Speaking Out

## More Letters on Bookstores

Continuing a debate begun last week in these pages, several writers comment on the report of the University Council's Bookstore Committee, published [October 14](#).

Dr. Robert Regan, who as chair of the Committee responded to writers last week, said he would reserve further comment until the November 12 Council meeting when the report is scheduled. — *Ed.*

## Booklists & Academic Freedom

Unmentioned in the debate about on-line course book lists is the issue of academic freedom. Do not I as an individual teacher enjoy the freedom to recommend the bookseller for my classes and to decide whether or not to place my book lists on line? And would this freedom not be infringed if the provost or some other body were to impose regulation on this liberty?

My institutional memory is ten years longer than Professor Regan's, and I can recall no instance in which “monopolies were given to ideological friends.” For thirty years I and many of my department colleagues have recommended the Penn Book Center as our bookseller of choice. We do so, in part, because they are accommodating, personal, interested, efficient, and un-bureaucratic. But more important, some of us believe that a *serious* bookseller is vital to the intellectual life of a university community and that our students should be encouraged to browse their shelves for the sake of books, undistracted by cosmetics, T-shirts, and beer mugs.

—*Cecil L. Striker,*  
*Professor of the History of Art*

## In Any Shopping Mall

I am distressed by the content and tone of the Bookstore Committee's report ([October 14](#)) and its chairman's response ([October 28](#)). The report's paeon to “free and open competition” masks the real danger of the Bookstore Committee's proposal: to drive local independent bookstores out of business by encouraging students to purchase their course books at the Barnes & Noble-run University bookstore. There cannot be a “level

playing field” (Regan's words) when a national chain store, supported by the University, is permitted to lift course lists from departmental home pages without instructors' consent. Nor will a “lively and competitive” market prevail when two of the three players cannot take advantage of high-priced advertising and the resources of a multinational conglomerate to protect their fragile niche.

Professor Regan suggests that it is “disadvantageous for students” to purchase their books at bookstores other than the University bookstore. I contend that it would be disadvantageous for Penn students to do the bulk of their book shopping in a bookstore run by a national chain. One can find Barnes & Nobles, with their bland selection of military histories, banal self-help books, and paperback bestsellers, in any shopping mall in the country. But one expects better of university communities. Harvard Square is a vital shopping district because of its many independent bookstores; Telegraph Avenue in Berkeley remains a national magnet for bibliophiles because of its wonderful small book shops. University of Chicago students can spend fruitful hours perusing the stacks at Powell's or negotiating the labyrinthine aisles of the Seminary Coop. As a student in New York, my intellectual life was greatly enriched by the independent bookstores that thrived on the Upper West Side (before Barnes & Noble drove them out of business).

Our two small independents provide excellent service and stock a variety of books seldom found in a large chain store. At House of Our Own, my students may browse through sections such as intellectual history, historiography, social welfare, and women and the third world. For the last six years I have ordered my course books there to give them the opportunity (if they choose to take it) to expand their intellectual horizons. I introduce them to bookstore owners who care about books and ideas. I remind them that there is more to the commercial world than suburban shopping malls and national chain stores. At House of Our Own, students can listen to book talks by the likes of our comparative literature professor Liliane

Weissberg rather than Howard Stern and Danielle Steel. Above all, they can spend hours pouring through books like mine and Professor Regan's—and many, many other books by university presses and small publishers whose titles have a depressingly short shelf-life at national chain stores.

In short, many of us have compelling intellectual reasons—not merely friendship, ideological comradeship, or “habit”—to continue ordering our books through the independents. The Bookstore Committee's proposals, if enacted, pose a grave threat to the intellectual life of the University and its surrounding community.

—*Thomas J. Sugrue*  
*Associate Professor of History*

## Oasis for Thirsty Minds

I am amazed at Bookstore Committee chair [Robert Regan's letter of October 28](#). He claims that the instructors who wish to list their books with House of Our Own “...seem by habit to have continued to support monopolies, however disadvantageous for students that may be...” on behalf of their “ideological friends.”

Is he kidding?

The business House of Our Own attracts is marginal to that of the student bookstore as it is today. Please note that House of Our Own does not stock medical or law textbooks, nor does it stock the major texts of such fields as anthropology, sociology, or economics. By and large, its sales are confined to certain humanities courses—and a lot of its books have also been available at bookstores in town as well. That House of Our Own can survive on even this portion of the market is a good indication of its scale.

Barnes & Noble can draw upon cash reserves and distribution channels that House of Our Own simply doesn't have. Also, B&N is capable of hiring people to scan the course booklists and stock up on the needed books—a tactic HOOO can't afford to do at all. So there's no way any reasonable person can regard HOOO as sharing a “level playing field.”

(continued next page)

# Speaking Out continued

If professors decide to give House of Our Own their business, it will have a *marginal* impact on Barnes & Nobles' business at *best*. No monopoly *could* be established by such a practice. Regan is simply wrong on this argument, and I'm amazed that he'd even advance such an argument.

Now, Regan might argue that giving HOOO one's exclusive business constitutes giving it a "monopoly." Oh, *sure* it is. A monopoly on a handful of courses at the University of Pennsylvania. How sad for Barnes & Noble! And if I buy most of my magazines at Avril 50, does this mean that that store's got a "monopoly" on my dollar? Oh, the injustice! How unfair of me to take food from the mouths of Barnes & Noble's stockholders!

And Regan asserts that this would be far more beneficial for students. Well, if a student is someone whose main concerns are ease of use of credit cards, access to the week's best-sellers and astrology-diet editions, and getting out of a bookstore as quickly as possible without getting distracted by all those other weird books, odd ideas, offbeat magazines or considerate clerks, well, maybe Regan would be right. Maybe Regan really isn't this contemptuous of university students and the life of the mind—but his juvenile, red-baiting comment about HOOO's leftist orientation and "ideological friends" isn't exactly evidence to the contrary.

But the real meat of the matter is this. Would Barnes & Noble really be such a benefit to the students? Are they going to reduce their prices below their marked cover price? And if HOOO goes under, will these price remain magically low in response to some unforeseen competition? Are they even likely to buy old textbooks and resell them at a fair discount—which Penn has usually *fought* even though it's a clear benefit to students? Or does Regan's critical outlook fog over when the magic words "competition" and "monopoly" are uttered by the PR wizards at B&N?

Like many others here at Penn, I love books, and I love bookstores. Philadelphia's got some terrific specialty bookstores: Whodunit, for example, and Hibbert's, and the venerable Book Trader, and even the soon-to-be-reopened Wooden Shoe. In all of these places, the owner or clerk might point out something interesting, or alert me to a new book on a favorite topic, or even call me at home to let me know when a really special book came in. Bookstores are supposed to be like that: an oasis for the thirsty mind. I've never gotten that treatment at a Barnes & Noble or a Borders.

—Brian Siano, Systems Coordinator  
Center for Clinical Epidemiology  
& Biostatistics, PennMed

## To the Bookstore Committee

The Bookstore Committee's reference to the "free and open competition" that would ensue with all course reading lists on PennNet is as compelling as Microsoft's contention that free and open competition exists between it, Netscape and other small suppliers in the Internet browser market.

—Edward S. Herman  
Professor Emeritus of Finance

•  
*The following was sent to Almanac  
for publication as an Open Letter  
to the Trustees. — Ed.*

## On the Trammell Crow Contract

The Statutes of the Trustees of the University of Pennsylvania state that trustees "shall perform his or her duties as a trustee in good faith and with such care, including reasonable inquiry, skill, and diligence, as a person of ordinary prudence would use under similar circumstances."

As Trustees, on Friday November 7, you will be asked to approve a contract that will outsource the management of Penn's facilities and physical infrastructure to a company called Trammell Crow Company. The only way that you can act in a manner consistent with your duties as Trustees is to categorically reject this contract.

There can be no question that the manner in which services are delivered, and the quality of those services, do have an impact on whether and how well Penn fulfills its mission. Yet neither you, nor the University Community, has been given the opportunity to consider the impact of this contract on Penn. Consider:

1) Trammell Crow has absolutely no experience in managing the facilities and physical infrastructure of an entire academic community, let alone an academic institution as large and complex as Penn.

2) In fact, no University has ever outsourced the management of all of its facilities and physical infrastructure to a private, for-profit company.

3) Despite consistent promises by the administration that consultation would take place on matters such as these, the deal was made in complete secrecy, and came as a shock to virtually the entire University Community.

4) There has been absolutely no opportunity for the University community to consider the implications and possible pitfalls. Not even the bodies established by the Statutes of the Trustees, who are specifically empowered to make recommendations to the Trustees regarding matters of general interest to the University (University Council, Faculty Senate, Graduate and Professional Assembly, Undergraduate Assembly) were

given an opportunity to consider the implications of the idea behind this contract.

5) The possibility of this deal was not even mentioned at the meeting of the Trustees Facilities committee at the Spring meeting—unless it was mentioned during an Executive Session from which the student and faculty liaisons to that committee were specifically excluded.

6) Despite public statements to the contrary, no effort was ever made to stabilize the management of Housing and Residential Living after the resignation of its leadership over 15 months ago. No search committee was ever formed, and it is clear that this administration has been considering outsourcing management of housing facilities without any attempt to improve the operations of that department.

7) Outsourcing these services means that they will no longer be primarily responsive to the needs of the academic side of Penn. Instead, the managers of Penn's facilities will be primarily accountable to a for-profit company that has a ten year contract with the University, and secondarily accountable to University officials on the non-academic side of Penn. In short, the needs of faculty, students, and staff will be entirely subordinate to the bottom line of Trammell Crow, and the agenda of the Penn's non-academic side.

8) Trammell Crow is about to go public, which means that the level of services received by Penn will be affected by short-term considerations such as quarterly profit statements, rather than the long-term interests of the University.

Finally, I must bring up a rather unpleasant subject—the undeniable aura of conflict of interest. The facts are these: D. Michael Crow is a former member of Penn's Board of Trustees. Almost immediately after his term was over, his company was given the contract to manage Penn's non-academic real estate interests. The deal that you are going to be voting on today comes at a time when the value of Mr. Crow's holdings in Trammell Crow Company are at stake—just before Trammell Crow goes public. This deal has received significant publicity in places like the Wall Street Journal, which notes that this alliance comes at a time when universities "are stepping up their cost cutting efforts...real estate could be one of the most promising areas for cost savings."

From Trammell Crow's perspective, the Penn contract represents a chance to break into a new business just as the company is preparing to sell stock to the public in an initial public offering expected in early November. To get its foot in the door, Trammell Crow is giving Penn an unusual \$26 million dollar upfront cash payment: "We view [the payment] as investment frankly to get started in the higher education marketplace...Over

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



## Speaking Out continued

the next five years, we think we can go from one to 16 in the University market too..."

Now, I don't know how much money D. Michael Crow stands to make if Trammell Crow's public offering is successful. However, for you as Trustees to approve this deal at this time, without first determining how this deal happened to come about at this time, would be irresponsible.

Frankly, I don't know if the Trammell Crow deal is in the best interests of the University, and neither do you. What I do know is that no genuine effort was made to find ways of saving money without ceding control of facilities management to an outside company, and that (except for a small handful of University administrators and possibly some Trustees) no one, including yourselves, was ever given the opportunity to reflect on the risks and implications of this deal, not just for Penn, but for higher education in general.

The Statutes of the Board of Trustees tell you that you have a duty to act as a person of "ordinary prudence." It would be wholly *imprudent* for you to approve this contract under these circumstances. As a member of this University community, I strongly urge you to categorically reject it. I also urge you to appoint a special committee consisting of Trustees, faculty, students, and staff to look into the consultative and decision-making process at Penn, to prevent further occurrences of this kind of secretive and unconsidered decision-making.

— Paul Lukasiak, Office Assistant,  
Graduate and Professional  
Students Assembly

### Response to Mr. Lukasiak

The purpose of the University's proposed ten year contract with Trammell Crow is to introduce increased quality and efficiency to the way we maintain our current physical infrastructure and plan for the future. The decision to contract with Trammell Crow is driven by three factors: a belief that the University does not need three separate organizations managing our facilities infrastructure (facilities management, residential services, University City Associates); a recognition that the increasingly competitive environment in higher education requires us to look outside the academy for new ideas and innovative techniques to improve service and contain costs; and the fact that our students, faculty, and staff are rightly demanding new levels of facility management services at Penn. Through working with Trammell Crow, we will be able to provide higher quality services with more effective processes and structures.

University City Associates (UCA), Penn's fully owned subsidiary, is already operated under contract with Trammell Crow Corporate Services. Our experience with Trammell Crow throughout this 14-month time period has been excellent. However, it is true that the University of Pennsylvania represents

Trammell Crow Company's first full scale entry into higher education. The firm has created Trammell Crow Higher Education Services Inc. (TCHES) in order to properly service Penn. TCHES, which will locate its headquarters in West Philadelphia, will bring to Penn the expertise Trammell Crow has gained through managing nearly 300 million square feet of office, R&D, retail, and warehouse space for clients such as Nations Bank, Baxter International, and Xerox.

We believe the Trammell Crow contract supports both the short-term and long-term interests of the University. The principles outlined in the October 8th letter of intent were discussed with members of the Executive Committee of the Board of Trustees, the deans, and other University officers. We have also conducted 15 focus groups over the last several weeks, both in open forums and in schools and centers. The goal of these focus groups has been to provide the University community with an opportunity to communicate their facilities related needs directly to us and to Trammell Crow. This input has been invaluable to us as we shape the terms of the contract. The principles of the final contract, currently being negotiated, will be submitted for approval by the Board of Trustees at the November 7 meeting. If approved, we anticipate the transfer of management to Trammell Crow to occur on March 1, 1998.

During this time of transition, the University's focus will not be sidetracked by the ridiculous and baseless claims of conflict-of-interest against individuals who have been loyal supporters of Penn. Instead, our focus has been on the future well-being and income protection for the approximately 180 Penn and UCA staff impacted by this contract, and on consulting with the University community. I have met in small groups with most of the employees impacted by the initiative, and have established an "open door" policy to meet with those who have not been available to date, or who wish to continue this dialogue.

Penn staff who transfer to Trammell Crow will not have any out-of paycheck loss in their paychecks. Additionally, they will receive the same tuition benefits for their current dependent children as Penn staff receive, as long as they remain on the Penn account. Trammell Crow will provide domestic partner benefits as well as the same paid holidays as the University, including the special holiday vacation. A partial list of economic and service benefits for staff who transfer to Trammell Crow and remain on the Penn account follows this letter.

The contract with Trammell Crow makes good sense as it allows us to fully exercise our fiduciary responsibility to continuously improve service quality and efficient use of resources in facilities management, while at the same time providing meaningful employment opportunities for the staff affected by the change.

— John A. Fry,  
Executive Vice President

### On Staff Impacted by the Trammell Crow Agreement

As we plan for the transition of facilities management responsibility to Trammell Crow, our primary goal has been to ensure the income protection and benefits coverage of the staff who are impacted by the agreement. The following is a partial list of economic and service benefits for staff who transfer to Trammell Crow and remain on the Penn account:

- base salary at least equal to what they currently receive
- eligibility for performance bonuses (generally 5% to 15% of base salary)
- no out-of-paycheck loss related to cost of medical, dental, or vision coverage
- tuition benefits for all current dependent children
- domestic partner coverage
- Penn service credit carried forward for Trammell Crow short term disability program
- 90-day "trial period" during which staff can choose to leave Trammell Crow and still be eligible for the University's Position Discontinuation and Staff Transition support (PDST)
- all University holidays, including special winter holiday
- membership in Penn's credit union
- University permit parking privileges
- access to University facilities, including gymnasiums and library
- access to University mortgage program
- employer contribution toward SEPTA transpass/trailpass.

The University has provided detailed information on benefits to all University staff impacted by this transition. We are also moving forward with preparation for the job interviews:

- staff have attended resume and interview skills workshops
- job descriptions will be distributed this week
- interviews are scheduled to begin November 10 and end no later than November 24.

We anticipate that Trammell Crow will make job offers on December 8 to a significant majority of the staff. For those not offered a position, the University will provide the Position Discontinuation and Staff Transition support which includes pay continuation as well as inplacement and outplacement services. PDST will also be available to staff who choose not to interview with Trammell Crow, or who receive job offers but choose not to accept.

This time of change is difficult, not only to the staff affected by the Trammell Crow agreement, but to the overall community. It is our commitment to focus foremost on the well being of the impacted staff, and to communicate broadly as we move forward in our negotiations with Trammell Crow.

— John A. Fry, Executive Vice President

# GSE and China Build a Golden Bridge for Penn

by Libby Rosof



Behind the hoopla of Chinese President Jiang Zemin's visit on campus lies a story of carefully built ties through programs of mutual interest between China and Penn—some of them in place for a number of years.

Many of the programs are part of a push in the Graduate School of Education, under the leadership of Dean Susan Fuhrman, to internationalize education studies. On the very day of Zemin's visit, Fuhrman was in China, working on a joint research program.

The joint research program, U.S.-China: Planning for the 21st Century, is only one of several joint projects between GSE and China.

"The U.S. and China are facing similar issues related to instructional improvement, providing flexibility at the school level and

***The U.S. and China are facing similar issues related to instructional improvement, providing flexibility at the school level and monitoring quality. We have a lot to learn from one another.***

— Susan Fuhrman

monitoring quality," Fuhrman said. "We have a lot to learn from one another."

GSE's international efforts also include a six-nation research project; exchanges between Chinese and Penn scholars; and seminars and training here and in China for the chief financial officers of several Chinese universities on education financial management.

Additionally, each year, several hundreds of visitors come to GSE from an Asia

anxious to educate its work force to be more compatible with other countries. The guests come from China as well as countries like Japan and Singapore, said Cheng Yan Davis, director of International Programs in GSE. And Penn graduate students study in Asia.

"GSE is the first U.S. graduate school of education to have such wide, deep exchanges with Asian countries," she said.

Exchanges began in 1993 when Davis came to Penn from Drexel and started the Six-Nation Education Research Project. GSE is the founder and international headquarters for the project, which brings together national-level policy makers and scholars from China, Singapore, Germany, Japan, Switzerland and the United States.

The project took off, however, when Fuhrman came to Penn, Davis said. Under Fuhrman's leadership, and with help from Penn President Judith Rodin, who enlisted the support of U.S. Department of Education Secretary Richard Riley, the group developed a research plan and got to work. Each participating nation took on primary responsibility for a different topic: Switzerland, for example, which has an extraordinary partnership between industry and education, took on research in vocational education; and the United States, where math and science performance drops after fourth grade, took on research in mathematics and science training.

The International Programs office also has worked with people in China to set up other links.

Davis credits Jiang's son, Shanghai busi-

nessman Jiang Mian Heng, whom she had met when he was a student at Drexel, with key introductions, including those for U.S.-China: Planning for the 21st Century, a collaborative effort with the Shanghai Municipal Education Commission and the East China Normal University. The U.S. researchers, largely from the GSE-associat-



***Susan Fuhrman (left) with Cheng Davis (right) forged international links, including a number between Penn and China.***

ed Consortium for Policy Research in Education (CPRE), are studying educational reform in Shanghai. President Jiang Zemin instituted the reform of Shanghai's schools when he served as mayor of Shanghai.

Many of Penn's connections with China are long-standing, including the School of Medicine's biomedical exchange program with Shanghai Second Medical University for more than 50 years, and Wharton's historic ties that date to the turn-of-the-century.

As former mayor of Shanghai, Jiang Zemin surely knew of the medical school affiliation in Shanghai, said Dr. Donald Silberberg, associate dean of International Medical Programs. Silberberg credits Davis

(Continued on page 14)

with helping set up a new affiliation with the West China University of Medical Sciences, one of four affiliations the School of Medicine has with China.

Besides Medicine and Wharton, four other schools—Arts and Sciences, Dental Medicine, Education, and Engineer and Applied Science—have collaborative relationships in education and research with Chinese counterparts.

At least one of the most recent of those relationships grew out of a meeting in December 1996 brokered by Davis and Fuhrman between Jiang Mian Heng and Penn deans and administrators. Upcoming

Wharton/GSE management training programs for Chinese officials in part grew out of that meeting.

The programs will train officials at the state, provincial and local levels, focusing on China's transition to the competitive, global economy and on the practices of market-driven companies. GSE will provide cultural information and language education in a business context, not unlike its role in another GSE/Wharton program funded and operated by the CIGNA Corporation and organized by Fuhrman and Davis. That program trains young leaders from Chinese industry in interna-

tional business and finance.

Davis credits Jiang Mian Heng, who, she says, admires the excellence of Penn's programs. His advice and help were key links. "He helped us meet with the right people in China, and advised us on what China needs.

"All of this is because of Jiang Zemin's son, Dr. Jiang Mian Heng," Davis said. "He built a golden bridge for us."



## Western Psychology Gets Eastern Correction

By Nancy Park

The Japanese language does not have a word for "self-esteem." That difference between English and Japanese expresses a key cultural difference.

About 30 faculty and students gathered in the Van Pelt Library Oct. 28 for a lecture, "The Search for Self-Esteem in Japan: The Cultural Construction of Self-Improvement," by Steven Heine, a professor in the psychology department.

Heine, who spent time in Japan as a visiting researcher, has memories of how that cultural difference touched his experiences there.

He recalled a graduation speech he gave to a group of Japanese ninth graders. He delivered the usual North American pep talk—to believe in themselves. They stared at him blankly. Fortunately, his translator, their teacher, saw that Heine's words had no meaning to them and modified the speech in translation, urging the students to work harder and rise to the challenges ahead. The students sat up straight and responded to the revised version with "hai," which means "yes."

Traditionally, Western people believed that psychology was universal. But this notion breaks down when considering the issue of self-esteem, Heine said. Cultural psychology now acknowledges the role of culture in influencing viewpoints.

A number of social-psychological studies of Euro-Canadians and Asian Canadians show clear differences in self-esteem. People who had lived in North America longer valued self-esteem; for them individuality was more important than for people who had recently come to North America and placed more importance on interdependence and belonging.

Because self-esteem constitutes an individual rising above others, it contradicts the Asians values.

In another study Japanese subjects say they value effort more

than self-confidence; the opposite view prevails here. Heine noted that this difference is reflected even in the language. Besides the absence of "self-esteem" in Japanese, words meaning "self-respect" and "confidence" have a negative connotation.

People who have lived in North America longest have a "self-serving bias," which means that they view themselves in unrealistically positive terms, Heine said. For example, 25 percent of students think they are in the top 1 percent. They also seem to believe their own groups are superior to other groups. In addition, the long-term residents of North America have trouble facing up to criticism. They tend to rationalize much more than the Japanese do when confronted with negative information.

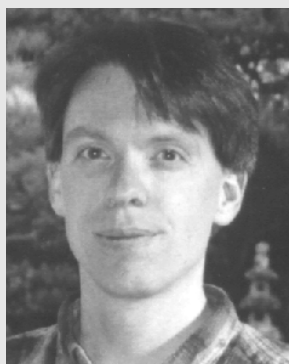
That's because North Americans define faults as innate qualities that can not be fixed. On the other hand, the Japanese believe that effort can conquer faults. Thus, the Americans are concerned with emphasizing their positive characteristics, while the Japanese self-reflect critically, motivated to improve and correct their shortcomings.

Heine speculated that Japanese either do not have a pronounced need for self-esteem or that our "current understanding of self-esteem does not incorporate the kinds of positive self-feelings that characterize the Japanese."

Heine listed on a slide some kinds of self-esteem that might be meaningful in Japanese culture. For example, Japanese believe persistence is important, and without it, they think less of themselves. They also measure their own self-image by how others esteem them.

Heine concluded that, although Japanese do not seek self-esteem, they do have ways to motivate themselves.

The lecture was sponsored by the East Asian Studies Colloquium.



Steven Heine



# Women's Health Facts Hit Home

by Libby Rosof

Two brave men looked quite comfortable in the sea of women. One was Scott H. Reikofski, director of the Office of Fraternity and Sorority Affairs. The other was health educator Kurt Conklin, of the Health Education Office of Students Health Services. He was manning an information and supplies table.

None of the women—about 70 sophomores and juniors—picked up the health information as they passed Conklin's table on their way in to the ballroom at the Penn Tower Hotel the evening of Oct. 27. The information included brochures on nutrition for vegetarians, safer sex, no sex, alcohol and sex, HIV testing and resources, athletic programs on campus, and urinary tract infections. The supplies—a basket filled with male and female condoms and lubricants—however, did a brisk business.

But when the program ended, the brochures traffic picked up.

Such was the effect of a roundtable discussion and video brought to Penn by the U.S. Public Health Service's Office on Women's Health (PHS OWH) within the Department of Health and Human Services in conjunction with Penn's Panhellenic Council, Student Health Education Services, Greenfield Intercultural Center and Women's Center.

The video, "Get Real: Straight Talk About Women's Health," shows how poor lifestyle behaviors—such as smoking, drinking and eating disorders—could increase women's risk of premature death and disability by as much as 50 percent.

Most women died at 30 or 40 years old at the turn of the century, said program creator, Dr. Saralyn Mark, when she introduced the film. Mark is the senior medical advisor at PHS OWH. Now, women's life expectancy is 79 years. But more than 50 percent of death and disability is caused by lifestyle decisions.

"You have choices that can prevent disease," she said. "You have the opportunity today to make health choices that

affect how you look and feel far in the future."

Mark spoke about how women's health has fought its way to the top of the public agenda. "Four billion dollars will be spent on women's health this year alone."

Following the film, the women discussed its impact on them—"powerful," "scary" and "thought-provoking." They were shocked by the breast cancer segment and by the elderly woman who described the painful, crippling progress of her osteoporosis from age 40.

But most of the roundtable discussions, each led by a student serving as a discussion leader, focused on sex and sexually transmitted diseases (STDs).

*The students' responses during the roundtable discussions will help shape the national landscape in women's health and health policy.*

With Mark, two Penn Student Health doctors—Michelle Berlin and Janice Asher—answered questions posed by the discussion leaders representing each table. The delegate method served to preserve anonymity for the students.

"This is a really bad era for having stupid sex," said Asher, director of Women's Health at Penn's Student Health Service and clinical director of Philadelphia Physicians for Social Responsibility. Stupid sex was the kind that made you say "yecchhh" when you woke up the next morning, she explained. She was answering a question on the number of sex partners a woman could safely have in the era of AIDS.

Most of the women who attended the program were sorority members who had heard about the program through Panhellenic Council publicity, but some heard of the program from on-campus peer health groups like GUIDE (Guidance for Understanding Image, Dieting and Eating) and STAR (Students Together Against Acquaintance Rape) or from posters around campus. Panhel invited students from neighboring schools, but few came. Drexel was represented.

Many of the questions focused on patterns on the Penn campus—What kinds of and how many STDs do you see at Student Health? What drug abuse do you see the most?

The answers were a lot of HPV (genital warts), gonorrhea and herpes. Alcohol and cigarettes—any kind—were the most common drugs. And eating disorders were common at Penn, but probably no more frequent than elsewhere.

The doctors used the answers to direct students to safer behavior. Asher chastised the students for not taking their general diet seriously, for not getting enough sleep and for not using simple stress reduction techniques like exercise. Berlin, an assistant professor of epidemiology in the medical school, and an assistant professor of obstetrics and gynecology at the hospital, urged the students to see a general doctor for a check-up.

The roundtable discussions are a PHS OWH effort to improve women's health, and Penn is the fourth university to host the program. Others hosts include the University of Southern California in Los Angeles, and Ohio State University in Columbus.

Mark said the program was really give and take: the evaluation forms and student questions would help shape the landscape in women's health and health policy.

"We're writing a new national prescription on women's health," she said.



# Linking Students and Their Neighbors



When Penn employee Marja Hoek-Smit invited nearly 50 students and neighbors into her home the evening of Oct. 22, she was inaugurating a new effort by Penn to encourage students and neighborhood residents to get to know one another.

The reception, the first of what will be a series of gatherings this fall in Spruce Hill,

introduced the 4200 Pine Street Block Association's year-round residents to students from Penn and Philadelphia College of Pharmacy and Science.

"The Getting to Know You Receptions are an opportunity for residents and students to learn more about each other and the strengths that they bring to the community," said Glenn Bryan,

director of the Penn's Office of Community and City Relations. "We want students to get an appreciation of the richness of the community they reside in."

Judging by the turnout, the evening was a success. Munching on pizza, participants introduced themselves. "It was very rewarding; the spirit was high," said Hoek-Smit, who has lived

on the block nine years, and in University City 20 years, and is director of the International Housing Finance Program in the Wharton Real Estate Center. "We have gotten to know each other in our block and adjacent blocks, which makes for a very different living environment."

The goals of the get-togethers were broader than improving neighborliness. "People getting to know each other makes for safer and better living," said Miki Farcas, director of the Office of Off-Campus Living.

In addition to the individual block receptions planned with Community and City Relations, Spruce Hill block captains will host a large student-community reception as part of the overall Getting to Know You effort, said Linda Blythe, president of the Spruce Hill Community Association block captains.



*By meeting their neighbors, students are learning about the richness of the community.*

## Two Penn Faculty Honored by the Free Library

MacArthur Fellow Susan Stewart, a Penn alumna and now a member of the English faculty, was honored along with Peter Conn, Andrea Mitchell Professor of English, at the fourth annual Borrowers Ball of the Free Library of Philadelphia Nov 1. Each year, the library invites prominent authors to the gala fund-raiser.

Stewart who earned her Ph.D. at Penn in 1978 in folklore and folklife, has written three volumes of poetry and three scholarly books, and Conn, best known for his widely acclaimed volume, "Pearl S. Buck: A Cultural Biography," also has published scholarly works.

Stewart's "On Longing: Narratives of the Miniature, the Gigantic, the Souvenir,



*MacArthur Fellow Susan Stewart joined Penn's faculty this year.*

the Collection" (Johns Hopkins, 1984) has had an impact beyond academe; it is a frequently cited resource for active artists.

In bestowing the oft-called "genius award," the John D. and Catherine T. MacArthur Foundation cited Stewart's study on the effects of literary practices on social activity perception. The fellowship, free of obligations and

including a \$280,000 prize, was awarded last June, on the eve of Stewart's arrival at Penn as the Donald T. Regan Professor of English.

Conn's book on Buck was made into a one-woman play by actress Valerie Harper.

Stewart shared one of her poems with us:

Dark the star  
deep in the well,  
bright in the still  
and moving water,  
still as the night  
circling above  
the circle of stone  
the darkness surrounds.  
Dark the wish  
made on the star,  
a true wish made  
on the water's image.

There is no technique  
in the grass.  
There is no technique  
in the rose.

--"Dark the Star,"  
Susan Stewart

## Seminar: How to Get a Grant

A seminar on *The Art and Science of Obtaining Federal Funding* will be given Monday, November 10, in Dunlop Auditorium, Stemmler Building to educate fellows, faculty and research trainees on funding opportunities available for research, as well as the procedures involved in preparing a grant, and where to get help at the University. The seminar will run from 1 to 4 p.m., with a light lunch and coffee beforehand.

Dr. Phillip Gordon, director of the National Institute of Diabetes and Digestive Kidney Disease, will give *Perspectives from the National Institutes of Health*. A group of faculty members assembled by the Office of the Vice Dean for Research and Research Training at PennMed, which sponsors the seminar, will discuss various successful ways to obtain research support. The program is geared to junior faculty, fellows, grant administrators, and other research trainees, but all are welcome to attend.

Copies of the 1996-1997 Grant Writing Manual will be distributed. To register, please e-mail Ameena Al-Amin at [alamin@mail.med.upenn.edu](mailto:alamin@mail.med.upenn.edu) or call 898-1205.

## Awards for Five Primary Care Pilots

This spring in a move to stimulate community-based research, Dr. Alan L. Hillman, PennMed's Associate Dean for Health Services Research, announced a pilot projects competition open to all UPHS fellows, faculty, and clinicians.

From 24 proposals, five projects were chosen for funding, at up to \$20,000 each, on the basis of multiple reviews by academic and community-based physicians. The quality of all the proposals was high, Dr. Hillman said. Those chosen promise new information of direct relevance to primary care practice, and "address important issues in public health and health services research." Investigators will collaborate with primary care practices affiliated with the UPHS: Clinical Care Associates (CCA) and Clinical Practices of the University of Pennsylvania (CPUP).

Those who missed the 1997 competition can look for another *Call for Proposals* in Spring 1998, he added. Below is a brief description of each of the projects; there are more details, at the OADHSR web page, [www.med.upenn.edu/hsr](http://www.med.upenn.edu/hsr), or call 898-9412.

**Guided Care:** A program for optimal patient management by primary care physicians—Dr. Joseph Bernstein, Department of Orthopedic Surgery, will apply a new model of generalist/specialist cooperation to the management of two common musculoskeletal complaints. In this model, called Guided Care, a specialist provides education and assistance to a primary care physician, who will then provide direct care to the patient and feedback to the specialist.

**Screening for colorectal cancer with flexible sigmoidoscopy in primary care patients**—Dr. James D. Lewis, Department of Gastroenterology, will identify barriers that limit physician compliance with colorectal cancer screening guidelines, and test whether training primary care physicians to perform flexible sigmoidoscopy increases the rate of screening in their patients.

**Surveillance for antibiotic resistant respiratory pathogens among adults with acute respiratory illnesses**—Dr. Joshua P. Metlay, Center for Clinical Epidemiology and Biostatistics, will measure the rate of carriage of drug resistant *S. Pneumoniae* (DRSP) and beta-lactamase producing *H. influenzae* in a population of adults with acute respiratory illnesses, and identify sociodemographic and clinical risk factors for carriage of DRSP in this cohort.

**Natural History of Hepatitis C: A pilot cohort study**—Dr. David E. Nicklin, Department of Family Practice and Community Medicine, will identify a cohort of patients in primary care practices who test positive for Hepatitis C virus, report on the clinical course of these patients, and identify clinical risk factors associated with the progression to cirrhosis.

**The relationship between primary care physicians and specialty mental health providers**—Dr. Aileen B. Rothbard, Department of Psychiatry, will compare two types of referral arrangements between primary care physicians (PCP) and behavioral health (BH) specialists. In the first type, the PCP and BH provider are in different locations, requiring subsequent appointments and follow-up; in the second type, the two providers are located at the same site. The study will look at the level and appropriateness of the referrals, as well as patient outcomes, while controlling for sociodemographic factors.

## Research Grants via Penn Cancer Center: Two Types of Seed Money

The University of Pennsylvania Cancer Center announces the availability of two types of seed money grants for faculty to conduct cancer-related research projects. Please note that these awards vary in terms of eligibility criteria, budget periods and maximum dollar awards. These awards are the same in terms of research project proposals and deadlines. Note that if eligible, faculty may apply for both awards using the same research project proposal description and abstract supplemented with the relevant budget forms and additional information. A space is provided on the application form to specify which grant (or both) for which the individual is applying.

### I. American Cancer Society Institutional Research Grants for Junior Faculty

**Description and Eligibility Criteria:** Through its American Cancer Society Institutional Research Grant (ACS IRG), the University of Pennsylvania Cancer Center will provide partial support to full-time University faculty for cancer-related research. The stated purpose of the ACS IRG is to provide seed money to junior faculty members (e.g., Assistant Professor) to initiate promising new research projects so they can obtain preliminary results that will enable them to compete successfully for national peer-reviewed research grants. Hence, investigators who have a peer-reviewed national research grant or have previously received support from the Cancer Center ACS IRG are not eligible. Seed money grants from \$5,000 to \$20,000 will be awarded for the exploration of new developments in basic, clinical and cancer control research. Behavioral sciences or health services research related to cancer are eligible for these awards. Covered costs include laboratory personnel costs (non-faculty), data manager or research nursing support, laboratory supplies, animals, and small equipment; no travel or patient costs are allowed.

**Application Deadline:** The deadline for submitting a completed ACS IRG grant application is January 16, 1998.

**Award Period:** The award period for the ACS IRG grant will be for one year (7/1/98 - 6/30/99). This grant is non-renewable.

**For more information or an application:** University faculty from all Schools and Departments are invited to obtain application forms and instructions from Cancer Center Administration, 12 Penn Tower, 349-8382.

### II. Cancer Center Pilot Projects Grants for All Faculty Levels

**Description and Eligibility Criteria:** Through its National Cancer Institute Core Support Grant, the University of Pennsylvania Cancer Center will provide seed money grants up to \$25,000 to University faculty members at any level for innovative cancer research projects that have the potential for national peer reviewed grant funding. Investigators who have already received peer-reviewed funding for their proposed projects will not be eligible for this award. Investigators who have not previously conducted cancer research, but are proposing a cancer-related project are encouraged to apply. Covered costs include faculty salaries, laboratory personnel costs, data management or research nursing support, laboratory supplies, animals, and small equipment; no travel or patient costs are allowed.

**Application Deadline:** The deadline for submitting a completed Pilot Projects grant application is January 16, 1998.

— Deborah E. Weil, Associate Director for Research, Cancer Center

### Center for Molecular Studies in Digestive & Liver Disease

*Pilot and Feasibility Grant Program 1998 Competition: Call for Proposals*

Penn's Center for Molecular Studies in Digestive and Liver Disease seeks applications to its Pilot and Feasibility Grant Program. Proposals should be related to the focus of the Center, which encompasses molecular studies on the biology or disease of the alimentary tract, pancreas, and liver. Relevant investigations include those in developmental biology, regulation of gene expression, growth, differentiation and carcinogenesis, the biology of stem cells, molecular genetics, gene therapy, and immunology, including growth factors and cytokines. Biomedical investigators with U.S. citizenship or permanent visas who meet the eligibility requirements below are invited to apply.

1. New investigators who have never held extramural support (R29, RO1, PO1).
2. Investigators who wish to apply their expertise in other areas of biomedical research to a problem in digestive and liver disease.
3. Investigators in digestive and liver disease who wish to study an area that represents a significant departure from currently funded work.
4. Current pilot project awardees may apply for a one year renewal grant.

Completed proposals are due Monday, January 12, 1998.

For applications and additional information, please contact: Lisa Kaiser, financial administrator, Center for Molecular Studies in Digestive and Liver Disease at 573-4264 or [kaiserl@mail.med.upenn.edu](mailto:kaiserl@mail.med.upenn.edu).



# 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/](http://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 27-31, 1997

### ANNENBERG CENTER

Contact: Ronald Story

*The following position, BOX OFFICE ASSISTANT, LIMITED SERVICE (101700RS) was posted incorrectly under the Annenberg School. It should have been posted under the Annenberg Center. Below is the corrected posting.*

**BOX OFFICE ASSISTANT, LIMITED SERVICE (101700RS)** Responsible for ticket sales through window, telephone & mail orders; reconcile money taken in with ticket audit stubs; prepare statistical reports & mailing lists. **QUALIFICATIONS:** HS diploma or equivalent, BA/BS preferred; demonstrated ability to reconcile money taken in with ticket stubs; previous sales experience in similar setting helpful; good telephone manner & ability to work under pressure required; must be willing to learn computerized box office system; **hours** 12 noon-6pm, 9 months per year, evenings & weekends required. **GRADE:** G5; **RANGE:** \$12,875-15,811; 10-24-97 Annenberg Center

**MANAGING DIRECTOR ANNENBERG CENTER (101708RS)** Exercise overall responsibility for programming, operation & financial performance of the Annenberg Center, a 3 theater performing complex at University of Pennsylvania; develop & implement Center's 5 year strategic plan & budget; develop & implement rental marketing strategy to maximize use of Annenberg Center; operate within balanced budget; select programs; establish operating budget & business plan for each presentation; negotiate contracts; formulate marketing strategy; identify fund raising strategy; monitor individual presentations & overall center financial performance; actively participate in development & presentation of fund raising proposals; actively participate in solicitation of gifts; recruit, train, supervise, evaluate & terminate staff; negotiate with unions as required; create partnerships with other University groups & area businesses for

cross promotion; with Vice Provost for University Life, establish dual responsibility for coordination & scheduling for & technical support of student performing arts groups using Annenberg & other performing arts facilities; with Provost & President, identify & recruit members of Center's board of advisors. **QUALIFICATIONS:** MA/MS in Arts Administration, or Business Administration with marketing concentration or equivalent experience; 7 years experience managing performing arts facility; demonstrated ability to provide quality programming within budget; demonstrated fund raising ability including foundation, corporate & individual solicitation; **variable hours.** **GRADE:** P11; **RANGE:** \$56,135-70,246; 10-27-97 Annenberg Center

### SCHOOL OF ARTS & SCIENCES

Contact: Anna Marcotte

**DIRECTOR, EDUC. TECH. SERVICES (101731AM)** Direct IT divisions; provide desktop computing, instructional computing, curricular development & multi-media services; assist department to provide distributed IT support in academic & administrative units; develop, evaluate & implement new technologies; assist faculty with writing grant proposals; serve as representative to University communities. **QUALIFICATIONS:** MA/MS degree, preferably in Computer Science or Management Information Systems or comparable experience; 6 years experience managing support services groups preferably in University environment; project management experience preferred; experience with current information technologies required; office & people management skills; strong orientation to faculty partnership & customer service required; strong verbal & written communication skills. **GRADE:** P10; **RANGE:** \$48,822-64,066; 10-29-97 SAS Computing

**PROGRAMMER ANALYST III (101730AM)** Develop relational databases; manage staff; work with clients to determine specifications; develop & complete

projects; support clients in use of database applications & access technology; investigate & provide recommendations regarding groupware, workflow, database & WWW applications & products; coordinate & manage Oracle/net administrative projects; manage cross matrix teams of staff members; provide project plan & resource plans to customers & management; assist others in moving fully tested & documented applications into production mode on central server. **QUALIFICATIONS:** BA/BS; 4 years relevant experience in computer support & database administration; excellent interpersonal & communication skills; ability to determine user needs & consult with users & programmers. **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-30-97 SAS Computing

### DENTAL SCHOOL

Contact: Ronald Story

**PROGRAMMER ANALYST II (101734RS)** Develop, test & implement software program source code for remote clinical consultation; consult with clinical users to clarify needs; implement standards & procedures for applications development & systems operations; write system specifications for databases & applications; write data extract & load procedures for transfer of data from client site systems to clinical consultation database; write program code for end-user data entry applications; prepare user documentation; train end-users in developed software products; assist in maintaining production environment for project database server; appropriately represent University & Project to local, state & national groups. **QUALIFICATIONS:** BA/BS degree in Computer Science or related field, or equivalent work experience, required; minimum 2 years experience in developing applications, including relational database & client/server; experience in academic and/or health care setting essential; knowledge of C, C++, JAVA & UNIX environments, as well as TCP/IP networking; experience with relational database management systems (RDBMS) useful (Oracle, Sybase); strong verbal & written communication skills; strong analytical & problem solving skills essential. **GRADE:** P6; **RANGE:** \$32,857-42,591; 10-30-97 Dean's Office

### EXECUTIVE VICE PRESIDENT

Contact: Sue Hess

**ACCOUNTANT/FINANCIAL ANALYST II (101718RS)** Responsible for financial operations of Morris Arboretum; prepare comprehensive financial statements for internal & external use; present financial status to Arboretum's Finance Committee & Advisory Board of Managers; prepare, implement & monitor budgets (unrestricted funds, endowments, gift funds, sponsored projects & capital projects); administer human resources activities for center; administer grants &

### How to Apply

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

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

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

### Schools and Centers

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

contracts; supervise staff; develop & maintain good advisory board & University relationships. **QUALIFICATIONS:** BA/BS in Accounting required, CPA or MBA preferred; 3 to 5 years progressive experience in financial management & in preparation of standard financial reports (statement of financial position, statement of activities, statement of cash flows); experience using Oracle/University financial systems; proficiency in spreadsheet & database software programs; strong verbal & written communication skills. **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-29-97 Morris Arboretum

**ADMINISTRATIVE COORDINATOR (40 HRS)** (101727SH) Provide high level administrative support & coordinate daily operation of office of Director of Police Operations; manage master operations calendar; review all police incident reports daily; manage correspondence; ensure receipt of monthly reports from Shift Commanders; provide high level of customer service; produce daily E-mailed "Morning Report"; process court notices daily to notify police officers to attend court; operate & maintain databases. **QUALIFICATIONS:** HS diploma & related post HS training or equivalent work experience; 3 years progressively responsible experience in office administration & support; demonstrated skill in dealing with customers at all levels of organization; ability to work in fast-paced environment; ability to problem solve & to comfortably work through crisis situations; excellent PC skills. **GRADE:** G12; **RANGE:** \$26,133-33,725; 10-31-97 Division of Public Safety

**COORDINATOR III (37.5 HRS)** (101717SH) Coordinate all procedures relating to customer service, operations & inventory control for retail enterprise; assist with installation & configurations of microcomputers; procure designated product lines; manage daily relationship with service/repair provider. **QUALIFICATIONS:** Retail experience with inventory control & operations management; prior supervisory experience; demonstrated strong customer service skills; working knowledge of computer product lines. **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-28-97 Computer Connection

**DIRECTOR, LICENSING LIFE SCIENCES (06785SH)** Responsible for licensing technologies arising from Penn's life sciences academic research enterprise; must be team leader managing all aspects of life sciences licensing; supervise team of life sciences licensing associates responsible for marketing & negotiating licenses, industry-sponsored research agreements & material transfer agreements; in concert with the Director, Intellectual Property, evaluate invention disclosures for protectability, technical merit & commercial potential; in concert with the Director, Start Up Business Development, identify, add value to & license technologies to entrepreneurial ventures; cultivate relationships internally with faculty/staff & externally with potential licensees; assist the Managing Director in the development & implementation of goals, strategies & objectives for protecting & commercializing the intellectual property assets of the University. **QUALIFICATIONS:** Advanced degree in Life Science (PhD); minimum 5 years experience with successful track record in technology management & licensing; demonstrated knowledge of intellectual property & academic industry technology transfer; independent self-starter with excellent interpersonal skills; strong verbal & written communication skills; **GRADE:** P11; **RANGE:** UNGRADED; 10-28-97 Center for Technology Transfer

## GRAD SCHOOL OF EDUCATION

Contact: Ronald Story

**ADMINISTRATIVE ASSISTANT I (101711RS)** Maintain calendar; schedule & track appointments; perform copying, word processing, filing, typing, mailing & other general clerical duties; facilitate implementation of planned events; schedule travel & process reimbursements. **QUALIFICATIONS:** HS diploma, business curriculum or equivalent; minimum 2 years secretarial/administrative assistant experience preferred; type 55 wpm; familiarity with word processing packages; evidence of prior, strong commitment to mission of urban education; skilled in Macintosh, Windows & Microsoft Word; willingness to learn Excel & to work cooperatively with other GSE staff in computing; demonstrated ability to supervise work-study students & Research Assistants who are

doing specific part-time tasks for mission of urban education. **GRADE:** G9; **RANGE:** \$17,614-21,991; 10-27-97 PED/ELD

**DIRECTOR, ADMISSIONS & FINANCIAL AID (05620RS)** Develop & manage effective program of recruitment, public relations, admissions & financial aid to support Graduate School of Education's enrollment objectives; provide leadership & management; recruit degree & non-degree applicants of sufficient quantity & quality to meet enrollment targets; build & maintain GSE's visibility among prospective students & those who influence student decisions regarding graduate school; manage admissions process from initial inquiry through matriculation; manage financial aid process for GSE scholarships, assistantships & fellowships from initial student inquiry through award processing; identify markets for traditional & non-traditional students; design & implement effective recruitment activities & maintain integrated operation of School's admissions & financial aid functions. **QUALIFICATIONS:** MA/MS in Education or related area; 5 to 7 years progressively responsible experience in post-secondary recruitment & admissions; familiarity with effective practices & national trends in graduate admissions & financial aid; experience managing computer-based student information systems; experience in marketing/public relations desirable; record of leadership in implementing successful recruitment & admissions strategies; strong verbal & written communication skills; outstanding interpersonal skills & demonstrated ability to lead teams of faculty, students & staff to achieve goals. **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-28-97 Admissions

## GRAD SCHOOL OF FINE ARTS

Contact: Ronald Story

**COORDINATOR III (101592RS)** Manage administrative operation of department, including faculty support, student advising & staff supervision; support Chair in administrative tasks; act as liaison between department & central offices; prepare reports & statistics for department chair & biannual accreditation report; organize conferences, lectures & competitions. **QUALIFICATIONS:** BA/BS or equivalent required; minimum 3 years administrative experience in academic setting; at least one year supervisory experience required; must have demonstrated verbal & written communication skills; computer proficiency. **GRADE:** P3; **RANGE:** \$24,617-31,981; 10-31-97 Architecture

## MEDICAL SCHOOL

Contact: Anna Marcotte/Lynn Nash-Wexler

**COUNSELING PSYCHOTHERAPIST (40 HRS)** (101701LW) Provide professional individual & group counseling & psychotherapy to patients in Ambulatory Care Clinic of Department of Psychiatry; provide assistance resolving personal, social & emotional concerns; provide crisis intervention counseling & referral in cases of emergency, consulting with supervisor as desirable; lead structured & unstructured groups for both counseling & staff training; provide consultation services; maintain strict adherence to principles of confidentiality; supervise practicum students in Ambulatory Clinic; may assist in research projects conducted by Clinic; perform work independently; may supervise other psychotherapists, review cases, train & advise others. **QUALIFICATIONS:** MA/MS in Social Work required; 3 to 5 years relevant experience; must hold current license as Psychologist or in Social Work; supervisory experience desired; excellent interpersonal & communication skills; *position contingent upon grant funding.* **GRADE:** P4; **RANGE:** \$26,986-35,123; 10-27-97 Psychiatry

**FISCAL COORDINATOR II (101697AM)** Prepare & analyze grants & budgets; monitor & reconcile financial reports; process reimbursements; manage payroll. **QUALIFICATIONS:** BA/BS in Accounting or business related field; 2 to 3 years experience with grants administration/management; experience with Penn Financial policy desired; proficient in Lotus 1-2-3; excellent organizational skills, attention to detail; good communication skills. **GRADE:** P2; **RANGE:** \$22,351-29,098; 10-29-97 Infectious Diseases

**MANAGER ADMINISTRATION & FINANCE (101742AM)** Develop, maintain & analyze budgets; assist with resource allocation strategies; supervise

preparation of proposal budgets; coordinate proposal processing; supervise professional & clerical staff in business office including hiring, performance reviews & termination; advise & assist faculty with management of resources. **QUALIFICATIONS:** BA/BS in related area or equivalent; 10 years experience or more in university setting; excellent communication skills; experience with grants & contract administration; human resource experience useful; must have fund accounting experience & human resource management experience; must be computer literate. **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-31-97 Pharmacology

**PSYCH TECH I (40 HRS)** (101748LW) (101750LW) Coordinate subject recruitment at several off-site Philadelphia, NJ & surrounding counties treatment locations; conduct psychosocial assessments of 500 youths; conduct diagnostic assessments; conduct follow-up assessments & collection of biologic measures (urine & hair samples); identify youth in crisis at follow-up for referral to treatment; conduct chart reviews; obtain archival data from external sources (Juvenile Justice); code data. **QUALIFICATIONS:** BA/BS required; MA/MS or equivalent experience preferred; experience conducting interviews (SCID, DIS, BPRS, Kiddie SADS, DISC-R, DICT); experience with adolescents; *must be able to travel to off site locations not on public transportation routes; must be able to work evenings/weekends; position contingent upon grant funding.* **GRADE:** G10; **RANGE:** \$22,013-27,427; 10-31-97 Psychiatry/Addictions

**PSYCH TECH I, PART-TIME (28 HRS)** (101724LW) Organize & analyze data; participate in preparation of results for publication; coordinate scheduling of study assessment; administer metabolic assessments; assist with recruitment, retention & treatment of study subjects. **QUALIFICATIONS:** BA/BS in Science or Social Science; 1 year experience preferred; strong organizational & communications skills. **GRADE:** G10; **RANGE:** \$10,58-13.18; 10-29-97 Psychiatry/Weight

**RESEARCH SPECIALIST JR (101607LW)** Under direct supervision, perform routine & complex laboratory experiments including polymerase chain reaction assays & single-stranded conformational polymorphism procedures; test new procedures; assist in protocol planning; maintain laboratory equipment; order supplies; maintain logs; write lab reports; perform data entry, management & initial analysis; perform literature searches; train lower level techs & students. **QUALIFICATIONS:** BA/BS in scientific discipline; 1 year experience with lab work; computer proficiency. **GRADE:** P1; **RANGE:** \$20,291-26,368; 10-27-97 Psychiatry

**RESEARCH SPECIALIST JR (101705LW)** Perform routine & complex laboratory techniques including CDNA library construction, genomic cloning & bacterial expression; maintain lab records, perform data analysis; assist in experimental design; perform troubleshooting. **QUALIFICATIONS:** BA/BS in Biology/Medicine; experience in some molecular techniques & conceptual background. **GRADE:** P1; **RANGE:** \$20,291-26,368; 10-27-97 Genetics

**RESEARCH SPECIALIST I (101751LW)** Conduct & analyze experiments in cell & molecular biology of growth control; maintain lab & lab equipment; record & graph results; analyze data. **QUALIFICATIONS:** BA/BS in science field or equivalent; at least 1 year of extensive lab experience either during college or after; experience with transcription reporter assays; knowledge of mammalian cell culture, general molecular biology techniques, SDS-gel electrophoresis & Western blotting; familiarity with cell cycle, growth factor & integrin literature; *application deadline 11/6/97.* **GRADE:** P2; **RANGE:** \$22,351-29,098; 10-31-97 Pharmacology

**RESEARCH SPECIALIST II (40 HRS)** (101725LW) Perform molecular biology techniques, data acquisition & analysis; cell culture work & electronic cell counting; prepare, design & implement experimental protocols; supervise & train lower-level employees; use spectrophotometer; perform fluorescent probe measurement of intracellular ion homeostasis; prepare presentations & publications. **QUALIFICATIONS:** BS required, MS preferred; 3 to 5 years experience in basic molecular biology techniques & vascular pharmacology. **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-29-97 Pulmonary Vascular

**RESEARCH SPECIALIST II (40 HRS)** (101726LW) Perform morphological techniques, such as sectioning histochemistry, immunohistochemistry, *in situ*

hybridization & microscopy; assist & train users of CMC equipment & facilities; provide technical support in Cell Morphology Core, a service facility which provides investigators with access to technologies of *in situ* hybridization, immunocytochemistry at light & electron microscope level & other morphological techniques; interface with faculty & staff; assist with developing & implementing scientific protocols in laboratory & standard operating procedures in context of Good Laboratory Practices; perform general lab duties such as cleaning, stocking, preparation of stock reagents & routine equipment inspection & maintenance; maintain accurate logs & records of service requests & multiple on-going projects; perform molecular biological techniques as needed; assist with project planning & protocol development including working with Toxicology program as needed. **QUALIFICATIONS:** BA/BS in scientific field required; knowledge & experience in cellular immunological techniques & molecular biology & theory required; 3 to 5 years laboratory experience required; good organizational skills; ability to work with limited supervision & knowledge of Macintosh computers required; must be able to work independently on multiple projects, including development of necessary technology to implement new experimental procedures; *position contingent upon grant funding.* **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-29-97 Institute for Human Gene Therapy

**RESEARCH SPECIALIST II (40 HRS) (101741LW)** Design & execute experiments; culture cells & transfect cells; handle recombinant DNA manipulation, RNA analysis, PCR & protein analysis; maintain lab stocks & records. **QUALIFICATIONS:** BA/BS in biological science required; 1 to 3 years working experience in biological cell laboratory; experience in molecular & cellular techniques required. **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-30-97 Hematology

**RESEARCH SPECIALIST III (091462LW)** Conduct independent molecular biology research project & maintain all essential reagents, cultures of primary transformed cells & accurate records; train others in use of techniques; prepare written reports & assist in project design. **QUALIFICATIONS:** MS in Molecular Biology or Biochemistry, or equivalent; at least 3 years experience in molecular biology; demonstrated research ability; supervisory experience; strong verbal & written communication skills; ability to work as part of team; knowledge & expertise in standard molecular biology & cell culture techniques. **GRADE:** P4; **RANGE:** \$26,986-35,123; 10-28-97 Pharmacology

**RESEARCH SPECIALIST IV (101704LW)** Solve complex technical & research problems; supervise literature searches & draft paper with PI; perform complex data analysis; help determine experimental design. **QUALIFICATIONS:** MA/MS required, PhD preferred; 3 to 5 years experience; previous experience with molecular biology & protein purification. **GRADE:** P6; **RANGE:** \$32,857-42,591; 10-27-97 Genetics

## NURSING

Contact: Sue Hess

**ADVANCED PRACTICE NURSE (40 HRS) (101723SH)** Provide midwifery care & treatment for women throughout life cycle, including obstetric, gynecologic & normal newborn care; instruct patients in health practices & collaborate and/or refer patients to appropriate specialists when necessary. **QUALIFICATIONS:** BA/BS & MA/MS required; core midwifery skills; PA Midwife License, ACNM/ACC Certification & Pennsylvania Registered Nurse License Required; continuing Competence Assessment Certification (ACNM) every 5 years; *on-call time for labor & birth; position contingent upon viability of Practice.* **GRADE:** P9; **RANGE:** \$43,569-57,217; 10-30-97 Nursing Practice

## PRESIDENT

Contact: Sue Hess

**ADMINISTRATIVE ASSISTANT II (40 HRS) (05672SH)** Perform administrative & clerical duties for Medical Center Annual Giving program & Major Gift Officer; arrange travel accommodations & itineraries; maintain & manage several extensive & complex alumni databases; report & maintain alumni updates; organize & maintain confidential record & tracking systems; serve as contact with alumni & other constitu-

ents; process gift donations & payment of invoices; assemble solicitation mailings; word process & proof-read correspondence; schedule meetings; handle inquiries, mail & telephones. **QUALIFICATIONS:** HS diploma & 2 years of administrative clerical/secretarial experience required; 1 year in development or marketing environment including extensive customer contact desirable; knowledge of Macintosh environment including Microsoft Word, Excel, Powerpoint & FileMaker Pro; knowledge of Internet preferred; demonstrated ability to handle numerous projects simultaneously & meet deadlines; excellent organizational skills & attention to detail; personable phone skills essential; *application deadline 11-6-97.* **GRADE:** G10; **RANGE:** \$20,013-27,427; 10-31-97 Development & Alumni Relations

**ADMINISTRATIVE ASSISTANT II (40 HRS) (101735LW)** Under limited supervision, provide secretarial & administrative support to Executive Director of Development & Alumni Relations, Medical Center; maintain calendar; handle correspondence & general office activities; provide information to various constituent groups; organize & maintain confidential files & records; serve as contact person for office on data system inquiries; prepare reports including use of IDB; assist with office work flow; open, review & distribute mail; arrange meetings; under direction of Executive Secretary, provide support to Office of Associate Executive Vice President as needed. **QUALIFICATIONS:** HS diploma & training in secretarial science; 2 years secretarial experience, including 1 year in development office setting; knowledge of word processing (Microsoft Word, WordPerfect) & computer databases (FileMaker); ability to use discretion in handling complex & highly confidential materials. **GRADE:** G10; **RANGE:** \$22,013-27,427; 10-31-97 Development & Alumni Relations

**ADMINISTRATIVE ASSISTANT II (101735LW) (101738LW)** Under limited supervision, process & record high volume of gifts, including preparation of gift transmittals & review of transmittals from other departments for accuracy & completeness; retrieve & verify donor & gift information using University's integrated database system; adhere to processing schedules & procedures; prepare correspondence, acknowledgments & monthly pledge reminders; provide administrative support to director; assist in reconciling various accounts; organize & maintain files & records; generate & track reports. **QUALIFICATIONS:** HS diploma, some college preferred; minimum of 2 years general office experience, with 1 year in development highly desirable; proficiency in use of WordPerfect; computer literate; ability to handle complex & highly confidential materials. **GRADE:** G10; **RANGE:** \$19,261-23,999; Development & Alumni Relations

**COORDINATOR III (101739LW)** Assist in coordination of stewardship, communications & solicitation activities; plan & coordinate special events; prepare annual reports to donors; oversee gift acknowledgment, tracking & grant information systems; draft & prepare proposals; coordinate special fund-raising campaigns, limited exposure to soliciting gifts; edit & produce related publications materials. **QUALIFICATIONS:** BA/BS; background in higher education, preferably health related fields; 1 to 3 years experience in development and/or marketing including stewardship & special event work; excellent communication skills, both verbal & written (writing samples required); word processing & desktop publishing skills preferred; *willingness to travel; valid driver's license required; some evening & weekend work required.* **GRADE:** P3; **RANGE:** \$24,617-31,982; 10-30-97 Development & Alumni Relations

**INFORMATION SYSTEMS SPECIALIST I (101736LW)** Track prospects on Development & Alumni Relations Integrated Database (IDB); code, design & generate reports; set & maintain standards for data integrity; assist in prospect pool analysis; develop end user training materials & conduct personalized & overview training sessions; provide guidance to junior staff; staff & provide information to various prospect committees; assist in establishing & implementing departmental policies & procedures; serve as resource person for basic desktop support. **QUALIFICATIONS:** BA/BS or equivalent work experience; 1 to 2 years experience with relational databases, SQL, Apple/Mac, PC-DOS preferred; strong project management skills; ability to analyze & interpret complex informa-

tion; strong verbal & written communication skills; excellent customer service skills; good understanding of fund-raising process. **GRADE:** P3; **RANGE:** \$32,857-42,591; 10-31-97 Development & Alumni Relations, Research & Analysis

**MAJOR GIFTS OFFICER II (101740LW)** Plan, implement & manage major individual gift appeals for clinical departments & projects within Medical Center; coordinate fund-raising activities for assigned areas, including individual prospects, planned giving & trustee/volunteer programs; perform needs analysis with department heads to establish development objectives; formulate fund-raising strategies; coordinate participation of faculty, administration & others; identify, cultivate & solicit individual prospects; prepare major gift proposals & informational materials; plan & direct visits/events for donors; oversee stewardship activities. **QUALIFICATIONS:** BA/BS required, advanced degree preferred; 5 years progressively responsible experience in institutional development with emphasis on major gifts from individuals & organizations, including 1 year in academic medical center or health care/research institution; experience in planned giving; solid administrative skills in establishing objectives & setting performance standards; strong verbal & written communication skills; *local & national travel; valid driver's license required.* **GRADE:** P8; **RANGE:** \$39,655-52,015; 10-30-97 Development & Alumni Relations

**OFFICE MANAGER I (101721LW)** While reporting to Vice Dean, manage office operations, including budget for School of Arts & Sciences Office of External Affairs; provide leadership in setting & implementing office policies & standards; hire, train & supervise administrative support staff & student & temporary personnel; in collaboration with directors, monitor & evaluate support staff performance, set performance standards, establish goals & objects & develop & revise job descriptions; maintain confidential personnel, payroll & financial records; prepare & administer current expense budget; monitor expenditures & prepare financial reports; provide administrative support, including travel planning & expense reimbursement; act as liaison to ensure policies & procedures are in coordination with those established by School & Central Development. **QUALIFICATIONS:** AA/AS; business training or equivalent work experience as well as 5 years progressively responsible administrative experience required; experience with Word, Excel & Access desired; knowledge of FinMIS desired; understanding of budgetary practices & procedures essential; thorough comprehension of standard office procedures & methods as well as proficiency with computer hardware & software; demonstrated ability to supervise & motivate staff; excellent clerical & numerical skill; knowledge of University's organization & operating procedures desirable; ability to work independently, but collaboratively, as part of goal-oriented team; *must be available for evening & weekend work.* **GRADE:** P1; **RANGE:** \$20,291-26,368; 10-28-97 Development & Alumni Relations

## PROVOST

Contact: Ronald Story

**ADMINISTRATIVE ASSISTANT II (101719RS)** Provide secretarial & administrative support; provide high level of customer service to both internal & external constituencies; word process, compose, proof-read & edit correspondence; receive, screen & handle inquiries & information; greet & respond to visitors; represent office in absence of supervisors; order reports; enter information & retrieve gift information; gather information; perform preliminary analysis; maintain information tables; prepare agenda, minutes, notices, charts & reports as needed for meetings & presentations; handle mail, e-mail, copying & ordering of supplies; develop & maintain filing system & correspondence log; order supplies; handle travel, transportation & lodging; arrange meeting schedules & itineraries; prepare expense forms; monitor & reconcile expenditures & generate reports; assist at events & programs. **QUALIFICATIONS:** BA/BS or post-high-school training; 1 to 2 years secretarial/administrative experience; proficiency in WordPerfect & Windows; knowledge of Excel/spreadsheet applications desired; willingness to learn new technologies as needed; ability to type accurately, organize & prioritize assignments & work



effectively with diverse groups; detail-oriented, flexible & productive under pressure. **GRADE:** G10; **RANGE:** \$19,261-23,999; 10-29-97 Museum

*The following position FISCAL COORDINATOR II (101638RS) was posted incorrectly on 10-22-97 with the incorrect Grade of P1 & incorrect range. Below is the corrected posting with the corrected Grade of P2 & corrected range.*

**FISCAL COORDINATOR II (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:** P2; **RANGE:** \$22,351-29,098; 10-29-97 University Press

**INFORMATION MANAGEMENT SPECIALIST II (071154RS)** Provide internal troubleshooting, support & administration of departmental Novell LAN; coordinate custom programming projects; install, configure & support network adapter cards & related software; advise, assist & train users in the planning, selection & use of computing hardware & software; serve as liaison to integrate other services & resources on the client's behalf. **QUALIFICATIONS:** BA/BS or equivalent experience; 4 years experience with variety of computer systems; 3 years supporting end-user computing in Novell environment, preferably in an academic setting; understanding of standard networking protocols; primary technical proficiency with Windows 95/3.1; Macintosh networking hardware & software experience a plus; experience using & managing Internet services; solid working knowledge & programming experience with a relational DBMS; broad-based knowledge of desktop computer hardware, operating systems software & peripherals; strong oral, written, interpersonal & organizational skills; some evening or weekend hours. **GRADE:** P6; **RANGE:** \$32,857-42,591; 10-28-97 ISC

**SYSTEMS ANALYST II (101732RS)** Install, support, tune, upgrade & maintain UNIX servers, workstations & related software including compilers, SMTP mail, Web servers & applications; mentor & develop co-workers by presenting current & future technologies via on-the-job training, workshops & presentations; assist operations in designing & documenting procedures related to data center activities such as system backups, disk management, hardware upgrades & installations; provide ad hoc technical consultation to computing community; provide on-call support to troubleshoot & resolve problems; assist in supporting users; provide high level of technical support on UNIX, C, PERL, Python, sh & Tcl/Tk; investigate & evaluate software packages for suitability, interoperability & performance impact; act as liaison to expedite support issues between clients & vendors (software & hardware). **QUALIFICATIONS:** BA/BS preferably in Computer Science or Information Management or commensurate experience; 3 to 5 years progressively responsible experience in systems programming & management in UNIX environment (SGI IRIX highly desired); extensive experience with TCP/IP, NFS, X-Windows, sendmail & httpd servers in large multi-user environment; understanding of fundamentals of networked-computer security; familiarity with Windows & Macintosh; ability to work in 7x24 environment; demonstrated effectiveness as self-starter & ability to work independently with minimal supervision; strong verbal & written communication skills. **GRADE:** P7; **RANGE:** \$36,050-46,814; 10-30-97 ISC Support-on-Site

**VET TECH II (LAB ANIMAL CARE) (40 HRS) (101709RS)** Manage & implement animal colony health surveillance programs; provide backup techni-

cal support for diagnostic laboratory & rodent quarantine & rederivation programs; participate in relevant education programs & policy development & review; perform technical procedures for rodent rederivation program. **QUALIFICATIONS:** HS diploma or equivalent; BA/BS in biological sciences preferred; minimum 2 years laboratory animal experience; diagnostic laboratory experience & AALAS certification or equivalent desired; competent in animal handling techniques; demonstrated ability to work independently; strong verbal, written, computer & organizational skills; ability to set & meet tight deadlines; *valid driver's license required; must be available for overtime & holidays.* **GRADE:** G10; **RANGE:** \$22,013-27,427; 10-29-97 ULAR

## VETERINARY SCHOOL

Contact: Ronald Story

**CLINICAL RECEPTIONIST (37.5 HRS) (101715RS)** Perform client registration & collection of fees; perform telephone triage; handle heavy telephone & people contact; maintain master list of calls & patients; receive clients; accept payments & deposits; maintain patient files & charts; answer emergency related inquiries; insure accurate completion of registration material by patient's owner & doctor. **QUALIFICATIONS:** HS diploma; 2 to 4 years clerical experience in clinical setting required; veterinary or medical receptionist experience preferred; must interact well with all types of individuals & have ability to remain calm in all situations; excellent telephone skills; *hours Tuesday, Wednesday & Thursday 2pm to 10:30 pm, Saturday 8am to 8pm.* **GRADE:** G8; **RANGE:** \$17,326-21,686; 10-27-97 Small Animal Hospital

**EDITORIAL ASSISTANT II (101728RS)** Act as Editorial Assistant & Advertising Representative for Journal of Veterinary Dentistry; act as Administrative Assistant for Vet Oral Health Center Seal of Acceptance System & Dental Research Project Support; maintain records; prepare correspondence/reports; screen mail & phone inquiries; format & edit manuscripts & journal pages; review Seal submissions & advertisements; bill advertisers; maintain financial records; prepare home page. **QUALIFICATIONS:** Minimum 2 years of college; excellent secretarial skills; minimum 3 years experience with office computer programs; good telephone manner; ability to write well & edit documents; familiarity with desktop publishing, Internet & home page programs; demonstrated evidence of creativity. **GRADE:** G11; **RANGE:** \$20,497-26,008; 10-30-97 Clinical Studies-Phila.

**OFFICE ADMINISTRATIVE ASSISTANT II (101712RS)** Develop, modify & implement office procedures; assist in development of routine systems; maintain & modify office systems; coordinate office work flow; perform purchasing actions; record, monitor & verify budget actions; compile & summarize financial data for reports; organize & maintain records & files; oversee security & maintenance of equipment; maintain supplies. **QUALIFICATIONS:** 2 years of business school training or equivalent; 2 years experience as Administrative Assistant I or equivalent; thorough knowledge of clerical, accounting & office procedures; possess initiative, mature judgment & organizational ability; *POSITION LOCATED AT KENNETT SQUARE - NO PUBLIC TRANSPORTATION AVAILABLE.* **GRADE:** G10; **RANGE:** \$19,261-23,999; 10-27-97 Pathobiology

**RECEPTIONIST III (101714RS)** Answer telephones; make appointments for 12 sections; coordinate appointments with appropriate departments; answer inquiries about services offered & interpret policies & procedures. **QUALIFICATIONS:** HS diploma; minimum 2 years receptionist or general clerical experience; medical background or working knowledge desired; excellent organizational skills. **GRADE:** G8; **RANGE:** \$16,171-20,240; 10-27-97 Small Animal Hospital

**RECORDS ASSISTANT I (101716RS)** Sort & file loose sheets into medical records; retrieve & deliver records for re-exams; receive & process requests from doctors & clients needing records or information. **QUALIFICATIONS:** HS diploma or GED; at least one year general office experience with emphasis on detail-oriented repetitive tasks; basic familiarity with microcomputers; good interpersonal & communication skills. **GRADE:** G8; **RANGE:** \$16,171-20,240; 10-27-97 Small Animal Hospital

**RESEARCH LAB TECH III (101729RS)** Handle mice; perform isolation of RNA & generation of CDNA; handle radio isotopes; maintain laboratory data; per-

form basic methods of molecular biology; perform cloning, RT-PCR, electrophoresis & tissue culture. **QUALIFICATIONS:** BA/BS required; previous molecular biology experience desired. **GRADE:** G10; **RANGE:** \$19,261-23,999; 10-30-97 Clinical Studies-Phila.

**VET TECH I/II (40 HRS) (101713RS)** VT I: Administer treatments, injections & medications as prescribed; assist with diagnostic & therapeutic procedures; monitor vital parameters; observe & record systems & reactions of patients; VT II: Same as above, as well as: Perform diagnostic & therapeutic procedures; assist in instructions of nursing & Veterinary students; (may have direct teaching responsibility). **QUALIFICATIONS:** VT I: Completion of accredited Animal Health Tech program or degree in Animal Science or 3 years Vet Tech experience required; state certification/licensure may be necessary; VT II: Same as above, as well as: minimum 2 years experience as Vet Tech I or equivalent required; *hours rotating/nights/weekends.* **GRADE:** G8/G10; **RANGE:** \$18,481-23,132; \$22,013-27,427; 10-27-97 Small Animal Hospital

## VICE PROVOST/UNIVERSITY LIFE

Contact: Ronald Story

*The following position, OFFICE ADMINISTRATIVE ASSISTANT III (101699RS) was posted incorrectly under Provost. It should have been posted under Vice Provost for University Life. Below is the corrected posting.*

**OFFICE ADMINISTRATIVE ASSISTANT III (101699RS)** Support work of Director & manage work flow of central office; supervise paraprofessional staff & progress on projects; coordinate staff support for section heads; maintain records including confidential materials; implement strategies for marketing programs or providing information about APRL processes; arrange meetings; perform scheduling; work with budget & payroll systems; draft correspondence; update databases & filing systems. **QUALIFICATIONS:** BA/BS preferred; 3 to 5 years relevant experience; able to work independently & manage several projects at once; strong written & organizational skills; knowledge of Macintosh software packages, FinMIS & payroll systems desirable; strong customer service skills. **GRADE:** G11; **RANGE:** \$20,497-26,008; 10-24-97 Academic Programs & Res. Life

## WHARTON SCHOOL

Contact: Anna Marcotte

**OFFICE ADMINISTRATIVE ASSISTANT II (40 HRS) (101720AM)** Assist in processing daily acquisitions/reimbursements; reconcile monthly budget reports; complete weekly payroll; track time-off balances for all staff; daily processing of incoming gifts; maintain accurate, organized filing system for all budget information. **QUALIFICATIONS:** AA/AS in Bookkeeping/Accounting or 1 to 2 years related work experience required; proficiency with Excel, Word & Access required; knowledge/experience of Oracle financial software preferred; ability to work under pressure with tight deadlines. **GRADE:** G10; **RANGE:** \$22,013-27,427; 10-28-97 External Affairs

## Volunteers: Genetic Research Study

Healthy Caucasian and African-American volunteers 25 years of age and older are sought to participate as matched research controls. Eligible participants will be compensated \$50.

Volunteers are sought who have had Anorexia or Bulimia or who have a sibling, cousin, or other relative who also has an eating disorder. Eligible participants will be compensated \$100.

For further information about these studies please contact Nancy or Chris at 215-573-4583.

## Delaware County Van Pool

Spaces are available for the University Van Pool making stops in Springfield, Morton, Secane, and Collingdale. Prices are reasonable. Sit back and enjoy the ride. Any questions or interest please contact Rick Buckley at home: (610) 544-6424, or at the office: 898-5598, or via e-mail [buckley@ENIAC.SEAS](mailto:buckley@ENIAC.SEAS).



## Penn Public Safety: Policy on Medical Emergencies

To Members of the Penn Community:

The Division of Public Safety has been examining the Penn police department's response to calls for service involving injuries and/or illness for members of the Penn community, including students, faculty and staff.

Penn police officers are trained as "First Responders" by the American Red Cross. Routinely, our officers respond to medical calls ranging from minor medical cases, such as broken fingers, up to severe medical emergencies, such as heart attacks, strokes, seizures, etc.

In order to provide the most effective medical response for our community we recently engaged in discussions with the Philadelphia Fire Department to ascertain what the proper role of the UPPD should be in medical emergencies and to benchmark best practices regarding this issue among police agencies across the country.

As a result, we have issued a new medical response policy within the UPPD. We would like to share this policy with you and ask that you forward this letter to members within your division. —T.M.S.

### Emergency Medical Policy

It is the policy of the Division of Public Safety (DPS) to treat all "Emergency Hospital Cases" calls as emergency situations unless advised otherwise by a medically competent person. For purposes of this policy all "Emergency Hospital Cases" are defined as: heart attacks, chest pains, seizures, strokes, shock, overdoses (including alcohol), diabetic emergencies, unconsciousness, poisoning, broken bones, back or neck injuries, serious penetrating wounds such as gun shot or stab wounds, choking or breathing difficulties, severe burns, severe bleeding, women in labor, etc. In all of these types of cases the DPS dispatcher will immediately notify the Philadelphia Fire Department's Rescue unit (medics).

UPPD officers will immediately respond to the medical emergency and will, if appropriate, render first aid until the arrival of the Fire department rescue unit. The UPPD will only transport medical emergencies to the hospital upon the direction of the Fire Department rescue unit medical personnel.

Although it may appear to be more expedient for the police to immediately transport a person experiencing a medical emergency to the hospital prior to the arrival of the Fire Rescue personnel, it is not the most effective response. It is far safer and more productive for the "First Responder" (a Penn police officer) to, if possible, stabilize the person at the scene and await the medics arrival. If the person's condition should deteriorate in route to the hospital, the medics will have the equipment and expertise to handle such an emergency.

Medical Escorts, i.e. follow up medical appointments, minor cuts or abrasions, cold symptoms, etc. will continue to be transported to the Student Health Department or HUP by Penn Transit.

Thank you for your assistance in communicating this policy. If you desire any clarification on this policy, please feel free to call me at 898-7515.

—Thomas M. Seamon,  
Managing Director of Public Safety



Photo of the Penn Band, c. 1920, courtesy of the University Archives

**Penn Band's 100th:** On Saturday, the Penn Band marks its Centennial with halftime show at the Homecoming game against Princeton, where the largest number of past and present Penn Band Members ever assembled will spell out the traditional script "Penn" on Franklin Field. That evening there's a Black Tie Ball at the Doubletree Hotel in Center City. For more information call Band Director Greer Cheesman at 898-8719 or email [cheesman@pobox.upenn.edu](mailto:cheesman@pobox.upenn.edu). Above, the Penn Band of yesteryear on the steps of the library designed by Furness.

## Environmental Health and Radiation Safety Training Schedule

The following training programs are required by the Occupational Safety & Health Administration (OSHA), the Nuclear Regulatory Commission (NRC), and The Commonwealth of Pennsylvania (DEP), for all employees who work with hazardous substances including: chemicals, human blood, blood products fluids, and human tissue specimens and radioactive materials. These programs are presented by the Office of Environmental Health & Radiation Safety (OEHS). Attendance is required at one or more sessions, depending upon the employee's potential exposures.

**Introduction to Laboratory Safety at Penn (Chemical Hygiene Training)** Provides a comprehensive introduction to laboratory safety practices and procedures at Penn and familiarizes the laboratory employee with the Chemical Hygiene Plan. This course is designed for employees who have not previously attended Laboratory Safety at the University. Required for all University employees who work in laboratories. November 4, 2:30 p.m., John Morgan, Reunion Auditorium

**Introduction to Occupational Exposure to Bloodborne Pathogens** This course provides significant information for employees who have a potential exposure to human bloodborne pathogens. Topics include a discussion of the Exposure Control Plan, free Hepatitis B vaccination, recommended work practices, engineering controls and emergency response. This course is designed for employees who have not previously attended Bloodborne Pathogens training at the University. Required for all University employees potentially exposed to human blood or blood products, human body fluids, and/or human tissue. November 10, 1:30 p.m., John Morgan, Reunion Auditorium

**Occupational Exposure to Bloodborne Pathogens (In a clinical setting)** \* Required for all University faculty and staff who have potential clinical exposures to blood and other human source material. It is intended for employees with direct patient contact, or those who handle clinical specimens, and administrators who routinely work in a clinical environment. Topics include: risks, protection, work practice controls and emergency procedures. This course is designed for employees who have not previously attended Bloodborne

Pathogens training at the University, November 19, 9:30 a.m., 104 Stemmler Hall

\*Registration is required for this course. Please call Bob Leonzio 898-4453

**Laboratory Safety —Annual Update** This program is required annually for all laboratory employees who have previously attended "Chemical Hygiene Training". Topics include chemical risk assessment, recommended work practices, engineering controls and personal protection as well as an update of waste disposal and emergency procedures. Faculty and staff who work with human source materials, HIV or hepatitis viruses must attend the "Laboratory Safety and Bloodborne Pathogens - Annual Update" (see course description). November 6, 2:30 p.m., John Morgan, Reunion Auditorium

**Laboratory Safety and Bloodborne Pathogens —Annual Update** This program is required annually for all faculty and staff who work with human source material, HIV or hepatitis viruses and have previously attended "Occupational Exposure to Bloodborne Pathogens." Issues in general laboratory safety and bloodborne pathogens are discussed. Topics include bloodborne diseases, risk assessment, recommended work practices, engineering controls and personal protection as well as an update of waste disposal and emergency procedures. Participation in "Laboratory Safety—Annual Update" is not required if this program is attended. November 13, 2:30 p.m., John Morgan, Reunion Auditorium

**Radiation Safety Training** Personnel working in labs where radioactive materials are used or stored are required to attend radiation safety training before beginning work and annually thereafter. New workers may attend the training session listed below or receive training via our website ([www.rso.upenn.edu](http://www.rso.upenn.edu)). "The Radiation Safety —Annual Update" schedule is posted on the website under "calendar", November 18, 10:30 am, 2059 VHUP

Attendees are requested to bring their PENN ID cards to facilitate course sign in. Additional programs will be offered on a monthly basis during the Fall. Check EHRS web site for dates and time: (<http://www.oehs.upenn.edu>). If you have any questions, please call Bob Leonzio at 898-4453.



Untitled, (from Pine Tree series); a 1985 gelatin silver print by Bae Bien-U, from the ICA's upcoming Inside Out exhibit. Featuring four contemporary artists from Korea, Inside Out opens with a reception on Friday, November 7, from 9 until 11 p.m., and continues through January 4 (see November AT PENN).

# Update

NOVEMBER AT PENN

## EXHIBITS

**12 Opening Reception: The First Invitational Clayprint Exhibition;** 5-7p.m.; Esther M. Klein Art Gallery.

## FITNESS/LEARNING

**9 Japanese Language Coffee Hour;** Sundays, 5-6 p.m.; East Asia House Lounge, 10th floor, HRE (East Asia House, Center for East Asian Studies, Asian and Middle East Studies).

**10 Chinese Language Coffee Hour;** Mondays, 5-6 p.m.; East Asia House Lounge, 10th floor HRE (East Asia House, Center for East Asian Studies, Asian and Middle East Studies).

## FILMS

**International House.** For ticket information and times, call 895-6542.

**6 White Light/White Heat: The Power of Cinema in 35mm;** Christ, Keaton & the Avant Garde (total running time 100 mins.); ten-film anthology of avant-garde classics; 7:30 p.m.; *Through November 8.*

**12 Scribe Video Center's Community Visions;** filmmakers present to introduce their work. 7 p.m.

## MEETING

**6 Philadelphia Seminar on Christian Origins;** topic: "Textual Commentary as Social Practice"; 7-9 p.m.; Woody Room, 2nd Floor, Van Pelt Library.

## RELIGION

**6 Bible Study;** Mark's Gospel; 7:30 p.m.; Christian Association, 3601 Locust Walk.

## TALKS

**6 Reception and Book Signing;** Liliane Weissberg, professor of German and Comparative Literature, celebrates the publication of her new edition of Hannah Arendt's *Rahel Varnhagen: The Life of a Jewess*; 5 p.m.; House of Our Own Bookstore, 3920 Spruce St.

**10 A 51-bp Enhancer Element of the Phenobarbital-Responsive Cytochrome P450 CYP2B Gene;** Dr. Masahiko Negishi, visiting scientist, Pharmacogenetics Section, National Institutes of Health; noon; Pharmacology Seminar Room M100-101, Mezzanine, John Morgan Building (Pharmacology).

**Deadlines:** The deadline for the December AT Penn calendar is November 11. The deadline for the update is the Monday prior to the week of publication.

## POSTPONED

The Department of City and Regional Planning has postponed the symposium entitled *Universities and Their Neighborhoods*, originally scheduled for November 5; 10 a.m.-4 p.m. in Meyerson Hall. New time and date TBA.

## 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 20, 1997 through October 26, 1997.** Also reported were **Crimes Against Property**, including **39 total thefts (including 9 burglary & attempt, 9 thefts from autos, 13 thefts of bikes & parts, 4 criminal mischief & vandalism, 2 forgery & fraud, 2 trespassing & loitering, 1 possession of stolen property, and 2 thefts of auto).** Full crime reports are in this issue of *Almanac* on the Web ([www.upenn.edu/almanac/v44/n11/crimes.html](http://www.upenn.edu/almanac/v44/n11/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 20, 1997 through October 26, 1997.** The University Police actively patrols from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

### Crimes Against Persons

34th to 38th/Market to Civic Center: Aggravated Assaults—1; Simple Assaults—1; Threats & Harassment—3

10/23/97	9:35 AM	36th & Sansom	Complainant threatened & assaulted/male Arrested
10/24/97	9:32 PM	Nichols House	Complainant harassed by known person
10/25/97	3:00 PM	Nichols House	Complainant threatened by unknown person
10/26/97	1:20 AM	3600 Blk. Locust	Complainant assaulted during disturbance
10/26/97	8:35 PM	NY Alumni Dorm	Unwanted calls received

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

10/22/97	9:26 PM	41st & Ludlow	Vehicle & currency taken/gun shown
10/24/97	12:59 PM	Van Pelt House	Harassing calls received

41st to 43rd/Market to Baltimore: Aggravated Assaults—1; Simple Assaults—1;

10/21/97	8:32 PM	43rd & Osage	Complainant assaulted by male w/ screwdriver/Arrest
10/23/97	9:28 PM	4235 Baltimore Av.	Complainant struck during dispute over check

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

10/20/97	11:10 PM	Hill House	Complainant reports numerous hang up calls received
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Outside 30th to 43rd/Market to Baltimore: Threats & Harassment—1

10/21/97	10:31 AM	Off Campus	Complainant reports being harassed by male
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### Crimes Against Society

34th to 38th/Market to Civic Center: Disorderly Conduct—1; Alcohol & Drug Offenses—1

10/20/97	4:18 PM	300 Blk. 38th	Male stopped/wanted on warrant/Arrest
10/24/97	2:08 AM	38th & Spruce	Vehicle nearly struck police car/driver intoxicated/Arrest

30th to 34th/Market to University: Disorderly Conduct—1

10/24/97	5:05 PM	34th & Chestnut	Male harassing passersby/Arrest
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## 18th District Crimes Against Persons

4 Incidents and 1 Arrest were reported between **October 20, 1997, and October 26, 1997,** by the 18th District, covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

10/21/97	1:15 AM	300 St. Marks	Robbery
10/22/97	9:05 PM	213 43rd St.	Aggravated Assault
10/22/97	9:10 PM	4059 Ludlow	Robbery
10/23/97	11:00 AM	3600 Sansom	Aggravated Assault/Arrest



*Almanac*

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

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

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## BENCHMARKS

### What's Inside the IAST?

*When members of the University community opened their invitations to the celebration of the Diana and Roy Vagelos Laboratories of the Institute for Advanced Science and Technology, they saw that some space is designated for to the Institute for Medicine and Engineering (IME) and the rest for a Center for Excellence in Chemistry and Chemical Engineering.*

*The IME is a structured institute with a director and staff on site, plus laboratories for some but not all of those who will interact with it as the Institute draws on and supports the work of three schools (SAS, SEAS and Medicine). Its immediate programming and some of its goals for the near future are summed up in an IME Newsletter being brought out in time for the November 10 opening of the IAST. As the IME's director, Dr. Peter F. Davies, says there, "Our mission is to stimulate fundamental research at the interface between biomedicine and the engineering/computational sciences that will lead to innovative applications in biomedical research and clinical practice. Thus the IME focus is interdisciplinary "molecular biomedical engineering," an unusual and rapidly developing area of research." He continues in the Newsletter:*

From a huge range of possibilities, initial IME emphases are in cardiovascular biology, engineering aspects of gene therapy, neuroengineering, and bioinformatics, the latter through the establishment in July of the new Center for Bioinformatics. Similar initiatives in biomaterials and tissue engineering are expected to develop into IME-associated Centers over the next two years. . . .

Following the arrival of the director from the University of Chicago, our first year has seen the recruitment of five outstanding core faculty (Cornell, SUNY Buffalo, MIT, UBC, CalTech); completion of four additional core faculty recruitments is expected by the Spring of '98 to create an approximate equal balance of IME appointments to SOM and SEAS departments. Four existing Penn faculty represent the core of the Center for Bioinformatics. A capable administrative staff has also been hired.

During the start-up period since July '96 the six IME faculty have authored more than 50 full publications and made 55 international and national lectures or presentations. Current total research grant funding is \$1.4 million with \$4.0 million pending. Program grant applications are in development with NIH and NSF, and an initiative to the Whitaker Foundation is underway jointly with the department of Bioengineering.

There are regular interdisciplinary IME seminars (Tuesdays) and chalk talks (Fridays) that are well attended by faculty, postdocs, and students from a variety of backgrounds. Look out for them on the Web and in flyers.

Starting November, most IME activities will be centered in the first floor of the new Vagelos Laboratory building at 34th St. and Smith Walk. The labs are designed to facilitate research that integrates engineering approaches to cell and molecular biology/biochemistry, and include core facilities for tissue culture, molecular biology, radioisotopes, and optical imaging.

Membership of the IME has recently been extended to 15 Penn faculty from SEAS, SOM and SAS who are in active research collaborations with IME faculty. As we become more established, IME Membership will be extended to all faculty with relevant interdisciplinary interests.

We look forward to seeing you at IME events in 1998.

*(The IME's website is [www.med.upenn.edu/ime](http://www.med.upenn.edu/ime), and those who wish to subscribe to the newsletter can call 573-6813 or e-mail [ime@pobox.upenn.edu](mailto:ime@pobox.upenn.edu).)*

### Chemistry and Chemical Engineering's Role

By contrast, the three upper floors represent not so much a center as a "co-location of programs" from SAS Chemistry and SEAS Chemical Engineering that will encourage "the interactions across disciplinary lines that should produce increased excellence in both fields," as Dr. George Palladino of Chemistry put it. Chemical Engineering's Dr. Ray Gorte, who chairs his department, is among the SEAS faculty who will be in the new facility.



Photograph by Tommy Leonardi



Photograph by Felice Macera

*Just above and on front cover: The new building, seen from across 34th Street with Smith Walk in the foreground, Hayden Hall just beyond it, and at far right, the Chemistry Building to which the IAST's Vagelos Labs are attached.*

*Farther Above: Diana and Roy Vagelos at the groundbreaking for the IAST's Vagelos Labs in 1995. Dr. Roy Vagelos took the chair of Penn's Trustees in 1994, retiring that year as CEO of Merck. Scientists from Merck provide one of the two celebratory symposia being held Monday for the Labs' opening. Please see page 2 for the day's schedule, which ends with an Open House at 34th Street and Smith Walk, open to all.*