

UNIVERSITY of PENNSYLVANIA *Almanac*

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Trustees: 'Yes' to Trammell Crow Contract

At the stated meeting of the full board Friday, November 7, the University trustees passed unanimously the resolution of the Budget and Finance Committee to approve the agreement with Trammell Crow Company which will outsource Penn's facilities and real estate management by March. (Please see page 2 for the text of the resolution.)

At the meeting, President Rodin said in her opening report to the trustees, concerning the Budget and Finance Committee action, "This was not an easy decision to make, but I am extremely confident that it is in the long-term best interest of the University. I look forward—as I know John Fry does—to working with all members of the University community in implementing this decision and making the transition to Trammell Crow's management of University facilities as smooth as possible."

After the vote of the full board, the chairman, Dr. Roy Vagelos, gave a brief statement:

We, the Trustees of the University of Pennsylvania, strongly support the Administration's strategic plan to focus on the University's core responsibilities of teaching and research as expressed in the *Agenda for Excellence*.

We commend the Administration for taking steps to operate the University effectively and efficiently and urge it to continue to do so.

Earlier in the week, at a Special Meeting of the University Council on Wednesday, members had passed a resolution calling upon the trustees to withhold "approval of the proposed outsourcing of facilities management at this time." (For a transcription of the Special Meeting, which addressed issues in consultation as well as the specific proposal on outsourcing, please see pages 4-9 of this issue.)

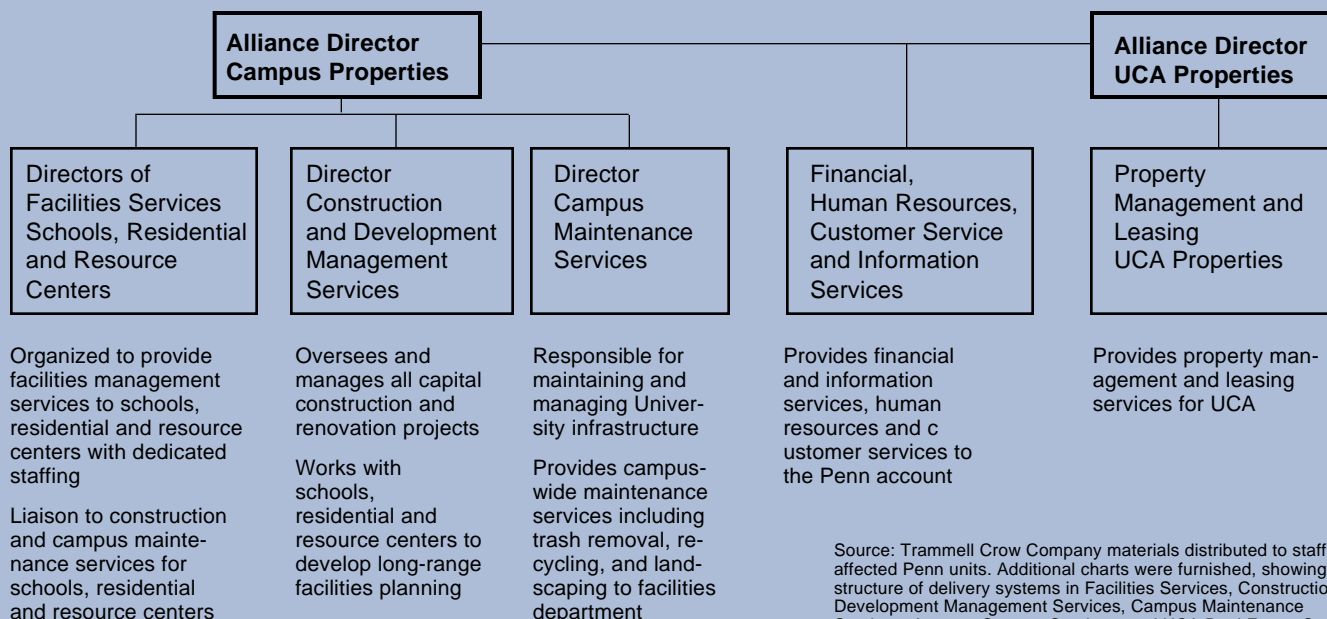
President Rodin also reported on the beginning of a campus dialogue on alcohol awareness and on the opening of the IAST, with thanks to Roy and Diana Vagelos for their leadership in creating it. "IAST will stand as a monument to your vision of Penn's future in the world of research and education," she said. (continued on page 2)

Year 2000

Will Your Computer Know?
... please see back page



Trammell Crow Higher Education Services Inc. Organizational Structure of the University of Pennsylvania Account



Source: Trammell Crow Company materials distributed to staff in affected Penn units. Additional charts were furnished, showing the structure of delivery systems in Facilities Services, Construction and Development Management Services, Campus Maintenance Services, Account Support Services, and UCA Real Estate Services.



Penn's Way: A 'Side by Side' Campaign

In an effort to maximize options for our employees, while minimizing administrative fees, I am pleased to announce that Penn will partner with both the Center for Responsible Funding and the United Way to manage this year's Penn's Way charitable donations campaign.

It was determined that if the Center for Responsible Funding was selected to manage the entire Penn's Way Campaign, there would be a significant "double hit" of administrative fees on funds raised for United Way agencies. This would not be the case if the campaign were run by the United Way. This distinction is very important because approximately 75 percent of the funds raised through the Penn's Way campaign are channeled through the United Way.

In last year's campaign, for example, \$230,000 was raised, of which \$173,000 went to United Way agencies. In other words, of the \$173,000, 11.7 percent was "charged" by the United Way for administration. If the Center for Responsible Funding had handled these transactions, there would have been an 11.5 percent charge from the Center added to the 11.7 percent by United Way. As a result, the total administrative fee for 75 percent of the funds raised at Penn would have been 23.2 percent – which would have amounted to \$40,000, as compared to \$20,000.

This year marks the first "Side by Side" campaign, in which the United Way will manage a traditional United Way campaign on our behalf, and the Center will manage a parallel campaign for the partner organizations (Bread & Roses Community Fund, Catholic Charities Appeal, Environmental Fund for Pennsylvania, Federation of Allied Jewish Appeal, the United Negro College Fund, Inc., Womans Way, AIDS Fund, Black United Fund of PA, Inc.). While we chose the United Way so as to minimize administrative fees to United Way participants, we chose the Center to manage the Partner organizations campaign based on campus feedback on other issues such as independent management. Although this will be a Side by Side campaign, we anticipate that there will only be one mailing, a consistent and clear set of materials, and a single letter sent on behalf of Penn's Way.

We are currently finalizing the operational details of this campaign and I look forward to this being the most successful Penn's Way to date.

— John A. Fry
Executive Vice President

Corrections to November 4 Issue

In the page 17 call for grant proposals to the Center for Molecular Studies in Digestive and Liver Disease, the e-mail address for Lisa Kaiser should have been kaiserl@mail.med.upenn.edu.

On page 21, the research study on Eating Disorders seeks volunteers who have had Anorexia or Bulimia and (not "or") who have a sibling, cousin or other relative who also has an eating disorder.



Dr. Bonini

Packard Fellow: Nancy Bonini

The David and Lucile Packard Foundation has made a \$500,000 award to Penn's Dr. Nancy Bonini, assistant professor of biology, as one of the 20 most promising science and engineering researchers at universities in the U.S. The award will support five years' research for Dr. Bonini, a Princeton alumna who took her Ph.D. from the University of Wisconsin in 1987. She is currently working on genetic models of brain degeneration in fruit flies (*Drosophila melanogaster*).

Packard awards, established in 1988, have supported 200 Fellows at 44 institutions at a total of \$100 million. Lynn Orr, dean of earth sciences at Stanford and chair of the advisory panel that selects the Fellows, said the "unrestricted nature of the fellowship along with the commitment of funding for five years will enable these research groups to pursue lines of inquiry that might be too risky for standard funding mechanisms."

Trustees Stated Meeting (from page 1)

Dr. Rodin formally nominated and introduced Peter C. Erichsen as Vice President and General Counsel of the University and the Health System (*Almanac November 4*), adding to the previously-published biographical information that he has coordinated the selection and confirmation of federal judges and supervised the Presidential appointments process, including the 1996-97 Cabinet transition. From 1993-1996, Mr. Erichsen was deputy assistant attorney general at the Department of Justice. His election was approved.

Provost Stanley Chodorow, addressing his last full board meeting as he prepares to leave the University December 31, expressed appreciation to President Rodin, EVP John Fry, the Deans and Vice Provosts and to the trustees for "an experience I hope to carry into my future career." Dr. Vagelos extended his thanks to the Provost, and Dr. Rodin said that while there will be more occasions before Dr. Chodorow leaves, she added her appreciation for his "wonderful, lasting achievements" at Penn. Later Dr. Gloria Chisum, reporting on behalf of Dr. Donald Langenberg for the Trustees Committee on Academic Policy, praised the initiative to increase the graduation rate of Penn undergraduates (*Almanac October 28*).

Neighborhood Initiatives: Dr. Vagelos also reported on the establishment of a new Trustee Committee on Neighborhood Initiatives, whose first chairman is the Hon. Gilbert F. Casellas, L '77, chair of the U.S. Equal Employment Opportunity Commission in Washington, D.C., and a lecturer in the Law School, 1985-89 and 1992-93.

Later, after voting a suspension of rules to allow for election to the Executive Committee other than in the spring, the trustees elected to the Executive Committee both Mr. Casellas and Dr. Harold J. Levine, Gr. '66, H '96, who is the Harry C. Wiess Professor of Molecular Biology at Princeton.

Resolution on the Approval of the TC Higher Education Services, Inc., Servicing Agreement

Intention:

TC Higher Education Services, Inc. ("TCHES") is a wholly owned subsidiary of Trammell Crow Corporate Services, Inc. and was formed for the purpose of managing university facilities and related services. To provide for the cost efficient professional management of professional management of university facilities and related services, the University of Pennsylvania ("University") desires to enter into an agreement with TCHES for management services in connection with the University's facilities, infrastructure and real estate portfolio and for other reporting and consulting services, as will be more specifically set forth in a Servicing Agreement to be entered into between the University and TCHES (the "Servicing Agreement"). The Servicing Agreement will provide, inter alia, for the management of at least 10,000,000 square feet of University facilities for a term of ten years (in addition to a four month initial period and a four month transition period) for an annual management fee of \$4,700,000, which fee will be subject to adjustment on account of cost savings, performance standards and other terms and provisions which will be more specifically set forth in the Servicing Agreement. The Servicing Agreement will also provide for the following incentive payments to be made to the University: (1) \$1,000,000 on the effective date of the Servicing Agreement; (2) \$25,000,000 on the initial period commencement date of the Servicing Agreement; and (3) \$6,000,000 to be paid in increments of \$1,000,000 starting on June 30, 2002 and annually thereafter during the term of the Servicing Agreement, subject to certain conditions more specifically set forth in the Servicing Agreement.

Resolved, that the transaction described in the foregoing Intention be, and the same hereby is, approved, with such changes as the Executive Vice President of the University ("EVP"), or other appropriate officer, approves (such approval to be evidenced conclusively by the execution and delivery on behalf of the University of the Servicing Agreement and any and all other documents relating thereto).

Further Resolved, that, pursuant to the foregoing, the delegation of authority to the EVP, or other appropriate officer, to take such action and approve and execute such documents on behalf of the University as may be necessary to effectuate and implement the transaction contemplated herein be, and the same hereby is, approved, with such changes as such officer deems advisable, necessary or appropriate in order to effectuate such transaction.

A-3 ASSEMBLY

Members' Forum November 18: What Do You Really Want?

The A-3 Assembly is holding an open forum meeting: *What Do You Really Want? Tell Us!*; on November 18, noon-2 p.m., at Room 200, College Hall. All A-3 staff members are invited to attend.

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

Snow Day Child Care: December 1—April 17

On weekdays between 8 a.m. and 6 p.m., from December 1, 1997 through April 17, 1998, Snow Day Child Care will again be available for Penn faculty and staff when the Philadelphia County Public schools are closed due to inclement weather and the University is open. Children attending school in other districts are welcome as well, according to an announcement by the Office of Human Resources.

Care is provided at licensed day care centers in University City for children aged three months through twelve years whose parent is either a regular, full-time or part-time faculty or staff member. Space is limited.

Faculty and staff should expect to receive a brochure containing an enrollment packet request form which needs to be completed and returned before using the Snow Day Care.

For further information, please contact Marilyn Kraut, Worklife Programs, Division of Human Resources, at 898-0380.

COUNCIL

Agenda for the University Council Meeting

Wednesday, November 12, 1997

4 to 6 p.m. McClelland Hall, The Quadrangle

- I. Approval of the minutes of October 15, 1997 meeting, 1 minute.
- II. Statement by Steering Chair Professor Vivian Seltzer, 2 minutes.
- III. Status Reports by the Provost, Chair of the Steering Committee, and Chairs of the Graduate and Professional Student Assembly, Undergraduate Assembly, Penn Professional Staff Assembly, and A-3 Assembly (Time limit for reports and clarifications: 10 minutes.)
- IV. State of the University Report, by President Judith Rodin.
(25 minutes presentation, 10 minutes discussion)
- V. Vote on proposed University Council bylaws revisions. (Deletions in brackets, insertions underlined) (30 minutes).
 - A. Deferred from 1996-97 Council:
Proposed bylaws change to add (in chronological order) to Section II. Membership, 1. Composition, new paragraph (i): "One elected representative of the United Minorities Council."
 - B. Recommended by Committee on Committees
 1. Add faculty to Committee on Open Expression. Section VI. Committees, 3. Independent Committees (a), revise to read: The Committee shall consist of [thirteen] sixteen members: [five] eight faculty members, two A-1 staff members, one A-3 staff member, and five students."
 2. Add A-1 and A-3 staff members to the Disability Board. Section VI. Committees, 3. Independent Committees (d), revise to read: "The Committee shall consist of eight faculty members, [and two administrators] two A-1 staff members, two A-3 staff members."
 - C. Recommended by Steering
 1. Abolish the Student Fulbright Awards Committee.
Delete Section VI. Committees, 3. Independent Committees (e) Student Fulbright Awards Committee.
- VI. Council committee reports (40 minutes, including 10 minutes for faculty presentations:
 - A. Bookstore (15 minutes)
 - B. Facilities (15 minutes)
- VI. New business agenda items: 5 minutes
- VII. Adjournment by 6 p.m.

Note: Council meetings are open to observers. Please call the Office of the Secretary, 898-7005, to register an interest in attending. Penn I.D. is required for entry to The Quad.

Six New Faces in SEAS

When *The Compass* was preparing this year's special insert on new faculty in all of the schools (*Almanac* Oct. 7), the School of Engineering and Applied Science sent thumbnail sketches of its six new faculty directly from the Dean's Office, and arranged for photographs to be sent from an off-campus source. Inexplicably, the photographs did not arrive. But the Dean has since tracked them down, and we are pleased to present them now on behalf of *The Compass*.

Rajeev Alur, Associate Professor of Computer and Information Science, specializes in computer-aided verification with strong ties to diverse areas such as CAD, software engineering, real-time systems, and control systems; Ph.D. from Stanford.

Kwabena A. Boahen, Assistant Professor of Bioengineering/Secondary in Electrical Engineering and Skirkanich Term Assistant Professor, specializes in neuro implementation with VLSI with a biology interest; Ph.D. from CalTech.

I-Wei Chen, Professor of Materials Science and Engineering and Skirkanich Professor of Materials Innovation, specializes in processing and properties of ceramics and metals, ferro-electrics, and thin films. He joins Penn from a faculty post at the University of Michigan; Ph.D. from MIT.

Zhi-Long Chen, Assistant Professor of Systems Engineering, specializes in operations scheduling and planning; capacity planning and technology choice, logistics and transportation, equipment replacement, and asset allocation; Ph.D. from Princeton.

Scott L. Diamond, Associate Professor of Chemical Engineering/Secondary in Bioengineering, specializes in endothelial cell mechanobiology, drug and gene delivery, thrombolytic therapies, and biotransport phenomena. He joins Penn from a faculty post at SUNY, Buffalo; Ph.D. from Rice.

Camillo J. Taylor, Assistant Professor of Computer and Information Science, specializes in machine vision; sensor-based control of mobile robots; real-time, autonomous control of auto mobiles using stereo vision; and 3-D model recovery of architectural scenes; Ph.D. from Yale.



Rajeev Alur



Kwabena Boahen



I-Wei Chen



Zhi-Long Chen



Scott Diamond



Camillo Taylor

Debate and Action on Consultation and on Outsourcing

At the November 5 Special Meeting of the University Council, attended by some 50 members and a large number of observers, the Moderator, Dr. Samuel Preston, opened by noting, "There is only one item on the agenda for this meeting, and discussion of any other issue is going to be considered out of order." He also reported that the Steering Committee asked speakers to limit themselves to three minutes, and had set an order for initial speakers. As Chair of Steering, Dr. Vivian Seltzer then verified the procedure followed to call the meeting.

Statements of speakers have been transcribed from a Council tape recording and lightly edited to remove false starts and repetitions. Annotations in bracketed italics show where matter has been omitted or summarized. As noted at the end, this account is not complete because either the master or the dubbed tape received by Almanac did not go all the way to the end of the discussion. —Ed.

President's Opening Statement

Dr. Judith Rodin: I'd like to comment on three areas as a way of beginning the conversation—first, the goal of the Trammell Crow contract; secondly the issue of consultation; and third the issue of treatment of employees.

Beginning with the goal: There really are two goals, they are as important as they are simple. First, to enhance service in our facilities and our residences for the entire University community; and second, to control costs in our facilities management, so that more of our resources can be devoted to the core academic missions of the University.

These goals have been high on our institutional agenda since I came to Penn. In conversations with faculty, students, trustees and some staff, before my inauguration everyone made the same point in different ways: Penn had to do a better job of providing administrative services, and at the same time do it less expensively.

More formally, in 1993, the year before my arrival, the University's Cost Containment Committee, appointed by the Faculty Senate, issued a report that called for administrative improvement and cost-effectiveness in the service of our academic mission. For well over a year in the University-wide strategic planning process that led to the *Agenda for Excellence*, people from across this institution amplified the same points. More than any other point in the agenda, there was consensus that if we could find the opportunity to improve administrative service, and simultaneously control costs, then we should take it eagerly.

Let me move to consultation. A number of people have complained that there was inadequate consultation before the Administration signed a letter of intent with Trammell Crow. Let me say something about that. First, we signed what was called a non-binding Letter of Intent, which simply enabled us to begin negotiating an

agreement. This was not and is not a final agreement. It was the beginning of the negotiating process. That was the point. We wanted to give the campus community an opportunity to think and to comment. A month has now passed since the letter of intent was signed—a month in which, as was intended, a great deal of comment has been voiced and a great many good suggestions have been made. Later I hope that you will ask John Fry to list the number of meetings and consultations that he has personally participated in over the past four weeks. The proposed agreement with Trammell Crow has been improved as a result in response to the many useful suggestions received. Again, that was the point of opening up this month-long process.

Before we ever spoke to Trammell Crow, the Administration had a mandate from all corners of the University to enhance administrative services across the board and to control their costs. Let me reemphasize this point, only to note that there has been a great deal of consultation over a long period of time that led to the mandate to control administrative costs. This is one end result of that consultative process. While we may not be able in all cases to wholly satisfy the desire for consultation across every constituency of the University, I want you to know that I take the need for consultation seriously. I have spent my life, as many of you have, at universities. I respect them as communities and I understand and value the need for inclusion. We are trying to be respectful of that process while running a university.

Third, treatment of employees. I understand why staff affected by the Trammell Crow agreement feel so strongly. Your lives and your jobs are affected by that decision and I do not take that at all lightly. But I want to assure all of you that fair treatment of Penn employees in our facilities operations has been a paramount concern in this process. I'm sure there will be much more discussion of this today, but I would like to make only a few points before relinquishing the floor. It is simply not the case that the affected facilities employees are going to lose their jobs. It will be a contractual provision in the final agreement if signed that a large majority of them will be offered comparable or better jobs with Trammell Crow. It is also not the case that employees who go to work for Trammell will suffer major losses in their employee benefits. While Trammell's benefits package is not the same as Penn's, Trammell has made adjustments to make it close. Domestic partner benefits are now included, employee salaries will be increased to cover any losses that they might experience in dental, medical or vision benefits. In addition, for employees who go to work for Trammell, Penn will continue to provide tuition benefits for the employees and their dependent children as long as they continue to work for Trammell on the Penn account. For the minority of affected employees who do not ultimately find jobs with Trammell or elsewhere within the

University, we will provide a range of transitional services to help in their search for work elsewhere. In my judgment this is not at all a case in which the University has shown no regard for its employees. We value our staff very highly and we are taking every possible step to show this as we work through the agreement.

GAPSA's Initial Resolution

Matthew Ruben: I'm addressing you now not as myself but on behalf of the 27 petitioners requesting this meeting. The resolution was brought by GAPSA in response to the obvious recognition based on the reaction to the announcement of the non-binding agreement that something is wrong. And the evidence for that was that a lot of people, including people who are not directly affected by this arrangement, had very extreme reaction and showed their concern immediately and unequivocally. We thought this would be a good way to get those concerns vetted. While it's not a substitute for consultation, it helps to operate upon the recognition that there is a problem with consultation as perceived by many people in the University community and so it's upon their behalf that we bring this resolution.

[Mr. Ruben read into the record the resolution as published November 4; note that a friendly amendment is made immediately after it, and that later in the meeting the motion after "Therefore" is divided into two parts.]

Resolution

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 thereto directly 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 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

(continued)

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 of the Graduate and Professional Student Assembly, and the expressed views of the PPSA, A-3 Assembly, the BSL, and AAA.

Before we move on I should note that this resolution was written a little over a week ago, and since then the UA has finished considering a similar resolution; and at this time if anyone is willing to offer a friendly amendment... [*Amendment is made and accepted.*]

Statement of SEC

Dr. Seltzer: The position of the Senate Executive Committee is found in a column in the *November 4 Almanac* [page 5]. In essence, it states that the SEC is concerned by tensions which have resulted from the impact of the Trammell Crow outsourcing decisions. SEC encourages reactivation of broad consultation to seek varying and divergent views and particularly asks that the Senate leadership be taken into confidence before the fact.

Statement of GAPSA

Victoria Tredinnick: GAPSA organized this meeting because we felt it was important that some community discussion take place before the trustees met to sign a contract that has very far-reaching consequences. People sometimes, various times, various people, have asked why we have an opinion about something that doesn't concern graduate and professional students. But we feel that it does concern us, and we take very seriously the assertion that we are a community. We have submitted, prior to this meeting, a series of questions to EVP John Fry, and while we have not yet gotten responses in writing, we are expecting a response soon. We feel they're basic questions regarding this Trammell Crow contract and they shouldn't pose too great a problem to answer.

On October 22, GAPSA General Assembly passed unanimously two resolutions. One was about community and the process of consultation at Penn, which I won't read—they're both available on our website: www.gapsa.upenn.edu. The second resolution, which was specifically about the outsourcing of facilities management, reads:

GAPSA urges the trustees not to approve the proposed contract to outsource the management of Penn's facilities. Proper public disclosure and discussion of the details is absolutely necessary for such a major decision to be made with confidence and credibility.

Statement of PPSA

James Bean: Our comments also appeared in *Almanac November 4*, and to briefly capsuleize them:

The Penn Professional Staff Assembly has added its voice to the many that have expressed concern over the recent announcement of the outsourcing of facilities planning to Trammell Crow. Many of those affected employees are those who make up our constituency, the A-1 employees.

For years Penn has fostered among its employees a feeling of community and family. The suddenness of the Trammell Crow announcement has virtually shattered that mindset. Executive Vice President Fry has met with PPSA—as a matter of fact we met this past Monday in this room—at that time Mr. Fry offered an excellent insight into his decision-making process. This was something many of us needed to hear.

Each of us has been told to do more with less. We all feel we are doing just that. So how do we judge whether our efforts will save our jobs or not? We as administrators deserve to know how we are being adjudged. This is the type of communication which has been lacking during this entire process, but Monday's session and today's hopefully represent significant steps towards correcting that process.

The Penn Professional Staff Assembly supports the proposal made by the A-3 Assembly, calling for scheduled updates before University Council from the EVP on his ongoing evaluative process. We'd like to be kept informed what other areas are prime targets for outsourcing. The PPSA feels it is important for more staff to be included in understanding information on benchmarks used to determine what gets outsourced—in terms of customer service, financial return, and cost avoidance—so that each unit at least knows what they are trying to accomplish relative to the market.

We believe the EVP has heard this call. 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, to become part of the overall program offered by the University's Office of Training and Organizational Development.

And finally:

We have brought these suggestions and some others to the Executive Vice President. He has made himself very open to us, we feel he has heard what we have brought to the table, and we are confident that each of these issues are going to be addressed.

Statement of the A-3 Assembly

Donna Arthur: The A-3 Executive Board made their statement at the last Council meeting and we stand firm on that statement. We feel that the consultative process currently in use here at Penn is in sad shape.

Input after the fact is no good when the morale of the employees has already been compromised. We realize that a letter of intent is not legally binding, but the headlines we saw said *University Hands Over Facilities Management to Outside Firm*—in the past tense. As support staff, we're not usually involved in decisions of this kind, and we feel that it's as good as done a lot of time.

Many A-3s wonder how a company that has no knowledge of how to manage these facilities will be more efficient, cost-effective and increase quality. The only way this could even

dream of becoming a reality is if the key personnel employed there accept offers from Trammell Crow. We don't understand how not inviting their input into solving the problems of the practices of facilities management is a way to encourage these employees to accept these offers. Or is it that they feel they don't have a choice?

The A-3 staff of this university is very afraid, anxious, and in serious doubt that the intentions are aimed to include their welfare. Many are talking of unionization because they feel they're being ignored, that their opinions don't matter.

On October 11 of 1995, EVP Fry said at University Council, "You will never come in here and pick up the D.P. and find out that hundreds or thousands of jobs have been eliminated. There'll never be a broad, across-the-board cut of X number of employees." However, the October 9, 1997, headline about handing over Facilities Management is in fact laying off almost 200 employees. That would have to be.

The employees feel now that we need to establish, reestablish trust between the staff and the administration. And we need to have effective communication between all constituencies. We need to know when we're being reviewed and given a chance to make solutions that work.

We also very, very badly need to remedy the morale of employees here at the University, because they're feeling that they're overlooked, unheard, overburdened, and just plain ignored; and we feel that not just the 175 employees are being affected, we are all being affected by this, over time, and we feel that this can be accomplished by voting in favor of the proposed resolution.

Statement of UA

Noah Bilenker: This year's UA is concentrating on fostering discussion within the undergraduate community. We feel that collaboration and discussion are the best ways for us to effectively represent our undergraduate constituency.

Such practices hold true for the entire University community as well. That is why the meeting today of University Council is a big step for Council. It is a step to restore it to its once influential status as an advisory body, rather than the current technicality that hears announcements and suffers from low attendance.

In the future I hope that it can be a vehicle for consultation, preventing matters of central concern to students, such as residential living, from passing through the University without our input. It is vitally important for us to have sustained and meaningful input on major structural changes with regards to a sector of the University that encompasses our entire residential and classroom experiences here. Such disregard for our input in the past and recent past raises questions about the future. Residential Facilities has traditionally been separate from the rest of Facilities Management in order to ensure that services are responsive to the students who are paying for them. How are we to assure such input when the departments were merged without our knowledge? How are we to assure any input when the administration blocked attempts to appoint a search committee for leadership of the merged departments? Will a delay of the outsourcing deal, until groups can be consulted, hurt this school any more than the atmosphere of skepticism and low morale that secret practices

have already created? It is for this reason that the UA recommends that the trustees look into the consultative process and work with us to develop strong lines of communication between students and trustees. That's why the proposal today is so important.

[Dr. Preston calls upon the organizations noted in the GAPSA resolution; AAA responds.]

Statement of the AAA

James Gray: I represent the African American Association of Faculty, Staff and Administrators here at the University, and I'm going to read to you a letter that we are submitting to *Almanac*, and also to *The Daily Pennsylvanian* with a few extra comments.

We, the Executive Board of the African American Association (Triple A), the organization representing African American administrators, faculty and staff at the University of Pennsylvania, wish to register our deepest concerns over the University's recent decision to outsource Facilities Management, Residential Operations, and University City Associates to the Dallas-based property management firm of Trammell Crow. As has been our past experience, we see this as yet another indication of the University Administration's willingness to cut costs on the backs of loyal employees.

While Mr. Fry claims that a significant majority of the Penn employees would be retained by Trammell Crow, experience has proven otherwise. When Barnes and Noble took over the management of the Bookstore, a significant number of African American employees lost their jobs or were forced to accept retirement packages even though they were reluctant to do so. We know that a large number of employees in Facilities Management are African Americans, and we are deeply concerned about their future, despite Mr. Fry's pronouncements.

The University has demonstrated once again a refusal to involve the members of the African American Association in negotiating with potential business partners to arrive at a fair and equal agreement for all. It would have been in the University's interest to do so, in good faith and in the interests of its employees. After all, is that not the mission of this University? The question is, when will this gross, cancerous greed stop? When will this institution value its long career employees and the young people who are students here? Aren't their human needs more important?

Statement of the Chair of Council Facilities Committee

Dr. Anthony Tomazinis: The University Council established the Facilities Committee as an instrument of the Council with an advisory function for the Council on matters of facilities development and maintenance on the campus. The Committee includes faculty members, students, administrators, and an A-3.

I don't have very much to say because we were never asked to express an opinion, never asked to advise one way or another, or to discuss the matter. Last year we discussed the matter of safety, the matter of transportation and recycling, and we had also the physical plant director to discuss things with us. We produced a report, published in *Almanac* (October 14, 1997). There is no evidence that there was any functional role

for the Facilities Committee; therefore I can say that although we see three situations, only the third situation obtains: It's advice or consultation before a decision is made; or advice or consultation after the decision was made, or no advice and consultation whatsoever. Only the third took place.

In this particular case we were surprised because the letter of intent for us was a matter of decision from the administration to proceed. The matter of the *corporate* decision, which is the trustees', has not taken place yet, and the appeal of the campus will I guess produce some consultation on this case, although the trustees for one reason or another did not ask for additional consultation, and they have this afternoon that meeting that probably will be discussing and decide about it. Whether they will show an interest in hearing from someone is something to be found, before or after they decide and they vote. However, the truth is that as far as an instrument of the University Council, the Facilities Committee which I guess was established to be part of the discussion, has played no role and there is no indication that anyone wanted it to exist or to play any role.

GAPSA Motion to Divide

Alex Welte: [noting that he moves to divide the question for clarity, and that "the whereases remain the same," Mr. Welte reads the amended motion]:

Therefore,

The University Council calls upon the trustees to act in a manner consistent with the stated needs of the campus community, by taking active steps to rehabilitate the culture of consultation at the University. The Council recommends appointing a committee composed of trustees, faculty, students, administrators, and support staff, which is charged to examine the problems that have been raised about the consultative process, and authorized to make binding recommendations to facilitate improvements.

* * *

Therefore,

The University Council calls upon the trustees to act in a manner consistent with the stated needs of the campus community, by withholding approval of the proposed outsourcing of facilities management at this time.

[Dr. Preston explains that a division of the question is an incidental motion, and not debatable. On a show of hands the Moderator declares that the 'ayes' have it.

[Dr. Preston also rules that the parts will be discussed together, but separated for voting.]

Mr. Welte: The President and the EVP have told us several times about the process that has been behind this and that when the letter of intent was announced on October the 8th, that a lot of discussion has in fact occurred, and they would like us to consider this as being in fact the natural process of consultation that is to take place around this.

I think a fundamental point that needs to be understood is that one very large decision is already effectively made—and that it is one thing to discuss some details of how one might out-source or under what circumstances people will be employed by TC if they are, and so on, but there is a very fundamental decision that has

been made to proceed with outsourcing, which took everyone by surprise because it had not only not been hinted that this was coming but we had been told that these kinds of things actually *wouldn't* happen. It's really more the question of how does a major decision get made just out of the blue; I think it's a quite different matter to talk about the response that is provoked around the details and to talk about the process that led to the big, well-defined decision that was, essentially, handed down.

Dr. Tomazinis: I was very delighted hearing the President at the beginning of this meeting, and it seems to me the first resolution is very much in the spirit of what the President said. The President does want consultation, and it is important to remove that very explosive issue from the midst of the campus. It is therefore very wise to have the President work with the trustees, and with some consultation from the Council, and establish a mechanism of consultation which will have some transparency, and can stop the conversation about whether or not there is any consultation, as the first step.

Therefore I find this division and this wording very comforting. I hope the students agree that a mechanism that is transparent and that advises before the fact is important, with the byproduct of information flowing.

For example, on this campus for three years now we don't have any budget information on where the money goes—even misinterpretation or different interpretations exist as to what is meant by administrative costs. We have different impressions from what the President indicated earlier: running the campus, cleaning the campus, is not an administrative cost, it's a basic function that the University needs to carry out. So we need to know how much it costs, whether it went up or down, how many people, and so on. In many areas of the University information does not flow any more and is communicated only on a need-to-know basis, which is inappropriate for a consultative community.

As for the second part, on the basis of experience in many organizations, the choice is not a binary choice; outsourcing is a legitimate choice and in this case may prove to be the best. But there are different forms of outsourcing, as well as different measures that internally can be taken. Obviously the administration has taken absolutely no measures; they kept talking but even the Facilities Committee has never been informed there was any complaint.

Four years ago the Committee on Administration reported on the cost of the *Administration*—the President's Office, the Provost's Office, all of the paraphernalia of the Admissions and Development—that was the topic of that committee three years ago. Things changed. At that time, I remember, we had in the School of Fine Arts, the thing which now the new organization of Trammell Crow proposes, cleaners by building—but we were finding them in the closet sleeping, and we had to call and bring the police and do something because the bathrooms were smelling and something had to be done and the people could not be found. Obviously solutions of that type are not going to work. A much more sincere and extensive analysis of the problem needs to be made. This second resolution has the promise of such an analysis, and I am for this purpose in favor of it.

David Bowie: *[He identifies himself as a member both of GAPSA and of GSAC, the Graduate Student Associations Council, which represents graduate students of SAS plus others pursuing the Ph.D. in the University]*

Discussions within GSAC executive board show a great bit of concern that there seems to be some sort of culture of, for lack of a better word, secrecy, within the administration—on issues ranging from vending to health insurance, to the delay in finding out how the general fee is broken down, to this current issue of downsizing and outsourcing. It's been very difficult to have any feeling that there's allowed to be any sort of input from those affected by administrative decisions.

Even if this is not the case, this is the way it appears. And something needs to be done to correct this feeling. Therefore I feel that both of these resolutions should be passed by Council because they will in any event help to counter this feeling that the administration makes decisions unilaterally without caring what any of the constituents have to say about anything.

Dr. Peter Freyd: There is an issue I have trouble with; I'd like to discuss the resolutions from at least two points of view. First, as a faculty member, I have always felt that I should not in any official way even recognize the existence of the trustees. I am very worried about the faculty talking directly to the trustees. I can think of an exception—maybe how to invest, and whether to invest endowment funds in something like bad regimes—but otherwise when it comes to the running of the University, it strikes me as a very dangerous thing. The trustees should do what the administration tells them to do and not anything else. Now, I certainly didn't feel that when I was a student, and indeed I broke the rule I just set. But I would like to point out that the very process that would lead to more consultation between the Administration and the campus community is defeated by going over the Administration's head directly to the trustees. And I think there's a self-defeating aspect of these resolutions as they now stand. This may just be a technical thing...may just mean a rewording so you're not talking directly to the trustees. It's not clear to me at all that you want to. I can't vote for them in the present form.

Dr. Larry Gross: Peter's already begun the comments that I was going to make...

[A turnover of the tape interrupts Dr. Gross's remarks, which agree with Dr. Freyd's concerning the inclusion of the trustees on the proposed committee. Dr. Gross continues.]

I am concerned that the University as a community of scholars, as a community different from other large institutions and large employers, maintain a distinct identity, and therefore my instinct is to work within the community. It's not as if the trustees won't know what we're talking about. This is not as if they won't hear about it—some of them may be present?—or won't learn about it. But when I read a motion that says "recommends appointing," doesn't specify who would appoint, the implication is that the trustees would appoint such a committee—and that worries me enormously. The notion that the Council will ask the trustees to appoint—a precedent strenuously to resist—a committee to "make binding recommendations"? Binding on whom? Enforced by whom? I can

imagine circumstances where it would be necessary for Council to resist the intrusion of trustees on issues that are equally important to the life of the University.

So I would like to urge that we find a way to express deep concern that I certainly share, that the consultative process at the University has not been adequately in practice; and contrary to some of the things that have been said, I think that announcing something as a clock ticking for thirty days puts a certain slant on discussions—telling people they can apply for their jobs puts a certain slant on discussions—that I wouldn't quite call consultation. Input, maybe; negotiation, maybe; but not consultation. And I think we do need to try and focus on that.

[Mr. Welte accepts as friendly the comments of Dr. Freyd and Dr. Gross and offers to change "trustees" to "administration" in the first instance, and to remove it in the second. He also accepts Dr. Seltzer's suggestion to strike "authorized" and "binding." These amendments pass.]

[Additionally, Dr. Larry Gross recommends adding a reporting date of April 1, to allow for Council discussion before the end of the academic year. The chair asks to withhold the motion and reopens discussion.]

Dean Gary Hack: What are we debating? Can we debate substance? I have to say I feel the discussion has been hijacked into a general discussion of the issue of consultative process on the campus. I actually thought the subject was the question of facilities management and whether it made sense or not for us to proceed with an arrangement whereby we made changes to how we do facilities management.

It seems to me that the second half of this motion is I think unnecessary. I would like to argue that in fact the direction that's being proposed is not only the right direction but in fact that the process is probably the only way that one can imagine going about these kinds of debates and discussions.

Let me take the second before the first. It seems to me we would have very little to discuss if we didn't have a concrete proposal on the table. And when we ask our leaders to lead we ask them to bring forward to us proposals about changes that are to be made, and it seems to me that we have such a proposal, and I haven't heard over the last month very much debate over the question of whether change is either necessary, or whether this is the right direction of change. I haven't heard anybody over the last month for example come up to me and say "Gee, we have terrific maintenance on the campus and it costs so little." Or come up to me and say, "The buildings we're building are a real bargain."

I've heard just the opposite of it; that is, a large number of people come forward and say, "We really must do something about maintenance, we must do something about the cost of it." In the Graduate School of Fine Arts, we have about 30 cents of every dollar to spend on education. Seventy percent of it goes to administration, space, and all of the other kinds of needs of running a university of this kind. And it does strike me that every dollar we can save, either on the maintenance of things or on the building of new structures, which is unnecessary, is another dollar that we get to spend in one way or another on education. So I would like to see more discussion on the question of whether we should be

proceeding with this kind of arrangement or not. In my opinion it really is in fact the right way to be going. And I can say more reasons for that, but I wrote many of those in the DP today and I suggest you take a look at them.

Dr. Helen Davies: I would like to concern myself with what Dean Hack brought up, the idea of facilities management outsourcing, and what changes need to be made. I will agree that various committees have talked about what changes need to be made, but at no point did we ever say in this discussion, "... and let's out-source."

I'd like to talk first to the morale of the staff that are outsourced. Even if they will stay at Penn, what they are going to lose is being part of Penn. They are no longer part of a community. And what will this do to those not part of the outsourcing? One is a general fear, "When will I be next?" The other is survivor guilt, "How come I stayed when the rest of them were out?"

I would like to bring out what happened when the trustees themselves had a committee, the Commission on Strengthening the Community, chaired by Gloria Chisum. We had a sense that there was part of the trustees that said, "This is one community and a very important part."

Now comes the problem of our changing managements. Look back at the number of EVPs we've had at the University, and when one made a change and that EVP was out, we had another EVP and another kind of thing. What do we do as we go up the chain, when the next EVP says "Outsourcing wasn't the way, let's start back to having Penn part of its own community."

So I do think before we should have gone to outsourcing, if there had been widespread consultation, we would have said, "There are changes that need making within the structure that we now have," and that's what I would like to see us go back to. Certainly as a member of the Senate I was very unhappy to know that the Senate leadership had not been consulted on any of this.

[An unidentified speaker indicates the second part of the motion is also a matter of process "... to slow it down so people become informed through proper channels."]

Statements by Non-Members

Paul Lukasiak: *[After identifying himself as part-time administrative assistant to GAPSA, commending Mr. Welte, Ms. Arthur and others, and passing out several documents.]*

Dr. Rodin, do you know if Trammell Crow has a policy of nondiscrimination and provides equal opportunity to its lesbian and gay employees, for the 3000 people who work for Trammell Crow? *[Dr. Rodin tells the moderator she will take questions at the proper time.]*

Let me put it this way: They don't. And Trammell Crow has tried to hide this fact from people, including two other members of the University community. In one of the documents you are looking at right now, you can read what TC is telling Penn's employees. In the second is Trammell Crow's EEO/AA policy, faxed to the Philadelphia Gay News; it does not mention sexual orientation as a protected class. I called on Tuesday to confirm this, and spoke to the assistant of the Vice President of HR *[at Trammell Crow]*, and she confirmed this as accurate.

Why has this University had for 14 months a contract with a company that does not provide

equal rights for lesbians and gays, and hasn't bothered to tell its lesbian and gay community that this is what is happening?

[Mr. Lukasiak begins to introduce Rich Cipollone, whose remarks are further below, but is interrupted by the Moderator, who notes that Mr. Fry wishes to answer.]

Response from the EVP

John Fry: Paul's raised an important issue and we have done some further checking. It is the policy of the Trammell Crow Company that their policy and practice is to comply with all federal, state and local laws where they operate. Therefore they would operate within the laws and statutes of the Commonwealth of Pennsylvania and the City of Philadelphia, which I believe provides the kind of protections that you're talking about. If they don't, this is simply something we will insist upon before signing that contract.

[To questions of Dr. Peter Freyd, Mr. Fry responds that New Bolton Center, which is outside the protection of the Philadelphia law, is not to be managed by Trammell Crow because of its specialized needs.

[The moderator calls on Mr. Cipollone.]

Statement of a Member of Facilities Management

Rich Cipollone: I'd like to thank University Council for providing the first, and only, public forum in which the people whose jobs are at stake actually have an opportunity, however brief, to present their side of the story themselves.

I am handing around this table the Facilities Management section of the original Coopers & Lybrand report, written by John Fry

[*Almanac* January 15, 1995]. Some day you should read it, because it contains a lot of good ideas. The problem is, the implementation of most of these ideas was never discussed with the employees.

When John Fry first came to this University, he told us—he told you—that he was hired to restructure the way the University delivers services. He told us—he told you—that some jobs would be lost as a result, because the goal of restructuring was to improve services while increasing efficiency and cutting waste.

As employees we accepted that, because we knew better than anyone how inefficient much of Penn's administrative bureaucracy had become, and we knew that there were quite a few jobs that supported administrative bloat. In the Facilities Management Department, for the last two and a half years we have been waiting for restructuring efforts to begin. We were told—and you were told—that we would be participants in the process, that our knowledge, experience, and expertise were valued and necessary in order to create more responsive and efficient systems.

That never happened. Instead, the only "efficiencies" that were achieved were done through a hiring freeze. Facilities lost a fairly large number of employees over the past few years. But our jobs were not redesigned to make them more efficient. Instead, the work being done by the people who left the department was thrown on the rest of the staff.

We tolerated this, first because we are dedicated to this University, and secondly because we knew that when restructuring finally did hap-

pen, that there would be fewer jobs to go around.

Most of the people who are affected by the Trammell Crow deal have been here for years and years. We've been doing our jobs. But John Fry has not been doing his. Instead of finding ways to make Penn more efficient, John Fry has been making deals. This is not the job that he told us, and that he told you, that he was hired to do. And the loyal, hardworking employees of this university should not be sold off to a Texas company because John Fry did not do his job.

That is a moral issue, but there is a practical side to this for you as well, and it is this:

Our departments are already overworked, with too few people doing way too much. Some of that work is wasteful—I can't tell you how much time we spend compiling reports for people in John Fry's office to look at. But a lot of the work we do is necessary if you are to receive the kinds of services that students are paying for, and that faculty need to do their job. And quite frankly, I don't think that Trammell Crow can do the job that needs to be done by making further cuts of 20-40% in its workforce. And if they can do it, then why can't John Fry figure out how, and tell us?

The Trammell Crow deal is designed to do two things. First it's designed to bring in \$32 million by selling the expertise of loyal Penn employees to a company that has no experience whatsoever in the management of academic facilities—in fact, they aren't even experts in the management of residential facilities. All that Trammell Crow claims leadership in is commercial real estate management. This is not a normal business deal. This is white-collar flesh peddling.

The other thing this deal is designed to do is reduce accountability, and make the faculty and students of this university accept a lower level of services by bringing in an outside company to perform those services. Right now you are the client, and our job is to meet your needs. If Trammell Crow takes over, John Fry will be the client, and you will just be the tenant. Real estate management companies exist, and make money, by satisfying the landlord and not the tenant. In an open market, tenant satisfaction is necessary. But Penn is not an open market, it is a restricted market, and the client doesn't have to worry about tenant satisfaction.

One final thought. No doubt each and every one of you has received assurances that your needs will be met. Well, the employees of Facilities Management are here to tell you that the promises made by John Fry are worthless. Remember, what John Fry is asking you to do is believe that a company with a ten-year contract will not betray its commitment in order to make a fast buck to meet the demands of stockholders for high quarterly profits. If John Fry is willing to break the promises that he made to you for a fast buck, do you really think the company that he wants to hire will be any different?

[Dr. Preston opens discussion to anyone who wishes to speak.]

Statements from Observers

Dr. Patrick Harker. I'm a faculty member who was a member of the Cost Containment Committee. I am not here to talk about the quality or the benefits and costs of the Trammell Crow agreement but really to put on the table the consultative nature of the process. The Cost

Containment Committee was formed in 1993. It consisted of faculty and administrators at the University. Our purpose—the official name was the Cost Containment Oversight Committee—was to raise issues to the administration. The Committee met, at least twice that I was in the room, with the Faculty Senate [on issues raised in the Cost Containment Committee].

What I want to say is there was some consultation through that Committee, as to issues—not solutions. And one issue that was raised continually was the quality of facilities management. We were not in a position, nor did we think it was our charge to make suggestions of solutions. That was the role of the administration.

But I did just want to bring to the table the fact that this had been going on since 1993. This is not something that was made up in the last month or two years. It's a long effort of people looking at this and raising this question both in terms of administrators—I've been a chairman both in the Wharton School and in the School of Engineering—there are other people who are faculty members, chairs of departments, deans—this was a question that was continually raised in these meetings. Again, I don't want to comment personally, because I don't know the details of the Trammell Crow agreement, but I do think it's worthy of your consideration to think about the fact that there was consultation about the problem. And I think we have to separate out the consultation on the solution versus the consultation on the problem.

Dr. Tomazinis: I think we are coming back to what Noah pointed out from the UA, the matter of producing solutions has not been tackled well. With all due respect to Dean Hack's comments, and to John Fry's efforts, the solution is not that easy to come by. And the investigation, the comparative analysis, could have been in *Almanac*—those are not secrets. Technical work here is technical work. All the technical things are not in *Almanac*, not in publication.

You want to close your eyes and jump into it, you're welcome. You want to keep open your eyes and see where you are jumping, that would be the advisable thing at this moment. But as of now, things are not really investigated sufficiently, with alternative solutions and comparative analysis to see the cost and the benefits of the solution and conclude what's best for the University even if it involves hurt or harm to certain individuals. But we produce harm without certain benefits. I submit that the discussion really finally indicates the extent to which the analysis has not taken place.

Rev. Beverly Dale: [The Director of Christian Association explains that she was invited by GAPSA as an observer of the Penn culture. She recalls the study on Strengthening the Community, and continues.]

What does community require of you? It requires that you do justice, that you show kindness, and you walk humbly.

Trust has been broken significantly. What is going to be fair?

You have an administration that is under the gun. They are supposed to make this an efficient, cost-effective organization within a reasonable timeframe. You have to understand that that's part of why they're here. On the other hand, we have to be fair to the people who right now are feeling as if they've been kicked in the stomach,

who have been loyal employees for decades, and who now are questioning whether or not they are going to have a job in a couple of months. What is fair and how do we do justice?

How are we to show kindness in the midst of all this, in this unfortunate reality? It's not just the action of whether or not a negotiation paper should have been signed. Who is talking to who?

Trust is the key. We don't have trust. Openness is the key, and there are severe problems with openness. So finally how are we going to bring about justice and with some kindness? We are going to have to approach this with some humility. That means on both sides. I would suggest to you it's going to take some time to really get at some core issues that underlie this current debate. We have a culture of suspicion and we've got to create a culture of trust. So does the resolution encourage some time for some healing to occur? Can you put in motion actions that will prevent further problems such as this? If we can, I would suggest that that is a compassionate way to respond to this, and it is a fair way to respond to this, and hopefully we can do this with a little bit of humility on everybody's side.

Dr. Marshall Blume: I've been on the Cost Containment Committee, I think for generations. The first one was appointed by Sheldon Hackney and when Judy Rodin became president she appointed another Cost Containment Committee. There were four faculty members who were appointed in consultation with the Faculty Senate. We met with John Fry almost every month for quite a while. Every major organization that reports to John made presentations to us. We listened to these. In *Almanac* we published a report which we also gave to the Council. One of the areas which we identified as having very bad possibility of success in the future was the Facilities Management area. We thought that some major restructuring should be done in that area.

That was reported, it was in *Almanac* [September 3, 1996], it was clearly visible to everybody. In that Committee we listened to the presentations. In my view if the deans and the faculty had said "no," nothing would have been done. We talked generally about outsourcing and we thought it was a good idea but each case of outsourcing had to be examined on its own merits. We were involved in that committee in reviewing the outsourcing of the Bookstore, and we thought that was a good thing to go ahead with.

So there has been a large amount of consultation. I think there's a debate about whether the implementation of our consultation, which was that there was a real problem in there, should have been revealed, maybe a week or two before it was announced publicly, to the Faculty Senate; I personally think it should. Having said that, I think that we have such a severe problem in this area that we should be going forward and relying on the administration for doing the right thing at this point.

Dr. Seltzer: I would like to respond to the members of the Cost Containment Committee by merely letting you know that certainly since the beginning of this academic year, we haven't heard from you, and I'm wondering if you are members of a current Cost Containment Committee; and if not, if you could please help us out by identifying the period of time where you were serving?

Dr. Blume: The Cost Containment Committee as I understand it was not reappointed for this current year.

Dr. Preston: When was it in fact operative?

Dr. Blume: It was operative from 1993 through our final report in the fall of 1996.

Dr. James Galbally: I'm Associate Dean of the Dental School and I'd like to talk a little bit about the contract.

At the School of Dental Medicine like the other schools and units at Penn we're concerned about the cost of goods and services. We understand as President Rodin has said that traditional sources of revenue from tuition, patient fees and research will not continue to keep pace with the projected increases in our costs and we are regularly looking at ways to find new sources of revenue and to control costs in order to reallocate funds to our core academic programs.

The proposed agreement with Trammell Crow provides a way to control growth of one of our major expenditures—the cost of operating and maintaining facilities and constructing new facilities. We appreciate the efforts of John Fry and his colleagues in crafting this pioneering agreement that not only promises to reduce our costs, but also enhance services, and most importantly assure the humane treatment of University employees. Thank you.

Barry Stupine: I'm Associate Dean for Administration of the Veterinary School, and a customer of Facilities Management. In my opinion the Facilities Management process here at Penn is broken. It's very much broken.

There are a lot of good people there. It's not a criticism of them. But there are delays—delays of sometimes over a year in getting feasibility studies and engineering studies done. Sometimes the quality of work is less than adequate. Faulty estimates range between 50 and 100 percent. It's not only very frustrating and demoralizing but alienates some donors when we ask for funds and then the estimates turn out to be wrong. And the costs, they just seem to be far too high. Those problems tend to demoralize the faculty and staff. They waste their time, and University resources.

We've had grants rejected from the federal government where the most severe criticism had to do with the cost of construction; it said in a particular case it was more than twice the national average. We recently put in a door—it was \$3500. This sends a message to the faculty; it demoralizes them; it sends a message that the University is not well managed—it's not true, but that's the message that sometimes goes out to the faculty. That's their contact—when you put in a door and it costs that kind of money.

The truth is the University is very good; it excels at many things. Facilities Management is not one of them. If that's the case, why not turn over that function to a firm that does specialize and hopefully excels. And that way we can use our resources for what we are here for...

[The tape made for Council ended here, and we have not yet been able to determine whether additional material from a usable tape exists.]

[From notes, we can indicate that debate continued with an extended statement by Matthew Ruben of GAPSA, which received a round of applause from Council and observers. Alma-

nac will publish his statement if it can be reconstructed with Mr. Rubin's assistance.]

[The following approximate exchange took place between Dr. Gross and Mr. Fry, reconstructed from notes.]

Dr. Gross: I want to get back to the non-discrimination policy and the idea that when you step across City Line Avenue you have no protection. And to the larger question: What happens when two communities overlap? What will be the influence of Trammell Crow on our community of tenants, clients and landlords?

The University could have a beneficial effect on Trammell Crow—we could say that if they want to play ball with us they have to discharge these responsibilities. I'm not impressed with "We observe all federal, state and local laws." I hope so! Or it could be like the times when an American company doing business in Saudi Arabia would be asked not to allow any Jewish employees to be hired on their job.

What about the employee who moves to Trammell Crow but later is no longer on the Penn account and loses the domestic partner benefit? Or who not only loses the sexual preference protection we have but is moved to Texas where there is still a sodomy law on the books? It seems to me that we could not only ask for cash up front but ask them to make these accommodations, to influence their organizational culture and bring it closer to the University's.

Mr. Fry: First, it's in the agreement that transfers will be only with the consent of the employee. Second, on domestic partners, they are willing to learn from us and will respond appropriately. And third, on Paul's documents, this will be clarified or we won't go forward.

[Final speakers included Ms. Arthur of the A-3 Assembly, who noted Residential Facilities was left leaderless for 18 months; and GAPSA's Mr. Welte and Ms. Tredinnick, who urged that the agreement was not ready for a trustees vote.]

[Dr. Gross's motion to amend the first part of the resolution, giving a reporting date of April 1, 1998, for the work of the proposed committee, passed. The resolution's first part then read as follows.]

Therefore,

The University Council calls upon the Administration to act in a manner consistent with the stated needs of the campus community, by taking active steps to rehabilitate the culture of consultation at the University. The Council recommends appointing a committee composed of faculty, students, administrators, and support staff, which is charged to examine the problems that have been raised about the consultative process, and to make recommendations by April 1, 1998, to facilitate improvements.

[The motion passed on a show of hands with no dissenting votes. The second part, which passed with a show of hands and a scattering of dissenting votes, read as before.]

Therefore,

The University Council calls upon the trustees to act in a manner consistent with the stated needs of the campus community, by withholding approval of the proposed outsourcing of facilities management at this time.

Dual Celebration: Zellig Harris and House of Our Own

A public lecture in honor of Dr. Zellig Harris, the late Benjamin Franklin Emeritus Professor of Linguistics, will be held Tuesday, November 18, at 4:30 p.m. in Meyerson B-1. Dr. Noam Chomsky of MIT—a Penn alumnus and former student of Dr. Harris—will speak at the event, which marks the posthumous publication of Dr. Harris' *The Transformation of Capitalist Society* (Rowman & Littlefield, 1997).

The evening's Organizing Committee—Professors Murray Eden of the NIH; William M. Evan, Edward Herman, and Andrew Lamas of Penn; and Seymour Melman of Columbia—will also honor Deborah Sanford and Greg Schirm of the House of Our Own for the bookstore's 25 years' service to the region as a "progressive, independent bookstore."

First Meyerhoff Lecture: November 17

Dr. Saul Friedlander, a renowned scholar and professor of the history of the Holocaust at UCLA, inaugurates the Rebecca and Joseph Meyerhoff Lecture in Jewish History on Monday, November 17, at 4:30 p.m. in the Carol Lynch Lecture Hall, Chemistry Building. Dr. Friedlander, who is also on the faculty of Tel Aviv University and senior editor of its journal *History and Memory*, will discuss *Writing the History of the Shoah: Some Old/New Dilemmas* in a talk free and open to the public. The Meyerhoff Lecture, under the auspices of the Center for Judaic Studies of SAS, is funded by a gift of Herbert D. and Eleanor Meyerhoff Katz, to bring to campus each year a distinguished scholar in Jewish history with broad interests capable of linking Jewish and general historical scholarship.

Speaking Out

Multimedia Courseware at Penn

In response to the Senate Chair's recent message on intellectual property (*Almanac* October 7), I want to address the issue of multimedia courseware, because there appears to be an extreme divergence of views between the 1994-95 task force on copyright policy, as discussed in the article by Vivian Seltzer, and one of our deans. The latter has stated that "...courseware used in teaching...is the property of the University," and that "...formal teaching activities are what faculty are paid for by Penn and therefore their products are owned by Penn."

There are two components to the multimedia tutorials that I am developing under an NSF grant: the content and the computerization of the content. The content comprises words and illustrations that are essentially the same as found in a textbook. In fact, most of the tutorial content is based on a textbook that I co-authored. The copyright of a textbook has always resided with the author(s), including authors who are faculty members at colleges and universities. Some textbooks (unfortunately not ours) generate substantial income that accrues to the author(s). I am not aware of any logical argument to the effect that this procedure should be altered at Penn or elsewhere.

Anyone who has carried out normal faculty duties knows that this kind of creative activity cannot be carried out in one's office during normal working hours. There are simply too many other duties and interruptions. That means it has to be done in the evenings, on weekends, on vacations, on sabbaticals, etc. Certainly, this has been the case with me. Therefore, an argument that the University should own this kind of "courseware" because it is part of normal teaching activities, for which the faculty are already being paid, simply has no merit. If a university wants to discourage textbook writing by faculty, and to attract faculty lacking the capacity or the desire to write textbooks, then this policy would have some logic to it.

The computerization of the words and illustrations is a different matter. In our project, the analog of "software" as envisioned in Penn's present policy is the user interface and the template that we have developed, into which we put the words and pictures. The present policy, as I understand

it, is that the University has the royalty-free right to use this interface and template, and I have no problem with that. In other words, the present policy appears to cover my situation adequately.

The real problem at Penn regarding multimedia courseware, as I see it, has to do with the lack of involvement by the University in the development of this potentially important mode of teaching. A university committed to modern education would be prepared to provide the resources that faculty need to carry out such development. It would have a fund analogous to the Research Foundation to which faculty could make proposals to buy the necessary computers, software, video-editing equipment, cameras, etc. It would also have a central facility staffed by experts who would know the latest techniques and equipment, and who would be available to assist faculty and students in getting started in creating multimedia courseware. Unfortunately, Penn has almost no such experts and no fund for courseware development, as far as I can tell. As a result, I have had to raise the money for equipment elsewhere, sometimes out of my pocket, but mainly from the NSF, and we have had to go outside the University for the essential expertise. All this makes the process of multimedia-courseware development at Penn tortuous at best.

The probability that there is big money to be made in the courseware area is small. Every faculty member in the country has the opportunity to get into this kind of development, and many are doing it now. There will probably be a proliferation of locally developed courseware, much more so than in the case of conventional textbooks. Rather than beginning the contemplation of what to do about computerized courseware by focusing on ownership and income, the University should begin by asking how important this is now and is likely to be in the future, and how much of a commitment the University is prepared to make to support it. Penn, unfortunately, appears to be lagging behind other institutions, including many that are nowhere near the top ten in *U. S. News and World Report*. The lag is by no means irreversible. The question is, how much real interest is there in this new form of education at Penn?

— Charles McMahon, Professor of Materials Science and Engineering

Ode to the Corporate University

Free choices academic or otherwise
Will certainly face a demise
If corporations make decisions
With economic precision
Of whether profit margins are the right size.

Consider Barnes and Noble; Trammell Crow
Whose main ambitions are to grow.
Cappuccino's awash, great books in short supply,
Frightened employees passing by
Who gets the benefit while Penn loses its soul?

— Judith Bernstein-Baker, Director,
Public Service Programs, Law School

Bookstore Committee—Not

For the record, I would like it to be known that I resigned from the Bookstore Committee in April of this year.

I was a bookseller prior to coming to Penn and was thrilled when I was selected to serve on the Committee. Much to my dismay, notification of Committee meetings either occurred the day of the meeting or not at all, making it impossible for me to attend. I was surprised to see my name included in the Bookstore Committee Report (*Almanac* October 14) since I never attended a meeting, received only one set of minutes (from March) and resigned in April, well before the report was written and submitted.

— Susan R. Passante, Assistant Director
Office of Research Administration

Ed. Note: Year-end reports of Council Committees are "reports of the chair" (not of the committee as a whole), but in forwarding them to *Almanac* the Office of the Secretary adds for the record a list of the membership as it stood in the Committee on Committees lists on appointment; normally a name is not removed if the resignation occurs well into the academic year.

Some years ago, the practice was to list only the author's name with a published year-end report. While this made it clearer that the report is of the chair and not of the whole committee, some chairs felt it failed to give proper credit for service. So we have tried to split the difference by carrying both, but attempting by typography to indicate the distinction between authorship and membership.—K.C.G.

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.

Corporate Development Threatens Cityscapes Worldwide

By Henri Tetrault



Cities across the world are rapidly losing their individuality thanks to corporate shopping spaces. That was the main point of the 13th Annual Urban Studies Lecture Oct. 29 in Meyerson Hall.

Guest lecturer Sharon Zukin presented “The Privatization of Public Space: From Disney World to Nike Town” to a packed audience of more than 250 people. She is the Brookludian Professor of Sociology at Brooklyn College in the City University of New York.

Last spring, Urban Studies seniors chose Zukin to be the guest lecturer this fall while considering her multifaceted professional contributions to urban studies, including her recent book, “The Cultures of Cities.”

Elaine Simon, co-director of undergraduate urban studies, introduced Zukin, saying her multidisciplinary research was “at

modern society. She noticed the public attention given to many New York areas that were redeveloped into shopping areas and were praised in the popular media. Well known areas of Manhattan, such as Madison Avenue and Times Square, are being “revitalized” by giant corporate retailers like Disney and Nike.

Zukin argued corporate retailers are creating a “new shopping landscape of power,” using museum-like atmospheres to reshape public space into “new consumption spaces.” She gave several examples of museum-like tactics — the screening of Nike commercial videos on movie-sized screens, and the presentation of products in glass cases with gold labels — that elevate the cultural value of mere consumer goods.

Zukin noted how differences related to the wave of corporate superstores. The new superstores have displaced many small, unique and ethnic businesses that reflected the diversity of New York culture. Stores such as Barney’s, The Gap, Barnes and Noble, and Giorgio Armani have not only cleaned up sleazy businesses like porn shops and bars; they have effected a kind of urban retail ethnic cleansing.

The new superstores create mainstream consumption spaces attracting “suburbanites, visitors and tourists,” Zukin said. She used slides to demonstrate the shift from “vernacular social space” to spaces that reflected “the visual appreciation of a paying public.” The spaces are environments conducive only to buying.

She showed how the new corporate style has co-opted city governments. New York City cooperated with the Disney Corporation, not only closing down a heavily used Manhattan avenue, but also shutting off all the lights along the street so the lighted Disney floats would appear more awesome.

The cooperation goes even further. Zukin said corporate retail demands constant police presence and surveillance. She used the Disney Parade along Fifth Avenue as an example, pointing to the hundreds of police officers and barricades in her slides of the parade to illustrate the role of regulation and surveillance in the new corporate retail culture.

The connection between upscale consumerism and police presence reflects the degree of regulation required for “successful” retail revitalization.

Certain races, ethnic groups and social classes are discouraged from participating in both the consumption of goods and space as part of the revitalization strategy, Zukin argues. Well-heeled consumers are welcome in the “revitalized” areas, while other people’s presence is monitored and discouraged.

Zukin concluded her argument by contemplating a balance between public and private space, and questioning the direction of further urban redevelopment using the corporate retail strategy. She outlined the loss and suppression of certain cultures as the cost of new urban, glitzy consumerism.

Shopping in the world’s newest retail developments may have more than one price, she said.



Photograph by Wayne Geist

Sharon Zukin spoke about her theories on how corporate retail undermines democratic commerce.

Corporate retailers are creating a “new shopping landscape of power,” using museum-like atmospheres to reshape public space into “new consumption spaces.”

the nexus of urban studies.” Simon praised Zukin’s “interweaving consideration of the built environment with urban history, economic development, politics and culture.”

Zukin argued that in the 1990s, “retail emerged as a strategy of urban redevelopment, and public spaces became representations of consumption spaces.” The trend is international, she said, “changing the built environment in most cities of the world.”

Zukin became interested in the new urban redevelopment strategy when she realized the importance of shopping in

A Day on VHUP's Dog Bloodmobile

By Nathaniel Glasser



Days like these begin very early for Donna Oakley and Kim Prager. Oakley, director of the Penn Animal Blood Bank bloodmobile, and Prager travel as far as an hour away from the Penn campus to collect blood from volunteer dogs.

Animals need transfusions for the same reasons as humans: traumatic accidents, anemia, excessive bleeding, and surgery.

The specialty of animal transfusion medicine is a relatively new concept, and its emergence necessitated the opening of the Veterinary Hospital of the University of Pennsylvania's blood bank for dogs.

On this day, Oakley and Prager were headed for Newark, Del., where the local veterinary clinic has organized a blood drive. The bloodmobile departs at exactly 7:30 a.m. It arrives ahead of time at the clinic, much to the delight of the event's organizer, Erin Vicari, a veterinarian. Soon the dogs and their owners come in, one after the other, every 15 minutes.

Today is slightly unusual. Often, Oakley collects blood from dogs in hunt clubs or the homes of true animal lovers where she knows which dogs carry the correct blood type. About 1,500 dogs are enrolled as regular donors. But today at the clinic, Oakley and Prager will have to type all the dogs because they are first-time donors.

More than a dozen different blood types have been recognized in the dog, so Oakley and Prager are looking for blood that is compatible with all types. Dogs that carry this type are considered universal donors because their blood will not clump when transfused; just as dogs have universal donors, they also have universal recipients.

The first dog to enter the bloodmobile is a brown Lab named Cody, and as dog blood donors go, he is rare. Only 40 percent of the canine population carries the universal blood type. And this particular veterinary clinic has not had luck in finding universal donors. But Cody is one of the four dogs today to be a universal donor.

Cody's appointment begins with a dog biscuit. While Prager is making friends

with the dog, Oakley explains to the owner the requirements to be a donor. A donor must be at least one year of age and weigh more than 50 pounds. The dog cannot be on any medication, except for heartworm or flea preventative, and must be current on all vaccinations. If a dog has had any incidents of excessive bleeding, then he cannot be considered a donor. Finally, the dog has to carry the universal blood type.

The owner holds Cody's head and eases his anxiety with her voice as Prager gently



Photograph by Nathaniel Glasser

Kim Prager (above) inserts a needle into a vein to retrieve blood for typing. The Penn Animal Blood Bank bloodmobile (right) collects blood from about 1,500 regular, volunteer donors.

whole experience, winces at first, but after the initial twinge of the needle, he calms down.

Oakley then types the blood by mixing it with a saline solution and a reagent. If the reagent causes the blood to clump, then it cannot be considered for donation. Cody's blood, however, stays in a fluid state. "We win," proclaims Oakley.

Oakley and Prager then lift Cody onto the examination table and lay him on his

side. Much to the surprise of the owner, Cody has calmed down. Usually the dogs act more passive than expected. While the owner continues to comfort Cody and hold his head, Prager stabilizes the rest of his body. Oakley prepares another needle and slowly inserts it into Cody's neck.

After three minutes of drawing blood, with only about 30 seconds left, Cody can not sit still any longer. He makes a quick movement that upsets the placing of the needle. The blood begins to clot in the bag, making it impossible to finish. So Cody gets his bowl of nutritious, delicious food a little early. Maybe next time he will be able to sit still. The bloodmobile wants each universal donor to return at least three times in light of the cost of typing blood.

The owner thanks Oakley and Prager and leaves with a bag of food and a goody-

bag for participating in such a worthy cause. Oakley and Prager wait for the next patient to arrive in a few minutes.

The day ends six hours later after the last dog has been seen. Oakley and Prager pack up, thank Vicari for her

participation, and return to Penn. Back at VHUP, Oakley and her personnel process the acquired blood. Here, it is broken down into its smaller components: plasma, clotting factors, platelets and other products. Veterinarians are able to use the universal blood type for every type of transfusion in dogs without further testing.

Besides being used in VHUP, the blood and its products are shipped all over the country to veterinarians in need. Penn is one of four blood banks nationwide. One of them, in Maryland, was started with VHUP's help.

Penn's program lives up to its motto, pets helping pets.



inserts a needle into a vein in Cody's right forelimb. Cody, nervous about the

Folklorists Track Ethnic Diaspora

By Scott Shrake

Building bridges across both the Atlantic and the Schuylkill, Penn faculty and students hosted folklore experts from Finland, Sweden, Norway and Denmark, and local folklore organizations for a symposium here Oct. 27 and 28 on the changing faces of folklore and tradition.

In an increasingly small world, the folklore experts agreed they had to communicate with one another to track global migration and the resulting changes in the folkways of the groups they study.

"Folklorists, because of the things we study, are in positions of cultural brokerage," said Professor Regina Bendix of Penn to the group, which met on campus the first day.

"Increasingly, we analyze newly emerging diasporas, people on the go, and how they cope."

As the folklorists traced the intertwined history of academic and public folklore in the United States and swapped stories from their field work, a picture emerged of how researchers now chart "new traditions" from their onset.

"I see tradition as a process, not static," said Anne-Leena Siikala of the University of Helsinki.

Nordic scholars were among the first, at the turn of the last century, to create folklife museums of the kind we see everywhere now and to give a methodological foundation to the study of storytelling and cultural traditions. These are some of the reasons American folklorists wish to strengthen ties to the Northern European folklore community, according to Penn folklore Professor Roger Abrahams.

And the Scandinavians likewise wish to strengthen ties. Philadelphia, with its vast tableau of ethnic enclaves, offers a rich example of the survival of cultural traditions in lands of emigration, something the Scandinavians seek to learn more about as their own countries become more multicultural.

Provost Stanley Chodorow, who hosted a reception for the international visitors the evening of Oct. 27, said, "For Penn, the hosting of such meetings both symbolizes and confirms its international stature and position in the world of scholarship."

The next day the group went to the American Swedish Historical Museum (ASHM) in South Philadelphia, which showcases the lives of Swedes in the

Debra Kodish and Abrahams with the help of Ella King Torrey of the Pew Charitable Trusts. Kodish had formerly taught for a year at Penn, and now directs the PFP, which has become a presence in the local cultural scene, has archives, offers public programs and provides services to local grassroots artists.

Michelle Jackson, archivist at the PFP, presented the video, "Plenty of Good Women Dancers: African American Women Hoofers from Philadelphia." It tells the story of a reunion performance of the tap dancers, typical of the groups the PFP highlights because their folkways are inadequately documented.

Before the film, Abrahams said to the crowd: "We're anxious for you to understand how public folklore works on the ground and ties in with entertainment."

The glamorous singing and dancing in the film inspired the international visitors to move to the music. When the film ended, the delighted



The chorus line from the video "Plenty of Good Women Dancers," screened for the Nordic visitors

Delaware Valley and beyond from the early 17th century to the present. The visit reminded local participants of the great cultural diversity in our own backyard.

"It is important for the museum community and the Penn community to meet and get to know each other," said Anne Jenner, lecturer in Scandinavian studies at Penn, who has worked for the ASHM. After the tour, Jan Garnert of the Nordic Museum in Stockholm gave his perspective: "The exhibits make many important historical connections vivid. It's fascinating to see items decontextualized and fit into another continent's cultural history."

The group next watched a documentary produced by the Philadelphia Folklore Project (PFP). The project began 11 years ago as part of the centennial of the American Folklore Society, and came about through the combined efforts of

guests asked how this kind of folklore project could reach a wider audience. The film showed to advantage how grassroots folklore organizations educate the larger public about its neighbors and their traditions.

The public folklore movement began a quarter century ago under the auspices of the Smithsonian and the Library of Congress, and folklore studies have done much to help communities understand and celebrate their customs, Bendix said.

The message at the center of the symposium was that the university should keep vital contact with the world around it. "Oxygen doesn't come from the library," said Penn folklore Professor Margaret Mills.

Marit Hauan of Norway said: "Coming here to discuss and get ideas continues my whole education, and brings together all the important issues for me."



A Mission for Teen Self-Esteem



Thirty to 40 Philadelphia teen-age girls come monthly on Saturday mornings to work out, to connect with Penn student mentors and to find a sense of self-worth at W.E.B. DuBois College House. The program they attend, "Fitness & Fashion w/Funk" (FFF), is not an official Penn volunteer effort. Rather it's the brainchild of Janice Ferebee (*right*), a graduate fellow working on a master's in social work.

Ferebee is a kind of an entrepreneur-missionary crossed with a one-woman-band. She is using the Internet, church talks, word of mouth and other publicity (an item in *Essence Magazine* didn't hurt) to reach out to teens in Philadelphia. She gives motivational talks. She's got fliers, press packets, business cards and advertising specialties like water bottles emblazoned with "Got It Goin' On." And she's got bookmarks advertising her self-published book, also

called "Got it Goin' On," an easy-to-read guide to self-worth aimed at teens.

Don't think because this book is self-published that it's a go-nowhere, vanity effort. It's in use in the Washington, D.C., public schools and in church rites-of-passage programs for girls, according to her Web page. She's also developing a facilitator's guide and video, along with a similar book for boys.

Ferebee's motivational talks have brought in volunteers to help with FFF. She's got Penn students who serve as mentors for the girls. She's gotten area businesses to donate: My Favorite Muffin donated snacks; The Body Shop and Themes & Books each donated \$25 gift certificates. She's got speakers to talk to the girls about fashion and health. She's

even got trainers to lead exercises — grad student Nisha Hitchman led the girls in the workout Nov. 1, for example.



Ferebee, who was the first African-American to serve as models editor for *Seventeen Magazine*, uses physical fitness through dance to "create an environment where the girls feel safe. There's a relationship between self-esteem and physical fitness for girls," she says.

Ferebee's mission is personal. "I'm sharing some of the mental, physical and spiritual tools that work in my life."

Her Web page is at <http://members.tripod.com/~gotitgoinon>

— Libby Rosof

French Literary Star Remembers His Russian Past

By Françoise Gramet

The first writer in history to win both of France's highest literary honors — the Prix Médicis and the Prix Goncourt — spoke at Penn Nov. 4.

Andrei Makine, author of "Dreams of my Russian Summers," (entitled "*Le testament français*" in the original French), won the prizes in 1995 for his recollections of summers spent visiting his French grandmother in Siberia. He was dubbed the Russian Proust for the way his book blends memory and imagination.

The event, organized by Penn's French Institute for Culture and Technology and by the Alliance Française of Philadelphia, attracted a French-speaking crowd of about 100 people.

Speaking in French, the Russian-born author said he sought asylum in France a decade ago at the age of 30. Although he had read widely in French while living in Russia, in France he began a chronological review of French literature, starting with the medieval "Roman de la Rose."

Makine spoke of his struggle between two identities, which is the central theme of his autobiographical novel.

His grandmother, born at the turn of the century, moved to Russia as a child, where her father practiced medicine. She was trapped in Siberia during the chaos of the revolution in 1921.

Under her influence, Makine created an imagined France that contrasted to the realities of his Soviet life. In his book, the imagined world allows the narrator to see Russia from a French

viewpoint, and alienates him from the surrounding society.

In adolescence, however, the French heritage becomes painful, conflicting with his love for "the pitiless, beautiful, absurd and unique Russia."

At the same time, the French language connects the young man, growing up in a dreary city lost in the Russian tundra, to the much larger world that was flourishing beyond the Iron Curtain.

Torn between two languages, between two cultures, he argues that his biculturalism forced him into artistic creation as "a way of reconciling the tension between the two cultures that engendered him" and gave him access to poetry, a language that goes "beyond local dialects."

He compared the two cultures — French and Russian — saying the French culture is much older and therefore more sophisticated. For example, the French language has a linguistic arsenal of 26 tenses whereas Russian has only three. The Russian culture has had less time to acquire "intellectual varnish," hence the sudden outbursts of raw emotions, the frequent resurgence of what he called "le barbare russe."

After Makine's talk, audience members bought books — in English and in French — from the Penn Bookstore, and waited for le barbare russe with French intellectual varnish to sign their copies.

OPPORTUNITIES at PENN

Where to Find the Job Opportunities—Here and Elsewhere

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

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

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

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

In addition, almost every public library in the Delaware Valley now provides web access. In the near future, as our office remodels

the Job Application Center, we hope to have computers available for current employees and others to peruse the current job openings. Openings are also mailed to approximately 50 community sites weekly.

— *Employment, H.R.*

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

New Jobs for the week of Novemer 3-7, 1997

SCHOOL OF ARTS & SCIENCES

Contact: Anna Marcotte

ADMINISTRATIVE ASSISTANT I (111769AM)

Respond to broad range of in-person & telephone, faxed & E-mail inquiries from current & potential students & professionals who use English as a Second Language (ESL); process enrollment forms & act as liaison with Office of International Programs with regard to visa related matters; create & update records on computerized databases; register students in ELP programs & for proficiency tests; generate class schedules & various statistical reports; tabulate student evaluations; maintain inventory of office supplies & brochures & reorder as needed; sort mail; perform variety of other duties associated with smooth functioning of office supporting student population ranging from 225 to 350 at any given time, a staff of 20 full-time employees & 25 to 40 part-time instructors, teaching assistants & part-time workers. **QUALIFICATIONS:** HS diploma & related post-HS training or equivalent; 2 years administrative/clerical experience; experience in using database programs, spreadsheet & word processing applications in PC environment; ability to work as part of team essential; fluency in one or more foreign languages desirable. **GRADE:** G9; **RANGE:** \$17,614-21,991; 11-5-97 English Language Program

BUILDING SERVICES ASSISTANT II (40 HRS)

(111789AM) Inspect/report condition of structural, mechanical & electrical systems, monitor temperature control, cleanliness & presentation of facilities & rooms; schedule/track maintenance of rooms & vehicles; may supervise part-time employees; assist with building security & fire protection; report safety & health hazards. **QUALIFICATIONS:** HS diploma required, some college or trade school preferred; knowledge of maintenance procedures applicable to structural, mechanical & electrical systems; *must have & maintain a valid driver's license.* **GRADE:** G9; **RANGE:** \$23,130-25,133; 11-7-97 SAS Facilities

DENTAL SCHOOL

Contact: Ronald Story

BUILDING SERVICES ASSISTANT II

(111786RS) Assist Facilities Administrator in daily operation involving all buildings comprising School of Dental Medicine; help to plan, assign & supervise daily work of facilities staff. **QUALIFICATIONS:** HS diploma; minimum 1 year proven supervisory responsibilities; 3 to 5 years

experience in building services or related area, ability to lift & move heavy objects; *variable hours; possible weekend hours.* **GRADE:** G9; **RANGE:** \$17,614-21,991; 11-7-97 Resource Management

ENGINEERING/ APPLIED SCIENCE

Contact: Ronald Story

INFORMATION SYSTEMS SPECIALIST IV

(101763RS) Associate Director of ENIAC-2000 networked array for data- & processor-intensive computing projects across University in variety of disciplines will assist researchers with adaptation of software to ENIAC-2000 NT/Linux clusters with MPI/PVM environment; supervise project's UNIX/NT systems administrator; evaluate effectiveness of ENIAC-2000 architecture for high performance computation; track efforts at peer institutions, especially recipients of Technology for Education 2000 grants; act as liaison between Penn PI & Intel grant program staff; prepare project reports & maintain web-site describing project activities. **QUALIFICATIONS:** Advanced scientific degree with experience in high-performance computation; minimum 3 years experience with advanced research projects software development; experience with C, C++, Fortran & PVM or MPI parallel programming toolkits; experience with UNIX; some experience working with Windows NT; experience working with funding agencies; demonstrated proficiency in developing & implementing computationally/data intensive software; ability to collaborate with faculty on research projects; ability to work independently; good interpersonal & organizational skills required; *end date 10-31-2000.* **GRADE:** P8; **RANGE:** \$39,655-52,015; 11-4-97 CIS

SYSTEMS PROGRAMMER I/SYSTEMS PROGRAMMER II (101764RS)

Assist in technical problem solving beyond scope of normal users; perform installation & updates of software packages; provide on-going support of NT server & client workstation development applications; provide operational coordination with central CIS systems & shared services (file systems, printing, E-mail); contribute advice & expertise in evaluation of new hardware & software; perform installation, set-ups & updates of NT cluster systems & client PCs used for development of NT cluster applications; assist in tracking hardware & software problems, follow-up with vendors until problems are solved. **QUALIFICATIONS:** SYSTEMS PROGRAMMER I: BS in Computer Science or related field required; 2 years experience using UNIX or higher-level languages;

1 year prior NT system administration required; UNIX or Intel support experience desirable; experience with UNIX to PC application bridging helpful; experience with NT clusters & fast Ethernet switching desirable; ability to work independently, with good interpersonal & organizational skills required; **SYSTEMS PROGRAMMER II:** Same as above, including 3 years experience; *end date 10-31-2000.* **GRADE:** P6/P7; **RANGE:** \$32,857-42,591/ \$36,050-46,814; 11-4-97 CIS

LAW SCHOOL

Contact: Ronald Story

CLERK IV (091581RS) Sort, route & deliver mail; handle record & inventory systems, mail-room operations, signage & special events services; serve as back-up receptionist; photocopy, alphabetize, file & prepare packages. **QUALIFICATIONS:** HS diploma; able to work independently & coordinate variety of tasks; strong communication skills; able to lift & move heavy objects. **GRADE:** G7; **RANGE:** \$14,935-18,592; 11-5-97 Law School

LIBRARY STACK ATTENDANT/DOOR GUARD

(101752RS) Shelve or store material in accordance with appropriate classification system; work on book shelving projects; provide directional assistance & information to users; serve occasionally as messenger on & off campus; distribute mail; pack books & prepared materials for moving & shipment. **QUALIFICATIONS:** HS diploma required, BA/BS preferred; previous library experience preferred; *work schedule is 4:15pm to 12:15am.* **GRADE/RANGE:** UNION; 11-3-97 Biddle Law Library

MEDICAL SCHOOL

Contact: Anna Marcotte/Lynn Nash-Wexler

ADMINISTRATIVE ASSISTANT III (101743AM)

Assist in maintaining 400+ databases; maintain grant/prize Web site; type/compose complex documents; perform proofreading; screen & route phone calls; handle inquiries; schedule meetings; handle FinMIS purchasing for office; develop & maintain file system. **QUALIFICATIONS:** HS diploma with at least 1 year relevant experience or equivalent; thorough knowledge of office procedures; experience with word processing, calendar & database programs especially Microsoft Word, FileMaker Pro & Now UpToDate. **GRADE:** G11; **RANGE:** \$20,497-26,008; 11-6-97 Sponsored Program Services

ASSOCIATE DIRECTOR FINANCE

(111787AM) Provide oversight for operations

of financial programs of the Institute for Human Gene Therapy, Dept. Of Molecular & Cellular Engineering & Division of Medical Genetics, including budget management, accounting, purchasing & sponsored programs; participate in strategic planning; responsible for overall fiscal management of the Institute; establish & monitor annual operating budget estimated at \$20 million; analyze financial data & make budget projections. **QUALIFICATIONS:** MBA required; extensive experience in finance necessary, including development & implementation of policies/procedures; previous experience in academic research environment preferred; working knowledge of Federal regulations, such as OMB Circular A-21, necessary; proven administrative & management skills required; excellent organizational, verbal & written communication skills needed; *application deadline 11-14-97. GRADE: P12; RANGE: \$65,611-80,031; 11-7-97* Institute for Human Gene Therapy

BUSINESS ADMINISTRATOR III (40 HRS) (101706AM) Oversee assigned pre-award & post-award grant related activities; manage annual sponsored programs budget; report account status; prepare & analyze grant budgets; reconcile program accounts; examine & interpret data; verify personnel charges; oversee property management; produce financial activity reports; analyze account variances; recommend journal entries & salary reallocations; assist with preparation of budgets. **QUALIFICATIONS:** BA/BS in Accounting/Finance required, MBA preferred; 3 to 5 years experience in business operations & accounting or financial management, including cost accounting; MBA may be substituted for experience; excellent knowledge of computerized accounting systems & facility in working with databases; excellent organizational & communication skills; excellent computer skills including demonstrated proficiency with Microsoft Word, Excel & PowerPoint & general understanding of database operations; *position contingent upon grant funding. GRADE: P4; RANGE: \$26,986-35,123; 11-6-97* Molecular & Cellular Engineering

BUSINESSMANAGER II (40 HRS) (101760AM) Manage departmental financial operations such as grant/contract financial management, financial statements & reports, general ledger & AIP systems & annual budget. **QUALIFICATIONS:** BA/BS in Accounting/Finance required, CPA/MBA preferred; 4 to 5 years experience in general or grant accounting required, health care accounting preferred. **GRADE: P5; RANGE: \$29,664-38,677; 11-4-97 Neurosurgery**

EXECUTIVE ASSISTANT I (40 HRS) (101747AM) Provide administrative support for management of Chairman's office; supervise staff; hire, interview & train administrative support staff; manage calendar; inform Chair of issues & actions; serve as Chair's primary liaison to internal & external sources; review confidential documents & prepare responses; prepare budgets; monitor expenses; handle facilities administration; gather data & perform research. **QUALIFICATIONS:** BA/BS or equivalent work experience; 7 to 10 years experience in high level office administrative assistant/executive assistant role; advanced computer software skills including word processing, spreadsheets, calendar programs & graphics programs; excellent organizational abilities; strong verbal & written communication skills; ability to deal effectively with diverse constituencies; demonstrated ability to exercise initiative & independent judgment; *variable hours. GRADE: P6; RANGE: \$32,857-42,591; 11-3-97* Ophthalmology

EXECUTIVE SECRETARY TO THE SR VICE DEAN (40 HRS) (101654AM) Provide support

to & manage Office of the Senior Vice Dean including scheduling & communicating issues & actions on agenda; serve as primary liaison to external, University & Health System offices; review confidential correspondence & documents; prepare responses for signature & approval; monitor office expenses; supervise office equipment operation; collect & compile data; solve problems; process & route documents. **QUALIFICATIONS:** HS diploma required, BA/BS preferred; 7 years experience as Executive Secretary or Office Administrator required; previous experience editing documents; word processing experience & excellent typing skills required; excellent organizational, verbal & written communication skills; ability to deal effectively with diverse constituencies; ability to work effectively under constantly changing deadlines & priorities; knowledge of Microsoft Word, WordPerfect, spreadsheet, presentation & calendaring software preferred; familiarity with health system environment preferred. **GRADE: G12; RANGE: \$26,133-33,725; 11-5-97 Office of the Senior Vice Dean**

MANAGER IV (40 HRS) (101746AM) Manage business office operations & supervise staff; provide grant management support; interpret & develop policies; account for short-range planning; prepare monthly reports; manage purchasing, accounts payable, payroll & personnel; monitor expenses & budgets; prepare financial analyses & projects. **QUALIFICATIONS:** BA/BS in business related field; 5 to 7 years relevant experience; proficient in Lotus 1-2-3 or equivalent; knowledge of UMIS/PILLAR/FinMIS/SALMGT & supervisory experience preferred; strong organizational & communications skills. **GRADE: P5; RANGE: \$29,664-38,667; 11-3-97 Pulmonary**

PROJECT MANAGER II (111783LW) (111785LW) Manage overall project for large-scale multi-center, multi-protocol clinical trials, involving CRCU, CCEB & other institutional entities; provide leadership, management & supervision for project and/or multiple project teams (10 or greater); participate to significant degree in development of project management aspects of proposals, programs, grants & projects involving activities of CRCU; conduct infrastructure development related to project management group within CRCU; includes analysis, development, usage & integration of standards procedures & policies related to discipline of

clinical trials project management; conduct research of new technologies & methodologies applicable to project management and performance of large scale multi-center clinical trials. **QUALIFICATIONS:** MA/MS degree in health-related discipline plus additional minimum 5 years of relevant work experience or BA/BS degree in health-related discipline plus additional minimum 7 years relevant work experience involving clinical research, clinical center operations & project planning activities is required; minimum 3 years of personnel management involving supervision with direct or indirect reporting situations; minimum 2 years of knowledge of project management practices, principles, standards & guidelines; strong verbal & written communication skills. **GRADE: P7; RANGE: \$36,050-46,814; 11-7-97 CCEB**

RESEARCH LAB TECH II (40 HRS) (111770LW) Assist with subject recruitment, in compliance with multiple research protocols; administer interviews, questionnaires & assessment instruments; score test batteries; ensure completeness of data; monitor subject compliance to protocol; collect/enter data into established database; maintain research files; provide information to clients regarding research protocols/procedures. **QUALIFICATIONS:** HS diploma with some college courses in related fields; exposure to social science research required; interviewing skills desirable; attention to detail/accuracy in data collection required; *must be available for evenings/weekends; position contingent upon grant funding. GRADE: G8; RANGE: \$18,481-23,132; 11-5-97* Psychiatry

RESEARCH LAB TECH III (40 HRS) (101759LW) Perform experiments at direction of Principal Investigator, relating to study of iron metabolism in *Saccharomyces cerevisiae*; maintain supplies & order critical reagents as needed; maintain media (solid & liquid); maintain records of results of experiments. **QUALIFICATIONS:** BA/BS degree & scientific background; good analytical ability & interpretative skills; mathematical competence/proficiency; attention to detail; strong verbal & written communication skills. **GRADE: G10; RANGE: \$22,013-27,427; 11-4-97 Hematology**

RESEARCH LAB TECH III (101761LW) Under general supervision perform experiments with HIV, cell culture, PCR analysis, ELISA assays & cell purifications; maintain laboratory records, order & stock supplies; perform data collection & organization; perform bibliographic searches. **QUALIFICATIONS:** BA/BS with training in biological sciences; prior experience with tissue culture & immunologic techniques; ability to understand research protocols; detail oriented; must not be afraid to work with HIV contaminated blood. **GRADE: G10; RANGE: \$19,261-23,999; 11-4-97 Infectious Diseases**

RESEARCH SPECIALIST JR (40 HRS) (111772LW) Under indirect supervision perform routine & complex laboratory experiments including histological analyses, behavioral testing, small animal surgeries & perfusions; test new procedures; assist in protocol planning; maintain laboratory equipment; order supplies; maintain logs; write lab reports; perform data entry, management & statistical analysis; create graphs & charts; perform literature searches; train lower level techs & students. **QUALIFICATIONS:** BA/BS in scientific discipline; 1 year exposure to lab work; computer skills. **GRADE: P1; RANGE: \$20,291-26,368; 11-5-97 Psychiatry
RESEARCH SPECIALIST I (40 HRS) (101744LW) Perform routine/complex experiments; test new procedures; perform isotope monitoring; assist in protocol design & suggest**

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.

design changes; maintain laboratory equipment; maintain logs; write lab report; perform data analysis; perform literature searches; assist in preparation of scholarly papers; train lower level techs. **QUALIFICATIONS:** BA/BS in scientific or related field; 1 to 3 years experience or experience in similar project. **GRADE:** P2; **RANGE:** \$22,351-29,098; 11-3-97 Psych/Administration

RESEARCH SPECIALIST I (40 HRS) (101744LW) Perform routine/complex experiments such as DNA cloning, DNA & RNA purification & analysis, PCR amplification & Southern blot analysis; perform animal husbandry; maintain laboratory & equipment; assist in experimental design; perform data analysis; order supplies & monitor expenses; train lower level techs. **QUALIFICATIONS:** BA/BS in scientific or related field; 1 to 3 years experience in similar project. **GRADE:** P2; **RANGE:** \$22,351-29,098; 11-3-97 Psychiatry

RESEARCH SPECIALIST I (40 HRS) (111784LW) Responsible to Principal Investigator for conducting scientific research in Molecular or Behavioral Genetics; project involves characterizations of developmental & behavioral mutations in the mouse, including the following techniques & duties: Perform routine & complex laboratory experiments involving DNA cloning, DNA & RNA purification & analysis, PCR & animal husbandry; test new procedures; assist in protocol design & suggest design changes; maintain laboratory equipment; maintain databases; perform data analysis; perform literature searches & assist in preparation of papers; train lower level techs. **QUALIFICATIONS:** BA/BS in scientific discipline; 3 years of lab experience in molecular biology or neuropathology; computer skills. **GRADE:** P2; **RANGE:** \$22,351-29,098; 11-7-97 Psychiatry

RESEARCH SPECIALIST III (101762LW) Perform studies of virology & molecular biology specializing in Herpes Simplex virus & related viruses; plan & perform experiments independently including virus purification, Southern & Western blot, DNA isolation, complement assays; write laboratory reports; assist in writing procedural sections of papers; present oral & written summaries of work progress; teach & supervise students. **QUALIFICATIONS:** BA/BS required, MS preferred; 3 to 5 years laboratory experience in related scientific field with emphasis on virology, immunology & molecular biology; skill in making & characterizing mutant viruses, keeping cell lines; capacity to carry out long-term projects. **GRADE:** P4; **RANGE:** \$26,986-35,123; 11-4-97 Infectious Diseases

SECURITY OFFICER, PART-TIME (22 HRS) (111771AM) Perform facility security & inspection tours; assure safety & security of people & facilities; receive & clear visitors; enforce University policy. **QUALIFICATIONS:** HS diploma & related post HS training or equivalent; physically able to move about actively; good interpersonal skills to interact effectively; strong customer service orientation; ability & willingness to work at nights & on weekends as required; must be able to work overtime on short notice; applicants will have to successfully pass Police background security check; *hours Saturday & Sunday 9pm to 9am.* **GRADE:** G8; **RANGE:** \$8.88-11.21; 11-6-97 Architecture & Facilities Management

NURSING

Contact: Sue Hess

INFORMATION MANAGEMENT SPECIALIST I (40 HRS) (101755SH) Provide leadership & expertise in all aspects of computing at School of Nursing for more than 1000 students & faculty;

manage 1 student computer lab & 1 research-oriented computer lab; train students & faculty in use of instructional software; manage student E-mail access; supervise staff of 10 part-time student employees & schedule minimum 80 hrs coverage per week including evenings & weekends during academic year; collaborate with faculty to introduce course-related software programs into curriculum. **QUALIFICATIONS:** BA/BS preferably in Computer Science or MIS or equivalent experience; 3 years experience in computer support in academic environment preferred; expertise with Windows 95, Word, Excel, PowerPoint, Access, Netscape Navigator & Internet E-mail clients (pop, imap & host); familiarity with UNIX, TCP/IP protocol, Windows 3.11 & Mac OS; demonstrated technical ability to run NT application server; ability to troubleshoot & work with PC & Macintosh hardware & printers; strong verbal & written communication skills; ability to work both independently & as key member of team. **GRADE:** P4; **RANGE:** \$26,986-35,123; 11-5-97 Nursing

PRACTICE DIRECTOR (40 HRS) (101754SH) Provide delivery & day-to-day management of primary health & medical programs to individuals, families & groups at Frances Myers Health Annex; facilitate achievement of mission of Penn Nursing Network in providing high quality, evidence-based care to clients; provide leadership to improve care; enhance professional program development & achieve interdisciplinary goals & fiscal viability; assure coordination & continuity in providing collaborative, interdisciplinary & comprehensive patient care in team environment; assume responsibility within field of specialization for care delivery for caseload of clients. **QUALIFICATIONS:** BSN & MSN; 5 years of progressively responsible administrative/nursing experience or equivalent combination of education or experience; 2 years supervisory experience; *Pennsylvania Registered Nurse license required; specialty licence/certification as appropriate required; position contingent upon viability of Practice.* **GRADE:** P10; **RANGE:** \$48,822-64,066; 11-5-97 Nursing Practice

PRESIDENT

Contact: Sue Hess

The following position Administrative Assistant II (101737LW) was posted incorrectly with the wrong reference number in last week's Almanac. Below is the corrected posting.

ADMINISTRATIVE ASSISTANT II (101737LW) (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

INFORMATION SYSTEMS SPECIALIST III (101667SH) Provide information system support, including data analysis, system planning, selection, software/hardware configuration & troubleshooting, programming & training; perform project & strategic planning; oversee com-

puting environment; take lead in establishing & coordinating standards & technical directions; serve as liaison to University offices; administer a departmental Novell LAN including server workstations, peripherals & applications. **QUALIFICATIONS:** BA/BS required, MS/MIS or equivalent experience preferred; 3 to 7 years experience with variety of computer systems with at least 5 years supporting end-user computing in Novell environment, including programming, preferably in academic setting; 5 years working knowledge & programming experience with a relational DBMS; *end date 11-16-98.* **GRADE:** P7; **RANGE:** \$36,050-46,814; 11-6-97 University Archives

PROVOST

Contact: Ronald Story

CLERK V, PART-TIME (20 HRS) (111788RS) Process document delivery requests; prepare table of contents packets; record & process material received through NYSE listing application service; assist with clerical processing & filing of document delivery materials; prepare books, reports & periodicals for bindery; open mail; print articles from database. **QUALIFICATIONS:** HS diploma, college preferred; previous library experience preferred; basic knowledge of computer software & applications; type 45 wpm. **GRADE:** G8; **RANGE:** \$8.88-11.12; 11-7-97 Lippincott Library

SECRETARY IV (101753RS) Perform secretarial duties with emphasis on external communications; maintain paper & electronic files; execute mailing; make telephone calls & schedule appointments; maintain supplies; track responses & prepare reports; coordinate with other staff members as assigned; serve as telephone & building receptionist as necessary. **QUALIFICATIONS:** HS diploma, secretarial/business curriculum or equivalent; external relations experience; proficiency in word processing, databases, spreadsheets, project charting & graphics; ability to work with students & alumni. **GRADE:** G9; **RANGE:** \$17,614-21,991; 11-3-97 Fels Center of Government

VETERINARY SCHOOL

Contact: Ronald Story

RESEARCH LAB TECH III (111774RS) Assist in study & monitoring of dogs; measure blood pressure; collect blood & urine specimens; perform animal nursing; maintain paper & computer records. **QUALIFICATIONS:** Certified Animal Technician or BS in Biology; experience with animals; experience with computer record-keeping desired; *end date 7-31-98.* **GRADE:** G10; **RANGE:** \$19,261-23,999; 11-7-97 Clinical Studies-Phila.

WHARTON SCHOOL

Contact: Anna Marcotte

DUP MACHINE OPERATOR IV (111773AM) Operate & maintain Xerox DocuTech Publishing system, Xerox Laser Printer & Kodak 2110 Duplicator & other bindery equipment; perform mail & image merges; manipulate images for reproduction; handle network orders & reproduction of confidential & special materials; assist in receiving, storage & inventory of raw materials. **QUALIFICATIONS:** HS diploma or equivalent; 3 years experience as operator of high speed duplicating machines required; post HS training in graphic design & computer systems required; excellent math & English skills required; proficiency with MS Windows & DOS; must be able to lift 50 lbs. **GRADE:** G10; **RANGE:** \$19,261-23,999; 11-6-97 WCIT

Call for Nominations: Martin Luther King Awards

In recognition of the late Rev. Dr. Martin Luther King, Jr.'s commitment to community service as essential to the struggle for equality, the 1998 Martin Luther King, Jr. Commemorative Program Planning Committee of the University of Pennsylvania is pleased to announce the Third Annual Community Involvement Recognition Awards.

The Awards have been conceived to honor members of the University of Pennsylvania community and members of the broader West Philadelphia community whose service involvements have best exemplified the ideals espoused by Dr. King. Four awards in total will be presented; two will go to members of the Penn community, and two will honor members of the broader community. The awards will be presented during the week of January 19, 1998, as a part of the University's commemoration of the King Holiday.

We seek your help in nominating individuals whose work most merits recognition. Please call 898-4831 to request a nominating form.

— Glenn Bryan, Director, Community and City Relations, and

— David Grossman, Program for Student-Community Involvement
Co-Chairs, 1998 MLK Commemoration Community Involvement Committee

'Shadows' Wanted for November 20

Penn Volunteers In Public Service (VIPS) and Penn Staff, Faculty and Alumni Volunteer Service will host Shadowing Day on November 20, as one of 1500 employers in the City of Philadelphia who are reaching out to high school students in need of career guidance and mentoring under "Philadelphia's Promise—The Alliance For Youth."

On this date, thousands of Philadelphia high school students will accompany employee shadows (mentors) through their workday, allowing the students to explore career options and learn from professional role models. A partnership of the University, One to One Philadelphia, and the School District of Philadelphia's Office of Education for Employment makes Penn's Shadowing Day possible.

Any members of the Penn community interested in inviting a student into the workplace are asked to please contact me by e-mail (smart@pobox.upenn.edu) or by phone at 898-6612. You will need to attend one training session. We look forward to hearing from members of the Penn community, along with VIPS members willing to reach out and assist students in reaching their goals. Thank you very much for your attention and participation. I look forward to hearing from all of you.

— Winnie Smart-Mapp, Center for Community Partnerships

Center for Community Partnerships: Summer Course Development Grants

The W.K. Kellogg Foundation has provided the University with a three-year grant to link Penn's intellectual resources with community needs in West Philadelphia. The grant supports University faculty to develop new undergraduate courses that combine research with cooperative community projects. In addition, the grant provides support for undergraduates to participate in research opportunities that will both benefit the community and be integrated into the curriculum.

The Kellogg Program focuses on three themes: *Culture and Community Studies* (coordinator: Peter Conn, Professor of English); *Environment and Health* (coordinator: Robert Giegengack, Professor of Geology and Director of the Center for Environmental Studies); and *Nutrition and Health* (coordinator: Francis E. Johnston, Professor of Anthropology).

The Kellogg Program has funds available for faculty members to apply for summer course development grants. Proposals should fall within the three project areas noted above. Grants will be for no more than \$3,000 per project. These funds can be used to provide graduate and undergraduate support, course implementation, course support, and/or summer salary (\$3,000 is inclusive of E.B. if taken as salary). *Criteria for selection will include:*

1. Academic excellence
2. Integration of research, teaching and service
3. Partnership with schools, community groups, service agencies, etc.
4. Focus on Philadelphia, especially West Philadelphia
5. Evidence as to how the course activity will involve participation or interaction with the community as well as contribute to improving the community
6. Evidence as to how the course activity will engage undergraduates in research opportunities
7. Potential for sustainability

Proposals should include the following:

1. Cover Page
 - 1.1 Name, title, department, school, mailing address, social security number
 - 1.2 Title of the proposal
 - 1.3 Amount requested
2. 100-word abstract of the proposal (include a description of how the course will involve interaction with the community and benefit the community)
3. A one-page biographical sketch of the applicant
4. A two to four page mini-proposal
5. Amount of the request and budget

An original and five copies of the proposal should be submitted to the Center for Community Partnerships, 133 S. 36th Street, Suite 519, Philadelphia, PA 19104-3246. The application deadline is February 16, 1998.

—Robert Rescorla, Professor of Psychology and Associate Dean for Undergrad. Ed., SAS

—Ira Harkavy, Associate Vice President and Director, Center for Community Partnerships

—Penny Gordon-Larsen, Academic and Administrative Coordinator, Kellogg Program to Link Intellectual Resources and Community Needs at the University of Pennsylvania

German-American Scholars in D.C.

The government of the Federal Republic of Germany is strengthening transatlantic relations in culture, education, and science with new initiatives. As part of that effort, the German-American Academic Council Foundation (GAAC), Bonn, the German Historical Institute (GHI), Washington, D.C., and the American Institute for Contemporary German Studies (AICGS) of the Johns Hopkins University, Washington, D.C. have established a German-American Center for Visiting Scholars (CVS) in Washington, D.C.

Starting January 1, 1998 the CVS will enable eight young German and American scientists and scholars, especially from the humanities and social sciences, to do research in Washington, D.C. for up to six months. The CVS may grant rent subsidies. Grant recipients will be selected by a scientific committee of CVS.

Please send applications (in English) with personal information and a description of the intended work to: German-American Academic Council Foundation (GAAC), 1055 Thomas Jefferson St., N.W., Suite 2020, Washington, DC 20007, or call: (202) 296-2991, Fax: (202) 833-8514, E-mail: gaac@pop.access.digex.net.

Selections will be made twice per year. The first application deadline is November 30, 1997.

—Joyce M. Randolph, Director,
Office of International Programs

Southeast Asian Summer Institute

The Southeast Asian Studies Summer Institute (SEASSI) is a nine-week intensive language program, June 15-August 14, 1998—equivalent to a full academic year of instruction—for undergraduates, graduate students, and professionals from many fields. Other related course work also is offered. The 1998 and 1999 SEASSI programs are being held on the University of Oregon's Eugene campus.

SEASSI is a national cooperative program governed by over 15 major research universities that regularly offer Southeast Asian language and area studies on their own campuses. Instruction is provided in small individualized groups (three to ten students per class).

Please contact SEASSI, Center for Asian & Pacific Studies, 110 Gerlinger Hall, University of Oregon, Eugene, OR 97403-1246, Phone (541) 346-1521, Fax (541) 346-0802,

<http://darkwing.uoregon.edu/~caps/seassi>,
e-mail: seassi@oregon.oregon.edu

—Paula Roberts
Coordinator, Center for East Asian Studies

Classifieds

FOR RENT

Beautiful, one bedroom, modern apt., 10 min. walk to Penn. Must see. \$325+/per month. South Phila. 735-4647 (evenings).

FOR SALE

2 BR townhouse w/deep front yard and patio, newer gas htr, appliances & more included! Conv UD loc, short commute to City via car or public transportation \$46,900 Special financing available, Century 21 Carr, Brown, & Hess (610) 853-8464.

VACATION

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

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

Update

NOVEMBER AT PENN

FILMS

Neighborhood Film/Video Project

Films are shown at International House. For information and tickets call 895-6542.

Gazing at Pasolini

14 *Mama Roma*; (P. Pasolini, 1962; 110 mins.; Italian w/ English subtitles); 7 p.m.; also *November 15*, 6:30 p.m.; and *November 16*, 3 p.m.

Who Killed Pasolini?/Pasolini: Un Delitto Italiano; (M. Giordana, 1995; 101 mins.; Italian w/ English subtitles); Philadelphia premiere 9:30 p.m.; also *November 15*, 4 and 9 p.m.; and *November 16*, 5:30 and 8 p.m.

FITNESS/LEARNING

21 *2nd Annual Fall Basketball Classic: Deadline for Rosters*; men, women and co-rec leagues must sign up in Gimbel Gym. \$50 (check only); all rosters must be complete with signatures. Event to take place *December 2—5* (Department of Recreation).

MEETING

12 *Planning "Carnivale!"*; to plan for a special event in February; everyone's ideas are welcome, 7:30 p.m.; 3601 Locust Walk (Christian Association).

RELIGION

13 *Bible Study*; Mark's Gospel; 7:30 p.m.; Christian Association, 3601 Locust Walk. Also *November 20*.

TALKS

14 *The Third Annual Dolan Pritchett Memorial Lecture: Drug Discovery in the Modern Era*; Perry Molinoff, Bristol-Myers Squibb; 4 p.m.; Austrian Auditorium, Clinical Research Bldg. (Pharm.; Ctr. Experimental Therapeutics).

19 *Clinical Bioinformatics—Where Are We Headed?*; Michael Liebman, Wyeth-Ayerst Research; 5 p.m.; Austrian Auditorium, CRB 423 Curie Blvd. (Center for Bioinformatics).

Deadlines: The deadline for the January at Penn calendar is December 2. The deadline for the update is the Monday prior to the week of publication.

Holiday Hosting

As you make the seating chart for your Thanksgiving dinner, consider inviting a member of Penn's international student or scholar community to your table. The winter holiday can be a bit lonely, and many from abroad would welcome the opportunity to share in a traditional American holiday dinner or gathering.

While the Office of International Programs will attempt to "match" you with an international student or scholar, we would encourage you to consider inviting a member of your own academic department or unit. If you would like OIP to identify a student or two to join you for your Thanksgiving celebration, please call Shalini Dev Bhutani at 898-4661 or e-mail her at: bhutanis@pobox.upenn.edu. If you are interested in hosting a student for other winter holiday celebrations, please get in touch with OIP.

—Joyce M. Randolph, Director
Office of International Programs

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 27, 1997 through November 2, 1997*. Also reported were **Crimes Against Property**, including **41 total thefts** (including 6 burglary & attempt, 10 thefts from autos, 13 thefts of bikes & parts, 7 criminal mischief & vandalism, 1 trespassing & loitering, and 1 theft of auto). Full crime reports are in this issue of *Almanac* on the Web (www.upenn.edu/almanac/v44/n12/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 27, 1997 through November 2, 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—4;

10/27/97	2:31 PM	3600 Blk Ludlow	Complainant reports being harassed
10/28/97	12:39 AM	Speakman Dorm	Unwanted calls/hang-ups received
10/28/97	3:16 PM	Johnson Pavilion	Complainant reports being threatened
10/30/97	10:28 PM	Phi Gamma Delta	Officers assaulted/arrest
11/01/97	12:57 AM	38th & Spruce	Complainant assaulted by driver of auto/private complaint
11/01/97	9:02 PM	3600 Blk Chestnut	Complainant threatened by unknown suspect

38th To 41st/Market to Baltimore: Robberies (& Attempts)—3; Threats & Harassment—1;

10/29/97	6:40 PM	40th & Sansom	Complainant robbed by unknown suspect of checks/cash
10/31/97	2:36 AM	3900 Blk Walnut	Property taken from complainant/arrest
10/31/97	2:31 PM	High Rise North	Complainant reports being harassed
11/02/97	8:14 AM	3915 Walnut St	Actor took merchandise/displayed knife & needles/arrest

Outside 30th - 43rd/Market - Baltimore: Threats & Harassment—1;

10/28/97	1:28 PM	2300 Walnut St.	Harassing messages received via e-mail
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Crimes Against Society

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

10/31/97	10:09 PM	34th & Civic	Suspect became disorderly with police/arrest
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38th To 41st/Market To Baltimore: Disorderly Conduct—2; Alcohol & Drug Offenses—1;

10/27/97	11:37 PM	4000 Blk Baltimore	Driver arrested for alcohol violation/possible drugs
10/31/97	9:31 PM	4000 Blk Spruce	Suspect arrested for disorderly conduct
11/01/97	5:55 PM	3900 Blk Walnut	Suspect arrested for disorderly conduct

30th To 34th/Market To University: Disorderly Conduct—1;

10/29/97	4:22 PM	34th & Spruce	Suspect arrested for disorderly conduct
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18th District Crimes Against Persons

12 Incidents and 2 Arrest were reported between *October 27, 1997*, and *November 2, 1997*, by the 18th District, covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

10/27/97	10:00 AM	Aggravated Assault	4800 Sansom
10/28/97	9:47 AM	Robbery	4800 Locust
10/29/97	2:25 PM	Robbery	4800 Chestnut
10/30/97	1:43 PM	Agg Assault	4702 Walnut
10/30/97	11:41 PM	Robbery	4600 Market / Arrest
10/31/97	2:36 AM	Robbery	3900 Walnut
10/31/97	7:25 AM	Aggravated Assault	38 44th St.
10/31/97	4:25 PM	Robbery	4600 Ludlow
11/01/97	2:41 PM	Robbery	4600 Ludlow
11/02/97	8:12 AM	Robbery	3900 Walnut / Arrest
11/02/97	12:15 PM	Rape	4500 Larchwood
11/02/97	2:30 PM	Robbery	4500 Springfield



Almanac

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E-Mail: almanac@pobox.upenn.edu
URL: www.upenn.edu/almanac/

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To the University Community

We have asked Jim O'Donnell, Vice Provost for Information Systems and Computing, to write the piece below in order to ensure that full and appropriate attention is given to an issue that could be very costly to neglect. Information technology has become critical to the success of Penn's academic missions and administrative support. The problem of the year 2000, which is seemingly simple but often complex and difficult, is buried in many of our critical computer programs. We must be sure that we have taken every reasonable step to solve that problem. In this notice, Jim outlines the issues and the solutions being pursued by the ISC organization.

*Stanley Chodorow
Provost*

*John Fry
Executive Vice President*

Will Your Computer Know What Year It is?

by James J. O'Donnell

Every millennium begets its own terrors. While few of us expect the world to end in the Year 2000, we are already living with our own apocalyptic predictions: newspapers, magazines, radio and other media issue a daily Year 2000 warning. Will our computers stop working? Will our elevators and security systems suddenly freeze up? Or is it all media hype?

This fear is in many ways very real. Penn, like any other institution or enterprise, relies heavily on computer systems and devices that control the operation of equipment for crucial research and administrative activities. Many of these systems and devices will not function correctly in the Year 2000 unless we prepare them. (It's simple: if like many systems over the last decades, a system is programmed to record dates by a two-digit number, then the move from 97 to 98 to 99 is easy enough, but the move to 00 means that you've suddenly moved back in time 99 years: all sorts of calculations can go awry if this happens.) But at the same time, we need to take a balanced approach. The appropriate mentality is that of "risk management." If you know you will buy a new desktop system before January 1, 2000, then you can breathe a little easy: new machines are already 2000-compliant. But if your system is mission-critical and will not be substantially upgraded in the next 26 months, you should take a serious look at it to see what risks it contains, then think about the costs of remediation.

Many of Penn's academic and administrative offices are working aggressively to resolve their problems. Some changes have already been made (in time to cope with the arrival of the class of 2000, for example), but much more remains to be done. Our goal is not just to fix code but to assure that the essential business of the University continues uninterrupted. A working group under the sponsorship of the Provost and EVP is being formed to bring together and coordinate the activities already underway in many schools and centers. Our website www.upenn.edu/computing/year2000 should be consulted frequently for progress across the University and for up-to-date information from external agencies such as NIH concerned about the Year 2000 problem. The site will include names of individuals in each school and center who are leading their school/center efforts, as well as information about specific hardware and software releases that are and are not 2000-compliant.

But centralized and coordinated activity cannot do the whole job. Many researchers are believed to be at risk for systems built up over time, collecting valuable data, and continuing to play an important part in their work. Every computing system and program must be presumed Year-2000 vulnerable until proven otherwise. The key to success in bringing all systems safely into the Year 2000 will be communication and information sharing at all levels within the University. A survey to be conducted shortly by each school and center will assess current progress and the magnitude of the remaining effort. Please respond fully and quickly when we seek this vital information.

ISC, Penn's central computing organization, stands ready to work with the IT professionals in schools and administrative centers to advise and consult and make appropriate reference for individuals and organizations with year 2000 needs that may yet be unaddressed. Please write or call directly to me (jod@isc.upenn.edu, 898-1787) or to Robin Beck, associate vice president (beck@isc.upenn.edu, 898-7581).

*Dr. O'Donnell is Professor of Classical Studies in SAS and is the University's
Vice Provost for Information Systems and Computing.*



A Short Story

The calendar reckoning that will give us the Year 2000 problem goes back to a monk in the 6th century A.D. named Dionysius Exiguus ("Dennis the Short") who calculated the date of the birth of Jesus and proposed dating before and after that date. Though the system only began to come into common use in the eighth century, the very first person to use it appears to have been Dionysius' friend Cassiodorus, another learned monk writing in the year 562.

Scholars now date the birth to about 4 B.C., which means that if Dionysius had got it right, *this year* would be the year 2000 and we would have had that much less time to get ready. As it is we hope to have all key systems at Penn "fixed" and ready by December 1998.

— J. O'D.