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Photographs by Candace diCarlo
Murals by Eoin Kinnarney

To Make a Village

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On the Cover

To Make a Village

Phase Two of the 40th Street renewal project is now done—the part that runs south from Walnut to Locust. The part that now has a name, Hamilton Village Shops.

When the block-long, two-story shopping complex was painted a soft cream color in Phase One, its slightly rounded arches took on a southwestern look, and the designers went with that theme for Phase Two, adding Spanish flower baskets to each column to give the feel of a village.

Awnings and banners add to the look: they replace boxy signage that could best be read from across the street looking head-on at the shop, but not easily while strolling. Now Smoke's and My Favorite Muffin, or the Penn Police Mini-Station, can be identified easily from more than one angle.

Goose-neck lighting was added above the awnings to illuminate signs during the evening, complementing the new street lights that were also added during Phase One.

But it's around the corner on Locust that art joined planning to complete the picture of a village street. Turning the corner at the Uni-Mart and heading toward the Penn Dental Center, a pedestrian who used to pass a grim blank wall now finds a series of related murals in soft pastel colors, showing life in University City as painter Eoin Kinnarney, sees it: the fruitseller here, the sidewalk cafe there, the biker passing by and, everywhere, Man's Best Friend.



OF RECORD Extension of Break

Extension of Special Winter Vacation Period to Include Friday, January 2, 1998

To the University Community

We had **previously announced** that the University would be closed for the special winter vacation between December 25th and January 1st. However, we have heard the request from many of you that Penn extend the special winter vacation period by one additional day. Based upon the comments we received, and upon further examination of the business needs for staying open the day after New Year, we have decided that the University special winter vacation will be extended through January 2nd. The University will reopen for regular business on Monday, January 5th, 1998. We are delighted to be able to provide this extra vacation day for our faculty and staff who have dedicated so much of their time and efforts to Penn throughout the year.

Judith Rodin
President

John A. Fry
Executive Vice President

* Vacations and holidays for hospital employees or those staff members in collective bargaining units are governed by the terms and conditions of the respective collective bargaining agreements.

Search for Assailant in Attempted Hijack

College Senior James McCormack has been released from HUP, where he was treated for a gunshot wound Tuesday night after an attempted hijacking of his car.

Philadelphia and Penn Police are continuing the search for a man who demanded Mr. McCormack's car keys as he was unloading groceries from the trunk of his car about 9:30 p.m. near a friend's apartment in the 4200 block of Pine. When Mr. McCormack did not hand over the keys, the man shot him and fled on foot. Witnesses described the fleeing man as a 25-35-year-old black male about 5' 8", with a beard and mustache, wearing a green army jacket with a gray hood. He reportedly ran west on Pine, south on 43rd Street and then west on Osage before witnesses lost sight of him, according to *The Daily Pennsylvanian*.

Director of Police Operations Maureen Rush told the *D.P.* that additional plainclothes officers will patrol the area until the assailant is caught. President Judith Rodin said, "We are, we've been, we will continue to make the area safer and safer," citing a sharp drop in crime since the increase in patrols and other measures such as new lighting and new joint ventures with the neighborhood.

A New Learning Disabilities Committee

Dr. John Richetti, professor of English, will chair a new Learning Disabilities Committee announced by Provost Stanley Chodorow at University Council Wednesday. Dr. Chodorow said the new committee succeeds an earlier one, chaired by Dr. John Sabini of psychology, which proposed guidelines for the assessment of learning disabilities and recommended that Penn hire a consultant to review the claims of students who applied to be certified as learning disabled.

The Council of Undergraduate Deans has agreed to the hiring of a professional not only to address the needs of those with specific learning disabilities, but also those with attention deficit disorders or other documented learning disorders, the Provost added, and a search is underway. "The specialist will become part of the staff in the Office of Counseling and Psychological Services—which already does some work in the area of learning disabilities, primarily in testing—and will work closely with the Academic Support office in the Vice Provost for University Life area and with the twelve schools," Dr. Chodorow said. The members and an outline of their charge:

Dr. Joan Goodman, professor of education, GSE
Dr. Dennis DeTurck, professor and chair of mathematics, SAS
Dr. Ponzy Lu, professor of chemistry, SAS
Dr. Kathryn McMahon, language coordinator in French and Italian, SAS
Dr. Paul Moberg, assistant professor of neuropsychology, Medicine
Dr. Wanda Mohr, assistant professor of psychiatric mental health nursing, Nursing
Dr. Charles Newton, associate dean, Veterinary Medicine
Dr. Frank Norman, professor of psychology, SAS
Dr. John Richetti, professor of English, SAS (*chair*)
Dr. Ilene Rosenstein, director of Counseling and Psychological Services/VPUL
Staff support: Dr. Kent Peterman, assistant dean for academic affairs, CAS

The main task of the Committee on Students with Learning Disabilities is to work with the newly-hired Learning Disabilities specialist to draft a protocol for handling referrals, assessments, and accommodations; the committee also will advise the specialist as needed regarding issues—and cases—brought to it. By having clear procedures, clear assessment standards, and a range of appropriate accommodations, and by having a faculty committee that understands the concerns of both faculty and learning-disabled students, the Council of Undergraduate Deans—which urged the establishment of this committee—expects Penn will be able to improve conditions for both teaching and learning and rationalize the University's compliance with the Americans with Disabilities Act.



Mr. Keller, above,
will head Fine Arts,
and Dr. Weeks, at left,
the Museum Library.

New Librarians: Dr. Weeks at the Museum, Mr. Keller in Fine Arts

Paul H. Mosher, Vice Provost and Director of Libraries has announced the appointment of two new Librarians who will "head Penn's Fine Arts and Museum Libraries into the next century."

Dr. John M. Weeks joins the University of Pennsylvania Libraries as Museum Librarian at the University of Pennsylvania Museum of Archaeology and Anthropology, succeeding Jean Adelman, who retired in June.

Dr. Weeks took M.L.S. and his Ph.D. in anthropology from the State University of New York at Albany. In 1981-1985 he served as senior indexer for *Anthropological Literature*, a quarterly prepared at Harvard's Tozzer Library. Since 1985 he has been social sciences bibliographer at the University of Minnesota, where he was also on the graduate faculty in anthropology and the graduate program in interdisciplinary archaeological studies. The author of several monographs, he recently published *Introduction to Library Research in Anthropology* (2 ed. Boulder: West-view, 1998). His research interests are in the late prehistory of the Caribbean and he is currently conducting archaeological investigations in the Dominican Republic.

William B. Keller is the new Fine Arts Librarian, succeeding Alan Morrison, who retired this fall.

Mr. Keller is a Yale alumnus with master's degrees in library service and history of art from Columbia. He began his library career at Yale's Beinecke Rare Book and Manuscript Library, where he cataloged and published the Cary Collection of Playing Cards in four volumes. Mr. Keller has served as head librarian at the Maryland Historical Society and head of special collections at George Washington University. In these posts he acquired and made available collections ranging from Eubie Blake's compositions to the design archives of Washington D.C.'s Metrorail.

Mr. Keller comes to Penn from Johns Hopkins, where he was Reference Coordinator and Resource Services Librarian for History of Art, Classics, Near Eastern Studies and Music. Mr. Keller succeeds Alan Morrison who retired as Fine Arts Librarian in October, 1997.

Dr. Mosher said the appointments "further enhance the depth of scholarship that distinguishes the Penn Library staff, and continue the traditions of service and expert collection building established by Jean Adelman and Alan Morrison."

Penn's Way...

Under Way

Dear Colleagues:

Over the next few weeks, Penn faculty and staff, through our Penn's Way '98 Campaign, will once again have the opportunity to continue the tradition of supporting organizations throughout the Delaware Valley in their effort to promote and provide health, human and educational services for our neighbors in greatest need. Your generosity, as demonstrated in years past, enables a wide variety of organizations to continue to flourish and aid those less fortunate than ourselves.

This year, the United Way of Southeastern Pennsylvania and the Center for Responsible Funding will assist us in managing the Penn's Way '98 campaign. We have chosen these two management organizations for their proven track records of maximizing the funds raised through workplace campaigns.

The United Way will manage donations to their member agencies, while the Center will run a parallel campaign for the Partner organizations such as AIDS Fund, Black United Fund of Pennsylvania, Bread & Roses Community Fund, Environmental Fund for Pennsylvania, and Womens Way.

You will shortly receive materials from both the United Way and the Center for Responsible Funding. In this single campus mailing, each organization has included a booklet or pamphlet with a corresponding pledge form and return envelope.

Please make your selections using one or both of these forms and place them in the appropriate return envelope. Should you need additional information regarding how to complete the enclosed information, please contact Barbara Murray at 898-1733.

We urge you to give to your favorite organizations through Penn's Way this year and thank you for your consideration. Let's all work together to make Penn, the City of Philadelphia and its surrounding counties places of opportunity and promise for us all.

Sincerely,

Judith Rodin
President

Carol Scheman
Vice President for
Government, Community
and Public Affairs

John Fry
Executive Vice President

At the Stated Meeting of Trustees on November 7, Dr. Roy Vagelos introduced the Hon. Gilbert F. Casellas, Chairman of the U.S. Equal Employment Opportunity Commission, as the chair of a new trustees committee. Following is the chair's first report, delivered in shorter form at the Stated Meeting.

Trustee Committee on Neighborhood Initiatives

The Committee on Neighborhood Initiatives was established in September, 1997. The charge of the Committee is to support the University efforts to promote development of its West Philadelphia community in partnership with neighborhood residents, institutions and community groups. Among other things it will specifically support the efforts for:

(a) the development of excellent local public schools, high quality residential opportunities and vibrant retail shopping areas and

(b) the creation of clean, safe, attractive streetscapes and the creation of jobs through continuing economic development.

The members of the Committee are:

Hon. Leonore Annenberg (*Emeritus*)
Hon. Gilbert F. Casellas, *Chair*
Dr. Gloria Twine Chisum
Mr. William L. Mack
Mr. Egbert L. J. Perry
Dr. P. Roy Vagelos

Ms. Lynda Barness
Mrs. Susan W. Catherwood
Mrs. Elsie Sterling Howard
Arthur Makadon, Esq.
Mrs. Vivian W. Piasecki
Mr. Richard B. Worley

Dr. Judith Rodin, *Designated University Officer*

The Committee held its first meeting last month. It was briefed on the current state of our West Philadelphia community, its demographics, its needs and its potential and on the status of development initiatives, including Sansom Commons and 40th street, as well as future plans. The Committee will continue to meet regularly so as to support these important efforts by the University.

— Gilbert F. Casellas, *Chair*

Dr. Edwin Mansfield, Economic Analyst

Edwin Mansfield, 67, a leading economic analyst of technology and author of economics textbooks used by millions of college students, died of cancer on November 17 at his home in Wallingford, PA. Born in Kingston, New York, Mansfield grew up in Weehawken, New Jersey and received an A.B. from Dartmouth College, a Diploma from the Royal Statistical Society, and a Ph.D. from Duke University. In 1964, after teaching at Carnegie-Mellon, Yale, and Harvard Universities, he was appointed professor of economics at Penn, where he taught until early October. In 1985, he became director of the University's Center for Economics and Technology.



Dr. Mansfield

He received many awards for his research on the Economics of technological change, including the Kenan Enterprise Award in 1996, the Special Creativity Award of the National Science Foundation in 1994, the Honor Award of the National Technological University in 1992, the 1982 Publication Award of the Patent Law Association, the Prentice Hall Award, and Ford Foundation and Fulbright fellowships. He was elected a fellow of the American Academy of Arts and Sciences, the Econometric Society, and the Center for Advanced Study in the Behavioral Sciences at Stanford, and was among the 20 economists in the United States most cited in professional journals from 1971 to 1985.

Author of over 200 articles and 30 books, his textbooks, which sold several million copies, were adopted at over 1,000 U.S. colleges and universities, and were translated and widely used abroad. He wrote the text for, and participated in, *Economics USA*, the Corporation for Public Broadcasting's well-known television course in economics, and at Lehigh University carried out for several years one of the first television courses on the management of technology. In 1979, when Sino-American scientific agreements were reached, he was the first American economist invited to lecture by the People's Republic of China.

An adviser and consultant to many government agencies, including the Executive Office of the President and the World Bank, he received the Certificate of Appreciation from the U.S. Secretary of Commerce, was appointed to the National Technology Medal Committee, and was U.S. Chairman of the Working Group on Science and Technology established by the United States and Russian governments. In Pennsylvania, he was appointed to the Governor's Science Advisory Committee.

He was also a consultant to many firms, including Exxon, Mobil and SmithKline, the object generally being to improve the effectiveness and efficiency of research and development. He was on the board of directors of the American Productivity and Quality Center and was chairman of the Visiting Committee at Rensselaer Polytechnic Institute.

Dr. Mansfield is survived by his wife of 42 years, Lucile Howe Mansfield, his two children, Edward of Columbus, Ohio, and Elizabeth of Gambier, Ohio, and one grandchild.

He requested that there be no funeral or formal memorial service. Burial will be in Saugerties, New York. Contributions in his memory may be made to the Edwin Mansfield Scholarship Fund, Economics Department, University of Pennsylvania, Philadelphia, PA 19104-6297.

Dr. Norman Topping, Former VP/Medical Affairs

Dr. Norman H. Topping, who was vice president for medical affairs at Penn from 1952 until he took up the presidency of the University of Southern California in 1958, died on November 18 at the age of 89.

Dr. Topping, an alumnus of USC who also took his M.D. there, began his research career at the U.S. Public Health Service in the 'thirties, and was known for his work there on the vaccine that is still in use today against typhus. Later he also contributed to the development of the first effective treatment against Rocky Mountain spotted fever. He was associate director of the NIH and Assistant Surgeon General of the U.S., from 1948 until he joined Penn in 1952, to serve under Dr. Gaylord Harnwell and oversee a period of significant growth in basic research in the health schools.

As president of USC, 1958-70, and as its chancellor, 1971-80, Dr. Topping is credited with moving that large, private university from a local institution best known for undergraduate athletics to a national one with a major research and graduate program. He became emeritus chancellor in 1980.

Dr. Topping was married to the late Helen Rummens and is survived by a son, Brian, and a daughter, Linda Topping Badgley, five grandchildren, and four great-grandchildren.

Lindback Nominations: December 10

Nominations for Lindback Awards for members of the standing faculty, and for Provost's Awards for full- and part-time associated faculty and academic support staff are now being accepted by the Office of the VPUL; send to Terri Conn at 3611 Locust Walk/6222 or conn@pobox.upenn.edu.

Criteria and Guidelines for Lindback Awards for Distinguished Teaching

1. The Lindback Awards are given in recognition of distinguished teaching. "Distinguished" teaching is teaching that is intellectually demanding, unusually coherent, and permanent in its effect. The distinguished teacher has the capability of changing the way in which students view the subject they are studying. The distinguished teacher provides the basis for students to look with critical and informed perception at the fundamentals of a discipline, and he/she relates that discipline to other disciplines and to the world view of the student. The distinguished teacher is accessible to students and open to new ideas, but also expresses his/her own views with articulate conviction and is willing to lead students, with a combination of clarity and challenge, to an informed understanding of an academic field. The distinguished teacher is fair, free from prejudice, and single-minded in the pursuit of truth.

2. Distinguished teaching means different things in different fields. While the distinguished teacher should be versatile, as much at home in large groups as in small, and in beginning classes as in advanced, he or she may have skills of special importance in his/her area of specialization. Skillful direction of dissertation students, effective supervision of student researchers, ability to organize a large course of many sections, skill in leading seminars, special talent with large classes. Ability to handle discussions or to structure lectures-these are all relevant attributes, although it is unlikely that anyone will excel in all of them.

3. Distinguished teaching is recognized and recorded in many ways; evaluation must also take several forms. It is not enough to look solely at letters of recommendation from students. It is not enough to consider "objective" evaluations of particular classes in tabulated form; a faculty member's influence extends beyond the classroom and beyond individual classes. Nor is it enough to look only at a candidate's most recent semester or at opinions expressed immediately after a course is over; the influence of the best teachers lasts while that of others may be great at first but lessen over time. It is not enough merely to gauge student adulation, for its basis is superficial; but neither should such feelings be discounted as unworthy of investigation. Rather, all of these factors and more, should enter into the identification and assessment of distinguished teaching.

4. The Lindback Awards have a symbolic importance that transcends the recognition of individual merit. They should be used to advance effective teaching by serving as reminders to as wide a spectrum of the University community as possible of the expectations of the University for the quality of its mission.

5. Distinguished teaching occurs in all parts of the University and therefore faculty members from all schools are eligible for consideration. An excellent teacher who does not receive an award in a given year may be re-nominated in some future year and receive the award then.

6. The Lindback Awards may be awarded to faculty members who have many years of service remaining, or they may recognize many years of distinguished service already expended. No faculty member may be considered for the Lindback Award in a year in which the member is considered for tenure. All nominees should be members of the standing faculty. The teaching activities for which the awards are granted must be components of the degree programs of the University of Pennsylvania.

7. The awards should recognize excellence in either undergraduate or graduate teaching or both.

8. The recipient of a Lindback Award should be a teacher/scholar. While a long bibliography is not necessarily the mark of a fine mind, not the lack of one a sign of mediocrity, it is legitimate to look for an active relationship between a candidate's teaching and the current state of scholarship in his/her field.

Who Has a Lindback? For the roster of all Penn faculty who have won Lindback Awards since the program's inception in 1961, see the University Archives home page, <http://www.upenn.edu/AR/> or go directly to <http://www.upenn.edu/AR/men/awards/index.html>.

With the publication of these committee reports (pages 5 through 8), the University Council has completed the publication of the Year-End Reports for 1996. Three of those below are scheduled for discussion at the December 3 meeting: Recreation & Intercollegiate Athletics, Safety & Security, and Student Affairs. Please see page 8 for a guide to the 1996-97 reports' publication and discussion dates.

The December meeting features Dr. Stanley Chodorow's State of the University Report and an Update by Executive Vice President John Fry. The meeting is held from 4 to 6 p.m. in McClelland Hall, the Quad, and is open to observers, who are to call the Office of the Secretary, 898-7005, to register their interest in attending.

Disability Board

1. The Disability Board met once as a Committee on 8/8/96 to review the purpose of the Committee. The broad charge to the committee as printed in the University Council Bylaws reads:

The Disability Board continually evaluates the disability plan for adequacy, equity and consistency with the broad University objectives, monitors the financial and administrative operations of the plan; oversees the processing of any applications for disability benefits and periodic reviews of existing disability cases; and hears appeals from decisions of the Medical Subcommittee of the Disability Board.

There was no special charge for this academic year.

2. Here are some statistics (available from differing time periods): University, 7/1/96-3/3/97: There were 114 employees on LTD (3 faculty, 15 A-1s, and 93 A-3s); 22 claims were filed and 14 were approved. HUP, 7/1/95-6/30/96: There were 48 employees on LTD; claims were filed and 9 were approved.

3. Recommendations:

A. The roster for the Committee should also include: Iris Gross from HUP and Dr. Robert Mayock (who reviews claims with the medical subcommittee). Staff for the committee include: Al Johnson and Hilary Lopez from benefits.

B. There are no representatives from the A-1 or A-3 group on the Committee, so it is recommended that they be since the vast majority of individuals on LTD are from these groups.

— Janet A. Deatruck, Chair

Disability Board, 1996-97

Chair: Janet Deatruck (nursing) Faculty: P.J. Brennan (medicine), Ira Katz (psychiatry), Scott Manaker (medicine), Olivia Mitchell (insurance), Erwin Schmidt (orthopedic surgery), Ralph Schumacher (medicine) Ex officio: David Hackney (chair, University Council Personnel Benefits Committee).

Open Expression

The committee held four meetings during the 1996-97 academic year. The only complaint before the committee was that of Mr. Paul Lukasiak regarding the A-3 Assembly election process in the Fall of 1996. The committee considered Mr. Lukasiak's complaint and both met with him and called as a witness Ms. Karen Wheeler, the Chair of the A-3 Assembly. After thorough consideration the committee concluded:

"The Committee on Open Expression found that Mr. Lukasiak's complaint raised serious questions about the fairness of the administration of the nominations and election procedures under the A-3 Assembly Constitution last Fall. This complaint raised questions about the adequacy of the provisions of the A-3 Assembly Constitution relating to nominations and elections. However, the Committee on Open Expression has concluded that it does not have jurisdiction over this matter and is referring it to the University Steering Committee for determination of proper jurisdiction."

During July, 1997 Mr. Lukasiak contacted Dr. Steiner via email concerning another alleged infringement of his freedom of expression. At that time Dr. Steiner had completed his term as Chair and directed Mr. Lukasiak to refer his complaint to the new Committee.

— Peter Steiner, Chair

Open Expression Committee, 1996-97

Chair: Peter Steiner (slav lang); Faculty: C. Edwin Baker (law), John Keene (city & reg planning), Herman Pfefferkorn (geology); Administration: Jennifer Conway (LDI), Rosemary Byrd Meecham (law); A-3: Nicholas Sohler (telecommunications); Students: Marc Edelman (W'99), Hayley Lattman (C'97), Alexander Lloyd (W'98), Dan Orr (C'98)

Personnel Benefits

The Personnel Benefits Committee had an unusual year. Since the Benefits Redesign Process pre-empted the usual activities of the PBC for most of the year, the only actions of the PBC during the year were our review of the Benefits Redesign proposals issued in February, and our evaluation of the proposals and the process. Below, we present our analysis of the proposals produced by the Benefits Redesign process. We include suggestions for further changes in the benefits offered at the University, as well as suggestions for improvements in the redesign process. The substance of the report was published in *Almanac*, Volume 43 Number 25, March 11, 1997.

The PBC prepared a set of propositions covering the possible responses to the propositions and, after as extensive discussion as time permitted, we voted on each proposition. We were unable to arrive at unanimous opinions on any issue. Therefore, we report below the votes on each proposition.

Personnel Benefits:

A Summary of Committee Views on Benefits Redesign

Life Insurance

A. Yes 56%—No 44% to the question:

The PBC endorses the proposal to eliminate Flexdollars, provide current employees with a one-time increase in base salary to replace the lost Flexdollars, and provide University-funded life insurance in the amount of 1 x salary. The PBC suggests that further savings to employees and the University may be possible through additional adjustments to the life insurance program. However, adequate analysis of such further options cannot be completed in the time available before 1997 Open Enrollment. Therefore, the PBC proposes that the structure of the life insurance program remain on the PBC agenda, after Open Enrollment, for consideration for possible further changes in later plan years.

B. Yes 88%—No 12% to the question:

The PBC endorses the proposal to eliminate Flexdollars and to provide current employees with a one-time increase in base salary to replace the lost Flexdollars. The PBC proposes to modify the recommendations of the Benefits Advisory Committee (BAC) as follows. Instead of receiving University-funded life insurance in the amount of 1 x salary, each employee aged 65 or younger will receive University-funded life insurance in the amount of \$50,000. Employees will be permitted to purchase additional life insurance, with after tax dollars, as described in the BAC report. For employees over the age of 65, the University will calculate the cost of providing \$50,000 of life insurance to a 65 year-old individual, and purchase for each employee the amount of insurance that can be obtained for that cost. This will have the effect of reducing the death-benefit amounts of life insurance funded by the University for older employees.

C. Yes 38%—No 63% to the question:

The issues to be considered are complex, life insurance benefits are major and critical portions of the total benefits package, and the time available to review the proposals has been quite limited. For these reasons, the PBC recommends deferral of any decision on the BAC life insurance recommendations for the upcoming plan year, in order permit an in-depth review of the proposals and alternatives.

Health Insurance

D. Yes 75%—No 25% to the question:

The PBC endorses the proposed changes in the health insurance program. Elimination of "zero-premium" options conforms to current practices in plan design, under which employees and employers share the cost of health insurance. For the HMO options, the employee premiums are similar to, or lower than, those charged over long periods of time prior to 7/1/94. The new Point of Service option represents an attractive option for

those who desire an indemnity plan at a lower cost than PENNCare. The increase in the price of PENNCare is reasonable given the costs and value of this plan.

E. Yes 33%—No 67% to the question:

The PBC endorses the concept of employee cost sharing for health insurance premiums and recognizes that the proposed prices of coverage compare favorably to competitive norms. However, the price increases are too large for employees to absorb in a single year. Further, the proposed pricing structure will place indemnity insurance out of reach for many lower-income employees. For these reasons, the PBC recommends creating a pricing structure which will continue the availability of the PENNCare PPO to lower-income employees at a very low cost. If necessary, this should be achieved by providing a greater cost subsidy to such employees, with progressively smaller subsidies to those at higher salaries. All employees would receive some substantial level of University contribution to health insurance costs, but higher-income employees would find their subsidies reduced well below those proposed by the BAC.

F. Yes 38%—No 63% to the question:

The current design of the health insurance program enjoys a high level of employee support and satisfaction. Although the level of University contributions are also relatively high, the need to provide comprehensive insurance to all employees at prices they can afford must be considered the most important goal of the health insurance program. For these reasons, the PBC recommends that the current pricing and provisions of the PENNCare PPO be retained in their current form.

Considering the Recent Benefits Redesign Process

G. Yes 67%—No 33% to the question:

The PBC should have been a full partner in discussions of, and development of proposals for, benefits redesign.

H. Yes 75%—No 25% to the question:

Given that the PBC was denied its traditional role as the designated body for recommending changes in the benefits program, the PBC also was not permitted to have input into the redesign proposals while the discussions were in progress.

I. Yes 88%—No 12% to the question:

Given that the PBC was denied its traditional role as the designated body for recommending changes in the benefits program, the PBC was not afforded sufficient time to analyze the suggestions brought forward by the benefits redesign process, and to develop and present alternatives, where appropriate.

Considering Future Annual Benefits Reviews and Future Comprehensive Benefits Redesign Efforts

J. Yes 89%—No 11% to the question:

The PBC should be a full partner in discussions of, and development of proposals for, future changes in the benefits program.

Part Time Benefits

K. Yes 14%—No 86% to the question:

The proposal for adding participation in the health care pretax expense account represents an appropriate, and adequate change in the benefits program for part time employees. No further changes in the part-time benefits programs should be considered at this time.

L. Yes 57%—No 43% to the question:

The proposal for adding participation in the health care pretax expense account represents an appropriate, and adequate, change with respect to those benefits considered in the report—health insurance, life insurance, tuition, and paid time off. Part time employee participation in retirement and disability programs should be considered when these components of the overall benefit program are discussed in the near future.

M. Yes 43%—No 57% to the question:

The proposal for adding participation in the health care pretax expense account is an appropriate, but not an adequate, change with respect to those benefits considered in the report—health insurance, life insurance, tuition, and paid time off. Part-time employees should receive pro-rated health, life insurance, and tuition benefits, subject to service requirements. Part-time employee participation in retirement and disability programs should be considered when these components of the overall benefit program are discussed in the near future.

N. Yes 56%—No 44% to the question:

Due to time constraints, the PBC was not able to conduct an adequate review and discussion of the proposals for changes in the benefits program for part time employees.

Paid Time Off

O. Yes 63%—No 37% to the question:

The proposals for changing the vacation accrual schedule and reducing the number of classifications of time off represent appropriate modifications in the benefits program.

P. Yes 63%—No 38% to the question:

The proposal to eliminate summer hours represents an appropriate modification in the benefits program.

Q. Yes 38%—No 62% to the question:

The proposals for changes in the paid time off benefits are explained clearly in the benefits redesign report.

Graduate Tuition

R. Yes 89%—No 11% to the question:

The PBC recommends that the graduate tuition benefit be retained in its present form for current University employees, as well as for employees who have been recruited to the University and who begin working as of 1/1/98.

Overall Report

The current report considers parts of the benefits package—health insurance, life insurance, tuition benefits, paid time off, and benefits for part time employees—now, while deferring decisions on the remainder of the package, including retirement and disability programs, until next year. Since these latter benefits are significant portions of total compensation, we cannot analyze the entire benefits program, on the basis of total compensation, at this time. However, the need for changes in the portions of the program addressed by this report are pressing and will remain next year, if they are not addressed now. Please respond to questions S and T in this context.

S. Yes 75%—No 25% to the question:

The PBC agrees that it is appropriate to revise portions of the benefits program now, with retirement and disability to be considered next year.

T. Yes 33%—No 67% to the question:

The PBC concludes that changes in benefits should be made only after proposals have been developed for all aspects of the program. This will permit analysis of all proposals on the basis of total compensation question.

Summary of Votes and Abstentions

	% Yes	% No	Abst		% Yes	% No	Abst
A	56%	44%	2	K	14%	86%	4
B	88%	13%	3	L	57%	43%	4
C	38%	63%	3	M	43%	57%	4
D	75%	25%	3	N	56%	44%	2
E	33%	67%	2	O	63%	38%	3
F	38%	63%	3	P	63%	38%	3
G	67%	33%	2	Q	38%	63%	3
H	75%	25%	3	R	89%	11%	2
I	88%	13%	3	S	75%	25%	3
J	89%	11%	2	T	33%	67%	2

— David B. Hackney, Chair

Personnel Benefits Committee 1996-97

Chair: David Hackney (radiology) *Faculty:* Patrician Danzon (health care system) Charles E. Dwyer (GSE) Carl Polsky (accounting) Gerald Porter (mathematics) Curtis Reitz (law) Jerry Rosenbloom (insurance) Sheldon Rovin (dental) *Administration:* Rachel Cogan (Wharton) Lois McNamara (GSE) Rosemary Byrd Meecham (law) A-3: Sarah McLaurin (Ofc of the Secretary) Patricia Noel-Reid (microbio) *Students:* Sherri Lauver *Ex officio:* Alfred Beers (comptroller) Clint Davidson (v pres human resources) John J. Heuer (dir human resources) Al Johnson (asst mgr, benefits counseling) Barbara Lowery (assoc provost) Fina Maniaci (asst mgr benefits acctg)

Recreation and Intercollegiate Athletics

The University Council Committee on Recreation and Intercollegiate Athletics (CRIA) held six meetings during the year. Major topics discussed were:

(1) The Division of Recreation and Intercollegiate Athletics's (DRIA) new Mission Statement and Strategic Plan as presented by Athletic Director Steve Bilsky.

(2) The beginning of the reorganization of the DRIA Recreation Division program as presented by the newly appointed Director of Recreation, Mike Diorka.

(3) The NCAA re-certification of Penn's Intercollegiate Athletic Program as presented by Senior Associate Athletic Director, Carolyn Schlie-Femovich.

DRIA Strategic Plan

Mr. Bilsky indicated the importance to Penn of improving existing recreational and intercollegiate athletic facilities and of constructing new facilities such as a multi-purpose fieldhouse, all of which will require significant fund raising efforts.

Reorganization of the DRIA Recreation Program

An outside consulting firm, with extensive input from focus groups representing appropriate and important campus constituencies, was in the process of surveying the present recreational program and will soon make recommendations for its improvement. Mr. Diorka noted that input from students and Wharton cohort groups had been particularly helpful in the survey process. The completed survey and the recreation division's proposed reorganization plans will be discussed by CRIA during the coming academic year.

During discussions of the recreational program, Mr. Diorka made the following key points:

- campus recreation offerings have expanded to include wellness and fitness programs and with this expansion it is important to make certain that all of Penn's existing recreational facilities are optimally utilized, changes in facilities and programs are necessary to make recreation "state-of-the-art" for the new millennium. Mr. Bilsky, in support of this, indicated that it was very important to develop a feasible plan for renovation/construction of needed recreation/athletic facilities.
- a good working relationship with all constituencies is a high priority of the division of recreation,
- programs offered should be instructional and/or competitive

and/or recreational in nature,

- activities should provide opportunities for increased faculty-student interactions, and the West Philadelphia university community has a stake in Penn's recreational plans.

CRIA also had a preliminary discussion related to the question of what is the basic recreation program that should be prepaid and opened to the University community at large. The concept of selling passbooks and/or instituting a declining balance system for recreational facility usage was mentioned. These discussions will continue during the '97-'98 academic year.

NCAA Re-Certification of

Penn's Intercollegiate Athletic Program

CRIA was kept apprised of the progress of the NCAA re-certification process, which began in February, 1996, sought widespread input from various Penn constituencies, produced Self-Study draft and final reports, and culminated with a four day (April 1-4, 1997) site visit of Penn by an NCAA Peer-Review Team.

The final draft of the Self-Study report was read and discussed by CRIA. The final Self-Study report was approved by CRIA. Both the NCAA site-visit team and CRIA found Penn's Intercollegiate Athletic Program well-integrated into the academic programs of the campus. The complete NCAA Peer-Review Team's report and the final NCAA Re-Certification report, when made available to CRIA, will be discussed during the coming academic year. Particular attention will be directed by CRIA towards DRIA intercollegiate athletic program issues, which the Self-Study and the final NCAA Re-Certification reports identify as in need of improvement and their resolution within the stated time-tables.

— Peter Hand, Chair

1996-97 Committee on Recreation and Intercollegiate Athletics

Chair: Peter Hand (animal biology/vet) *Faculty:* Steven Galetta (neurol/med), Stephen Gluckman (infectious diseases), Alan Heston (Economics), Stephen Hoch (marketing), Donald Morgan (otorhino), Cynthia Scalzi (nursing), Perry Stafford (ped/med); *Administration:* Erika Gross (risk mgmt), Jennifer Wollman (alumni relations); *A-3:* Walter Benjamin (admissions) Shelton Mercer (telecomm) *Alumni:* Gay Lacy, Hunter Lott (asst dev ofcr, athletics); *Students:* Larry Kamin (C '98), Mark Lubow (C'98), Lawrence Pace (W '98), Gloria Suen (WhG); *Ex officio:* Steve Bilsky (dir div rec & intercoll athletics), Larry Moneta (associate VPUL), Willis Stetson (dean of admissions)

Safety and Security

The Safety & Security Committee met eight times during the 1996-97 year. This included a joint meeting with the Community Relations Committee convened January 28. Topics addressed during the year included the following:

1. Semiautomatic pistols for University Police: the major debate on this issue occurred during the 1995-96 meetings. The final report was approved by the Committee at the October, 1996 meeting and then presented to Council by Dr. Kennedy.

2. Committee members Maureen Rush and Scott Reikofski arranged presentation of the Bittenbinder crime prevention program and subsequent distribution of the videotape.

3. The committee initiated the joint meeting with Community Relations to gauge community members' feelings on violence and the University's role in preventing/responding to it.

4. The committee received information that international students are involved in many of the automobile/pedestrian accidents on campus, apparently due to traffic patterns differing from their home countries. In response to these concerns, the Office of International Programs was contacted to provide representation on the committee.

5. Partly in response to *The Philadelphia Inquirer's* articles on college crime statistics, the committee looked into how Penn does in fact report those statistics. The committee concluded that the current reports are comprehensive and available.

6. Committee members Barbara Cassel and Courtney Fine surveyed via e-mail 2000 undergraduate, graduate, and professional students to

learn their perceptions of crime at Penn. The goals were to inform the committee of students' awareness of available resources and to contribute to short term and long-term security measures.

7. The Committee debated and supported the president and UPPD's initiatives in response to the series of crimes in the fall, specifically: strategic University security initiatives, e.g. the 40th Street Project; tactical initiatives e.g. video cameras, cellular emergency phones, hiring of new police officers and Spectaguard officers, public safety expo; regulations for after-hours parking in University lots.

8. The bicycle safety subcommittee was reimplemented. Due to a perceived need for expertise of this type, Professor Ponzy Lu, an avid cyclist, was invited to become a member of the committee and lead this subcommittee.

9. Michele Goldfarb, student dispute resolution center, was asked to become a member of the committee.

— Sean Kennedy, Chair

Committee on Safety and Security, 1996-97

Chair: Sean Kennedy (anesthesia/med) *Faculty:* Alan Heston (econ), John Lepore (civil systems), Noam Lior (mech engr), Jerry Prince (romance lang), Alvin Rubinstein (pol sci), Karen Winey (materials science), Gail Yarnell (restorative dentistry) *Administration:* John DeLong (student finan svcs), Donna Di Scullo (nursing) *A-3:* Betty Thomas (SFS) *Students:* Jonathan Brightbill (Wh '97), Courtney Fine (Col '99), Dore Preston (GSAS), John William (med) *Ex officio:* Jeanne Arnold (dir African Am Res Ctr), Barbara Cassel (Aooist VPUL), Christopher Dennis (dir housing & res life), Elena Di Lapi (dir Penn Women's Ctr), Robert Furniss (dir Trans & Parking), James Miller (dir Fire & Occup Safety), Scott Reikofski (acting dir Frat/Soror Affairs), Maureen Rush (dir police operations), Thomas Seamon (mg dir public safety).

Student Affairs

The Student Affairs Committee (SAC) met 8 times during the academic year. The first two meetings were primarily informational in nature, including a review of agenda items from past years, and a discussion of the findings from the survey of incoming freshman at Penn.

It was decided that the SAC would focus on 3 topics pertaining to the quality of student life at Penn:

- (1) monitoring the developing plans for residences, dining halls and recreation,
- (2) considering the request of the United Minority Council for a seat on the University Council,
- (3) gathering information about alcohol and substance abuse on campus.

During the fall semester, reports were presented on general plans to restructure living, dining and recreational facilities at Penn. The SAC generally concurred with the vision and direction of these reforms, particularly with plans for upgrading the physical plant, and for offering students more choices for dining and recreation. The SAC also offered to serve as a forum for discussing specific details of the plans when they became available.

A joint meeting was held with the Pluralism Committee on December 17, 1996. At that time, a resolution was considered and passed recommending that the University Council offer the United Minority Council a permanent seat on the Council.

The spring semester was devoted entirely to discussions about alcohol and substance abuse at Penn. Examining surveys of student alcohol and substance use, it is clear that Penn has a higher rate of binge drinking compared to other private colleges. Moreover, roughly 50% of students at Penn report having been adversely affected by students engaging binge drinking. The SAC heard from representatives of the Health Education Center about their efforts to reduce alcohol and substance abuse on campus, primarily through peer educators. It also heard testimony from resident advisers, faculty and students regarding the patterns of student alcohol and drug use. A number of themes emerged from these presentations, including:

- stories about drinking parties are often discussed during tours of the campus for prospective students;
- incoming freshman are recruited to attend events where alcohol will be served even prior to orientation week;
- freshman are the most likely students to be involved in serious alcohol intoxication requiring emergency room visits and/or hospitalization;
- few students who receive emergency treatment for alcohol intoxication ever attend counseling sessions
- there appears to be little enforcement of the “zero tolerance” policy at Penn.

Despite these alarming indicators, there is also evidence that efforts to reduce underage drinking on campus have been somewhat successful, as evidenced by:

- fewer bottles of alcohol observed in garbage dumps following weekends;
- the BYOB policy of fraternity parties which has reduced availability of alcohol;
- reduced incidents of unpleasant alcohol-related behavior in the dormitories;
- the absence of any alcohol-related deaths at Penn.

A wide spectrum of opinion was expressed regarding the role that the University should play with respect to student behaviors surrounding alcohol and drug use. Some on the committee favored a minimalist approach while others argued for a more vigorous enforcement of existing policies regarding drinking and drug use. Despite these differences, the SAC was able to conclude its deliberations with the following recommendations to the Council and to the entire Penn community:

1. The problems of underage drinking and excessive (binge) drinking at Penn are real and need to be openly recognized and addressed. Data from a variety of sources (e.g. student surveys, ER records, police records, RA incident reports) should be collected regularly to quantify the nature and extent of these problems. Efforts to gather such information should be fiscally supported and centralized within one organization on campus, such as the Health Education Center.

2. Student culture at Penn promotes widespread alcohol consumption, and there is a permissive attitude on the part of administration and faculty regarding this culture. Greater efforts need to be directed at changing the prevailing pro-alcohol culture among students by promoting non-alcohol recreational activities, and by creating more opportunities for students to meet and socialize on campus in alcohol-free settings. Greater resources need to be allocated to build attractive gathering places for students, and to support student events and organizations which offer alternatives to alcohol consumption.

3. The admissions process, including tours of prospective students to the campus, should be reviewed to insure that the image of Penn as the “party Ivy” college is no longer promoted, and to select students who are more likely to abstain from drinking.

4. Freshman orientation should include a greater emphasis on drug and alcohol abuse prevention. Books (e.g. *Drinking - A Love Story*; by Caroline Knapp), movies, TV shows and other educational materials should be formally introduced during orientation. Peer education sessions should be provided throughout the freshman year to reinforce these messages. Furthermore, sustained efforts should be made to monitor drinking among freshmen, and to intervene consistently and directly when such behavior is identified.

5. The relative lack of enforcement of University policies on drinking and drug use is a serious concern which the Council needs to address. Mechanisms for improving the enforcement of these policies should be identified and implemented. Measures for responding to students whose drinking behavior is harmful to themselves or is disruptive (or harmful) to others need to be fairly and consistently applied.

6. It is time to bring all members of the Penn community together to take a close and serious look at this very difficult and sticky problem which is hurting many students and which is detracting from the quality of life at our institution. There must be a renewed commitment among all the constituencies at Penn to reduce the incidence of student underage and binge drinking as well as drug use. To this end, the work of the Drug and Alcohol Task Force should be disseminated and discussed throughout the entire University community.

In the coming academic year, the Student Affairs Committee intends to continue in its mission to monitor the quality of student life at Penn. Priority areas include ongoing monitoring of the plans for housing, dining and recreation, and discussing ways to implement the recommendations regarding alcohol and drug use on campus.

— Anthony Rostain, Chair

Student Affairs Committee 1996-97

Chair: Anthony Rostain (psychiatry) *Faculty:* William Ball (psychiatry) William Graham (materials science) Alan Charles Kors (history) Maureen Marcenko (social work) Jeremy McInerney (classical studies); *Administration:* Carla Armbrister (residential living) Julie Cohen (CPPS) *Students:* Joe Becker (GSAS) Jonathan Brightbill (Wh '97) Ron Jenkins (Wh/C '98) Susie Lee (CAS '97) David Scott (Wh '98) *Ex officio:* William Gipson (University Chaplain) Tal Golomb (chair, UA) Larry Moneta (associate VPUL) Alex Welte (chair, GAPSA)

Year-End Reports, 1996-97

Council Committee reports were clustered in three issues of *Almanac* this fall—September 23, October 15, and the current issue.

Committee	Publication Date
Admissions & Financial Aid	September 23
Bookstore	October 14
Communications	September 23
Community Relations	September 23
Disability Board	November 25
Facilities	October 14
International Programs	September 23
Library	October 14
Open Expression	November 25
Personnel Benefits	November 25
Pluralism	September 23
Recreation & Intercollegiate Athletics	November 25
Safety & Security	November 25
Student Affairs	November 25

Inquirer's Irreverent TV Columnist Tones Down for Studies. *NOT!*

By Susan Perloff



Gail Shister is not like everybody else. She's not like anybody else. And if you forget that fact, for just a sec, she'll remind you that she's a Jewish, out lesbian who integrated previously all-male sports staffs at three newspapers. Gail Shister, television columnist for the Inquirer, is on a semester-long fellowship at Penn, studying, counseling, editing and generally stirring up trouble.

She's taking three courses. For the History of Jews in America, she says, "I've been devouring the books. I am reading more than I have since college. I asked the professor to recommend more novels. And she did. I'm reading them all. My daughter is 12 and on the bat mitzvah track, and I'm feeling more and more spiritual as I grow older."

She's taking an intro to political communication course, taught by Annenberg Dean Kathleen Hall Jamieson, one of Shister's idols. "I had heard stories about what an incredible teacher Jamieson was. She has 130 students in her class, and she has to cut it off at 130. When I read in the catalog that she lectures for three hours, I thought I'd have to bring my No-Doz, but in fact you can hear a pin drop."

And she's studying the psychology of women, "my big discussion course," she says. "It's one of the reasons I'm really digging being on campus. The students are young, smart, motivated."

Shister is savoring a Richard Burke Fel-

lowship, which offers a journalist who's been at the Inquirer at least 10 years a mid-career fellowship at Penn or Swarthmore. During the fellowship, which is named after a reporter who died in the newsroom, the paper pays the reporter's salary, and the participating school underwrites up to four courses.

Fellows may participate in other activities at will, and Shister hears she's doing more than other fellows have done. "The academic stuff is for the neck up," she says, "and the non-academic stuff is for the neck down. It's for the heart. I've gotten tremendous satisfaction from developing on-going relationships with students."

At the Lesbian Gay Bisexual Center, she counsels students and runs a weekly women's discussion group for students, faculty and staff. Compared to the six or eight Shister expected, more than 20 women show up each week — and the number is growing. Calling this discussion "a delightful surprise," Shister recently arranged to continue it beyond the term of the fellowship.

Occasional evenings, she attends news

meetings at the Daily Pennsylvanian, serving as writing coach and mentor. "I help students think through what stories are important and how to cover them. I act as a sounding board and a pseudo McLaughlin. I ask questions, and if they give the wrong answer, I say WRONG. They don't teach journalism at Penn — they don't consider it a worthy academic pursuit. So at the DP you have smart, eager kids who don't know

much about journalism or putting out a daily paper. They worked on their high school papers, but at the DP they have no guidance, no faculty advisor."

The 45-year-old Buffalo native has been "teaching in dribs and drabs" and fantasized about applying for the fellowship for years. "I come from a family of academics, and I

have to admit I am an academic snob," she says. "I prefer students who are very bright and very motivated. Happily all the kids I run into and have coffee with at Penn have been exceptional."

Describing herself as "always a jock," Shister captained the women's basketball team at Brandeis University and wrote sports for the student weekly. After applying to Ph.D. programs in English, "I had an epiphany during basketball practice. I didn't want to teach. I loved the passion, the spontaneity and the unpredictability of sports. I thought, 'You love sports. You love writing. Why not be a sports writer?' I thought that was a great idea, so I went to the career center. The woman at the career center looked at me and said, 'There are no women sports writers.'

(Continued on page 10)



Gail Shister is savoring her Penn studies.

New Mentoring Program for Gender Issues

Students needing to talk about sexual/gender identity or coming out, and students who want to know more about Penn's resources for lesbian, gay, bi-sexual and transgender students can talk on a confidential basis with a student mentor assigned by the new mentoring program introduced in October by the Lesbian Gay Bisexual Center.

Penn students wanting a mentor, or wanting to become a mentor, can stop by the Lesbian Gay Bisexual Center at 3539 Locust Walk, e-mail center@dolphin.upenn.edu, or call at 898-5044. The Center's Web page can be found at <http://dolphin.upenn.edu/~center/>.

— Gabriel Aherne

"I'm the type of person, when you say, 'You can't do it,' I'm very contrary to a No." So she applied for, and got, an internship in sports at the Buffalo Evening News, becoming one of the first women in the country to cover sports. Later she attended the Medill School of Journalism at Northwestern University. Gail Shister, girl reporter, knows a good story when she tells one.

"When I graduated from J School in 1975, it was right after Watergate, and enrollment in J schools had skyrocketed. Everyone thought they'd be Woodstein [meaning Bob Woodward and Carl Bernstein, the Washington Post reporters who covered Watergate]. I interviewed in Oshkosh, Green Bay, all over the country, looking for a job.

"Meanwhile I was stringing [writing freelance stories] for Pro Football Weekly, taking dictation from sports writers. I got 25 bucks and all the pizza I could eat. By sheer luck, I took dictation from a sports-

writer from New Orleans twice in a row. As a lark, I asked him if there were any openings in sports. Washington was the furthest south I'd ever been in my life.

"One day I got a call from the States-Item, which was the evening, renegade liberal paper. They flew me down to New Orleans and wine and dined me. I was 23 years old. At my J school, not one person got a newspaper job in Chicago. Some classmates weren't getting jobs in journalism at all. And I got this dream job." In 1975 she became Louisiana's first female sports writer, a role she reprised in 1979 at the Inquirer.

"I was lucky. To my knowledge, I was the first openly gay reporter at a major metropolitan daily. I was a Jewish, out-lesbian, female sports writer in Louisiana. Imagine."

Which brings us to sexuality. "I was out since I was 17," says Shister. "I was queer way before it was cool to be queer. I've always been ahead of my time. They talk

about 'nature-versus-nurture' [as in, what causes homosexuality]. I'm on the nature side. I'm grateful for always knowing I was gay, grateful that I never had to go through a crisis of conscience, never had to go through the lacerating break-up of a heterosexual marriage. I know hundreds of women who did.

"I've been out for 28 years, and lesbianism hasn't been an issue for me for 25 years. I'm very committed to being a mentor to gay young people. When I was in college, I did not know one single gay person. To be in an atmosphere at Penn that's gay-friendly and where there are 10 gay student organizations — I find it astounding. And please be clear on this: I work at the center to help, not to recruit. I'm good at helping to ask questions, helping kids figure out where they want to go and what they want to be."

Shister has a 12-year-old daughter, Elizabeth, the biological daughter of her ex-wife, to whom she was married for 10 years. "We unofficially share custody, and Lizzie goes back and forth. My kid has two Jewish moms and two step-moms. We put the psychiatrist on retainer before she was born."

In 1993 Gail Shister married Penny Jeannechild, an editorial assistant at the Inquirer, in a "moving ceremony" performed before 80 guests by a rabbi at the Ethical Society. The brides, who registered their patterns and groovy tastes at Urban Objects, won the "best wedding" honors from Philadelphia magazine. "The hardest part was finding two brides for the cake." Mission never accomplished, but an artist friend sculpted the two women in miniature.

As the Mummies return to Broad Street, Gail Shister will return to her television column, which Knight Ridder sends to more than 350 papers, and she will continue running her group at the LGB Center. Whether or not you care about television — or own one — she's as good a "read" as she is an interview.



Strike Up the Band's 100th Birthday

The horns (left) wore a birthday message for the 100-year-old Penn Band at the Homecoming half-time show on Franklin Field Nov. 8.

Officially monikered The Huge, the Enormous, the Well-Endowed, Undefeated, Ivy-League Champion, University of Pennsylvania Oxymoronic Fighting Quaker Marching Band, the group is arguably the oldest in the Ivy League.

In 1897, founders H.P. Beck and W.J. Goeckel, class of 1896, placed notices calling for its formation in the Daily Pennsylvanian. Goeckel, by the way, also composed "The Red and Blue."

The organization suffered no serious damage when it went coed in 1970, and continued to play an instru-



Photograph by Mark Garvin

mental role in maintaining the tradition of University songs, while changing enough to reflect contemporary music styles.

To mark its 100 years, the band—current members and alums—recently recorded a compact disc, "Five Score and Several Years To Go," which features Penn songs and more modern fare. To order a CD, call 898-8719 or visit the Penn Band's Web page at <http://dolfin.upenn.edu/~pennband/>.

— Gabriel Aherne

Students Ask, Shall We Dance?

By Stacia Friedman

She wears a slinky, satin mini-dress and silver stilettos. He is in a sparkling vest and slender black pants. They pose like mannequins. Suddenly, the throbbing beat of Latin rhythms propels the couple into a mambo. Her postures are precise, flirtatious, witty. He leads her expertly through a complex pattern of movements designed to do what all professional ballroom dance is supposed to do—show off the female. The crowd cheers, whistles, goes wild.

Is this a debutante party in the Hamptons or a soiree in Palm Beach? No, it's the semi-annual formal of Penn's Ballroom Dance Society in Houston Hall Nov. 15. The tumultuous applause isn't for professional dancers. It's for nursing school sophomore Monica Lee and William Sherman, a physics Ph.D. candidate in his seventh year at Penn.

"It's my only outlet from my work," said Sherman who formerly served as club president and is now team captain, responsible for organizing practice sessions for members who wish to participate in intercollegiate dance competitions. Sherman's interest in ballroom dancing started when he was a sophomore at Brown and he is now ranked on the Silver Level. "Working your way through grad school, you don't really have time to be a Gold Level dancer, which is like a black belt in karate."

Fortunately, you don't have to own a sequined vest or know how to mambo to join the Ballroom Dance Society and participate in competitions. The Youth College Network of the United States of America Ballroom Dance Association (USABDA) organizes intercollegiate competitions designed to appeal to newcomers.

"They intentionally structure events so it's very easy for someone to come in, take lessons for a few weeks and start going to competitions," said Sherman. "You can go and see really good dancers, see the costumes and polished performances. It's much more inspiring than just going to practice sessions."

Current club president, Wharton junior

Tara Fallon agreed. "Dance competitions offer a great avenue to learn more very quickly." She was equally enthusiastic about the social aspects. "It's usually a weekend event where you stay in the dorm of the college hosting the competition. You meet students from Princeton, Rutgers, New York, Boston."



Photograph by Candace diCarlo

She's studying at Wharton. And he studies chemical engineering part time. But Ballroom Dance Society President Tara Fallon and Joe Gionfriddo study dance for fun.

Fallon said that not everyone is suited to competition where the emphasis is on technique. "The club constantly struggles between the interests of the competitors and the social dancers," she said. "Our main challenge is to make people feel comfortable when they come to take the first step."

This courageous first step is often in response to Freshman Performing Arts Night where neophytes like Wharton freshmen David Jacoby and Jennifer Jong got their first glimpse of ballroom dancing last September. Along with 180 others, Jacoby and Jong attended the club's opening event. After an introduction to the basics, they are looking forward to their first competition in

Ohio. "We're entering in the Newcomer Level, performing the waltz, quickstep, rumba, jive and cha-cha," said Jacoby.

Although the club's more competitive dancers create a sensation when they take to the floor, they represent a small, minority of the membership, which boasts a mailing list of 500 and a core group of 70 "very active" members. Most are there to take a break from studies and have a good time. After all, watching a rerun of "Seinfeld" isn't as interesting as holding a member of the opposite sex in your arms on a regular basis.

While half the club's members are undergraduates and 30 percent are grad students, the remainder are a mix of faculty, students from other colleges and people from the dance community at large. On a recent Wednesday night open dance session, Alison Cook-Sather, director of education at Bryn Mawr, was brushing up on her quickstep. "I completed my Ph.D. at Penn in '96, but I come back for the dancing," she said.

But what about the awkwardness of asking a complete stranger to dance? Especially one who might be more experienced when it comes to executing a sultry tango? At Penn's Ballroom Dance Club, that's the whole idea — to put beginners in contact with more advanced dancers and let nature take its course.

An effective way to achieve this is a dance game called Jack 'n Jill. Females scribble their names on scraps of paper dropped into a bowl. The guys line up and, one by one, discover who their partner will be. The music is usually something easy such as swing, the first dance they learned in September.

At the formal gala when Tara Fallon announced a Jack 'n Jill, Wharton freshman Ariel Glassner took his place in line. Fallon called out his partner's name over the microphone, "Allegra Brown?"

Brown, a second year law student at

(Continued on page 12)





Student Troupe Performs Good Deeds for Kids

By Nancy H. Park



Not everyone who has survived the chaos of school assemblies would like to perform before such a group. But then there's Kim Noble and Penn's Stimulus Children's Theater.

"There's no feeling in the world like performing for a school assembly," declares Noble, the chair of the troupe.

Stimulus was founded in 1988 to perform for the children of Philadelphia. Run completely by students, Stimulus' 45 or so dedicated volunteers put on two full-scale productions at Penn for children in the surrounding communities, one during the fall and another at springtime. They performed "Sleeping Beauty... With a Twist!" at Houston Hall Auditorium from Nov. 21 to 23.

To attract children to their shows, the usual publicity plays — press releases and fliers — are not enough. So Stimulus puts on a scene or two at the downtown Borders Books.

And about five times each semester, Stimulus brings the theater directly into the children's lives, visiting West Philadelphia elementary schools, health care facilities and shelters.

But the group does more than just perform. They hold workshops before and after the show to discuss the play's themes and the theatrical process with the children. The production staff members usually run the pre-show workshops, and the cast and rehearsal staff run the post-show workshops, giving the children a chance to meet

the people they saw on stage.

The performance itself often involves the audience, a hallmark of children's theater. "As much as possible, we try to break the barrier," said Rebecca Brown, the director for this year's production, referring to the barrier between the stage and the children. The performers walk into the audience and speak to them, and even occasionally bring children onto the stage.

In "Wendel the Sheep Herder," one of last year's productions, the children contributed to the play by bleating like sheep. This year's production included audience clapping, and the actors performed half the scenes off-stage in front of the audience.

Stimulus also works with older children in a new program the troupe began last spring, the day long Winter Performing Arts Workshop for junior high students. More than 30 eager students from Shaw and Turner middle schools attended.

Stimulus invited Penn's entire performing arts community to participate in the program. Representatives from groups such as Quadramics, Arts House Theater, Intuitons Experimental Theater, and Without a Net led workshops on topics such as costumes, character development and script writing. Children in the set-design workshop visited the actual sets of Penn's performing groups, and the participants of the lighting workshop went to the top of Irvine Auditorium to check out the lighting system.

Pleased by how last year's program

went, Stimulus is planning to hold it again this year.

Because the focus is on theater for children, rehearsals include more than just scene work, choreography and practicing the music. The members also play games, usually for about an hour of their four-hour rehearsals (these workhorses have five four-hour rehearsals a week). The games have multiple purposes.

The Sound in Motion game, for instance, involves big motions, getting the actors to be comfortable with exaggerating their motions. Brown explained that "everything has to be so much bigger since kids are so visual."

As if all that rehearsing weren't enough, some of the students actually write many of the plays. Some are completely original, and some are based on sources like "Hansel and Gretel" and "Cinderella."

The plays usually have morals. "Wendel the Sheep Herder" urged children to follow their dreams, and "Sleeping Beauty... With a Twist!" examined gender roles in society.

This year, Stimulus plans to bring its theater and its message to Pathway, a school for learning-disabled children, and Harrity and Drew elementary schools in West Philadelphia.

For information about Stimulus, contact Kim Noble at 386-0698 or check out the homepage at <http://dolphins.upenn.edu/~stimulus/>.

(Continued from page 11)

Temple, greeted Glassner with a smile and a warning. "I don't know how to do this, but I'm willing to try." Stealing a break from her studies, this was Brown's first exposure to ballroom dancing.

The overwhelming success of the club belongs to the efforts of its former president, Kim-Anh Nguyen, who is completing her 8th year of an M.D.-Ph.D. program in immunology at the medical school. Nguyen

started taking ballroom dance lessons while she was an undergrad at Harvard. "When I came to Penn in '91, I was disappointed in the dance program. It was run by an outside instructor and the students had no control."

After being elected president, Nguyen restructured the organization. "I did all the teaching in the beginning and then networked with area dance studios. They needed younger students and we needed good instructors."

Penn's Ballroom Dance Society now offers lessons by outstanding professional instructors every Sunday, from noon to 4 p.m., at English House in the Class of '38 Lounge. Instruction is given at all levels and the last hour is taught by advanced students. Dues—\$20 for students and \$30 for non-students per semester—include lessons on Sunday and open dances on Wednesday evening. More information is on the Web at <http://dolphins.upenn.edu/~ballroom/>.

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, Funderberg 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 locations: 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.

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 November 17-21, 1997

SCHOOL OF ARTS & SCIENCES

Contact: Anna Marcotte

PROGRAMMER ANALYST III (111840AM) Create appropriate acoustic & language models for target languages using existing data collections; use models with speech processing algorithms to provide automated classification, time marking and/or partial transcription of speech data; evaluate performance of algorithms & models in terms of error rates on selected test sets; perform other related tasks. **QUALIFICATIONS:** MS in Computer Science or equivalent; minimum 3 years experience in development of speech recognition systems; familiarity with UNIX operating system & utilities, X Windows, Emacs, C, C++ & Perl; knowledge of speech processing technology, including Hidden Markov Modeling; good communication skills; knowledge of foreign language preferred. **GRADE:** P7; **RANGE:** \$36,050-46,814; 11-18-97 Linguistic Data Consortium

RESEARCH LAB TECH II (111848AM) Assist in procedures, assays & manipulations relevant to experimental research; maintain mammalian cell lines in culture; prepare cell suspensions for fluorescence-activated cell sorting; analyze cellular & humoral responses to reovirus; prepare hybridomas; carry out ELISA & radioimmuno-assays; maintain liquid nitrogen facility & assist with general lab maintenance. **QUALIFICATIONS:** HS diploma or equivalent; 1 year of laboratory experience preferred. **GRADE:** G8; **RANGE:** \$16,171-20,240; 11-20-97 Biology

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.

RESEARCH SPECIALIST I (111839AM) Perform experiments involving signal transduction during plant-Agrobacterium interaction; design experiments involving basic cloning techniques, sequencing, PCR methodologies, SDS-PAGE/immunoblots & plant tissue culture; gather & interpret results; organize & oversee laboratory; assist & supervise undergraduate students with research. **QUALIFICATIONS:** BA/BS in Biology or related field; minimum 1 year experience in biology laboratory. **GRADE:** P2; **RANGE:** \$22,351-29,098; 11-17-97 Biology

DENTAL SCHOOL

Contact: Ronald Story

DENTAL ASSISTANT II (37.5 HRS) (081343RS) Decontaminate, clean & assemble full range of surgical & implant supplies & equipment; assist in surgical setup & breakdown of operatories; assist on dental surgical team; expose, develop & mount X-rays; issue inventory & store clinical supplies & implant components. **QUALIFICATIONS:** HS diploma & completion of accredited dental assistant program; 1 year direct experience may be substituted for formal education; PA X-ray certification. **GRADE:** G8; **RANGE:** \$17,326-21,686; 11-20-97 Dental Care Center

ENGINEERING/APPLIED SCIENCE

Contact: Ronald Story

SYSTEMS PROGRAMMER III (111830RS) Administer UNIX systems; diagnose & resolve UNIX & network problems; install & configure UNIX systems running Solaris & other operating systems; respond to questions & requests from faculty, staff & students; install & maintain software packages; write software programs to specification; participate in developing software specifications; participate in planning hardware purchases; participate in developing policies & procedures for software configuration within SEAS. **QUALIFICATIONS:** BS in Computer Science or related field & 3 years experience using networked UNIX systems (may be concurrent with education), or equivalent UNIX systems administration experience; prior UNIX system administration highly desired; experience working with & administering Sun or SGI UNIX machines preferred; fluency in C, Perl & another high level language; ability to work independently; good interpersonal & organizational skills. **GRADE:** P8; **RANGE:** \$39,655-52,015; 11-18-97 CIS

GRAD SCHOOL OF FINE ARTS

Contact: Ronald Story

SERVICE ASSISTANT (111851RS) Coordinate daily operations of Building Services Office including: Schedule use of gallery studio space; coordinate use of that space with Building Services assistant, departmental contacts, event organizers & work-study students; answer & respond to questions/requests via phone & E-mail; place work requests to physical plant; maintain database to track requests related to building services; distribute keys, classroom equipment & copy cards & monitor their use; receive, sort & distribute mail & packages; make pickups/deliveries; supervise one full-time support staff

position. **QUALIFICATIONS:** HS diploma or equivalent; 1 to 2 years related experience; excellent communications, organizational & customer service skills. **GRADE:** G9; **RANGE:** \$17,614-21,991; 11-20-97 Dean's Office

MEDICAL SCHOOL

Contact: Anna Marcotte/Lynn Nash-Wexler

ADMINISTRATIVE ASSISTANT III (40 HRS) (111845AM) Support School of Medicine's Comptroller & Business Office; coordinate schedules; review correspondence; draft responses; review completed business forms; complete special projects as assigned; answer phones & perform occasional receptionist duties. **QUALIFICATIONS:** HS diploma; related post-HS training or equivalent; minimum 2 years experience at AAIL level or equivalent; knowledge of clerical accounting & office standards & procedures; strong communication skills; type 60 wpm. **GRADE:** G11; **RANGE:** \$23,425-29,723; 11-20-97 School of Medicine Business Office

CLERK III (40 HRS) (111863AM) Assist in maintenance of stocked inventory, customer service, account updates & placing orders with vendors. **QUALIFICATIONS:** HS diploma, BA/BS preferred; 1 year experience; some lab experience. **GRADE:** G6; **RANGE:** \$16,010-19,658; 11-21-97 Genetics

CLERK IV (40 HRS) (111868AM) Perform clerical duties, including mail distribution & hand deliveries; maintain files; complete payment forms; reconcile accounts; maintain spreadsheets; perform duplication, faxing & filing; answer phones; prepare overnight packages. **QUALIFICATIONS:** HS diploma; 2 years office experience; working knowledge of office procedures; computer literacy; ability to work independently & organize multiple tasks. **GRADE:** G7; **RANGE:** \$17,068-21,247; 11-21-97 Endocrine Section

CLINICAL RECEPTIONIST (40 HRS) (111861AM) Receive/guide patients in clinical research setting; answer phones; take messages; answer inquiries; maintain, monitor & dispense SEPTA tokens; handle mail & perform mail run; deliver samples; manage building maintenance requests. **QUALIFICATIONS:** HS diploma or equivalent; 2 to 4 years clerical experience required; light typing skills; proficiency with Macintosh computers highly desired; strong verbal & written communication skills; hours 7:45-4:15; possible evenings/weekends; position contingent upon grant funding. **GRADE:** G8; **RANGE:** \$18,481-23,132; 11-21-97 Psychiatry/Addictions

COORDINATOR COMMUNICATIONS RESEARCH (40 HRS) (111812AM) Write & edit scientific manuscripts & other related material; establish & organize database of literature relevant to gene therapy; mainstream database to ensure timeliness; work closely with trainees in laboratory to prepare drafts of manuscripts; prepare & organize illustrations & figures for manuscripts & presentations. **QUALIFICATIONS:** MS in biological sciences required, PhD preferred; prior experience doing bench research required; previous postdoctoral experience preferred; proven scientific writing skills & excellent organizational skills required; excellent interpersonal skills required; must be flexible & able to interact with diverse constituency. **GRADE:** P7; **RANGE:** \$36,050-46,814; 11-18-97 Molecular & Cellular Engineering

OPPORTUNITIES at PENN

COORDINATOR, INVENTORY CONTROL I (40 HRS) (111862AM) Manage delivery of Cell Center products to researcher's lab; handle storage of products & ensure strict temperature requirements are maintained; fill orders & assist customers. **QUALIFICATIONS:** HS diploma, BA/BS preferred; 1 year experience required; some lab experience. **GRADE:** G10; **RANGE:** \$19,261-23,999; 11-21-97 Genetics

FISCAL COORDINATOR I (40 HRS) (111817AM) Process purchase orders, travel reimbursements, petty cash funds, journals & reallocation funds; monitor grant funding & verify budget availability for allowable expenditures; process & maintain files on post-awards; handle routine correspondence & compose responses; act as liaison for Financial Administrator. **QUALIFICATIONS:** BA/BS in Business or Accounting or equivalent experience; 2 to 3 years related experience; knowledge of accounting & office standards & practices are required; familiarity with accounts payable & receivable functions; PC proficiency; knowledge of word processing, spreadsheets & database management; excellent interpersonal & communication skills; ability to work under pressure; highly organized & flexible. **GRADE:** P1; **RANGE:** \$20,291-26,368; 11-17-97 CCEB

FISCAL COORDINATOR I (40 HRS) (111819AM) Coordinate, process & gather data on grant proposal budgets; process & monitor grant proposals; monitor grant funding for all proposals; process reports & maintain pre-awards grants database. **QUALIFICATIONS:** BA/BS in Business or Accounting or equivalent experience; 2 to 3 years related experience; working knowledge of accounting & office standards & policies; familiarity with budgeting awards functions; PC proficiency; knowledge of word processing, spreadsheets & database management; highly organized & flexible; time management skills; willingness to work with changing deadlines. **GRADE:** P1; **RANGE:** \$20,291-26,368; 11-17-97 CCEB

FISCAL COORDINATOR I (40 HRS) (111820AM) Process paperwork & gather data on recruitment for staff, faculty & students; perform payroll functions; manage personnel database; process & monitor salary grids; process reallocations; report budget irregularities; serve as liaison for department. **QUALIFICATIONS:** BA/BS in Business, Accounting or related field or equivalent work experience; 2 to 3 years related experience; familiarity with payroll/personnel functions; PC proficiency; knowledge of word processing, spreadsheets & database management; excellent interpersonal skills & communication skills; highly organized & flexible; ability to handle changing deadlines. **GRADE:** P1; **RANGE:** \$20,291-26,368; 11-17-97 CCEB

FISCAL COORDINATOR II (40 HRS) (111815AM) Process purchase orders, travel, reimbursements, petty cash funds & journals; reallocate funds; monitor & process grant funding; maintain internal grant management system; report irregularities for post-awards; monitor & verify budget availability for allowable expenditures; coordinate cost & recovery program; process & track database on post-awards. **QUALIFICATIONS:** BA/BS in Business or Accounting; 3 to 4 years related experience with accounts payable & receivable functions; PC proficiency; knowledge of word processing, spreadsheets & database management; knowledge of FinMIS highly desired; excellent interpersonal & communication skills; ability to exercise independent judgment; highly organized & flexible. **GRADE:** P2; **RANGE:** \$22,351-29,098; 11-17-97 CCEB

NURSE II (101749LW) Assess patients for cognitive, affective, behavioral, functional & physical status; evaluate patients for benefit/adverse effects of psychiatric drug treatment; obtain biological samples; collect EKG & EEG data; recruit study subjects & administer consent; perform data coding & cleaning; consult in development of research protocols; nursing liaison to nursing home staff & industry representatives. **QUALIFICATIONS:** RN required, BSN preferred; minimum 3 years psychiatric experience with geriatric frail/elderly population; strong knowledge of psychiatric-medical comorbidity in evaluation of geriatric psychiatric patients; *car essential*. **GRADE:** P4; **RANGE:** \$26,986-35,123; 11-18-97 Psychiatry

OFFICE ADMINISTRATIVE ASSISTANT I (40 HRS) (111816AM) Assist in coordinating & gathering data on grant proposal budgets; process & monitor grant proposal

submissions; assist in monitoring grant funding including database entry & reporting. **QUALIFICATIONS:** HS diploma required, BA/BS preferred; 2 to 3 years related experience; knowledge of accounting & office standards & policies; familiarity with budgetary awards functions; PC proficiency; knowledge of word processing, spreadsheets & database management; ability to work under pressure. **GRADE:** G9; **RANGE:** \$20,130-25,133; 11-17-97 CCEB

OFFICE ADMINISTRATIVE ASSISTANT I (40 HRS) (111818AM) Assist in processing paperwork on recruitment for staff, faculty, students & fellows; assist in performing payroll functions; distribute pay checks; traffic telephone calls; respond to routine calls & correspondence; compose responses; copy, sort, file & distribute forms & information; assist in processing reports pertaining to personnel & payroll. **QUALIFICATIONS:** HS diploma required, BA/BS preferred; 2 to 3 years related experience; knowledge of accounting & office standards & practices; familiarity with payroll & personnel functions; PC proficiency; knowledge of word processing, spreadsheets & database management; excellent interpersonal communication skills; highly organized & flexible; time management skills; willingness to work with changing deadlines; ability to work under pressure. **GRADE:** G9; **RANGE:** \$20,130-25,133; 11-17-97 CCEB

OFFICE ADMINISTRATIVE ASSISTANT III (111814AM) Support Program Director & Business Administrator; assist with preparation of grant proposals, grant accounting & budgets; may also be responsible for limited payroll & purchasing functions; compose, prepare & edit correspondence, forms & reports; assist in compilation & preliminary analysis of data; organize & maintain records & files; create new systems as needed; develop, modify & implement workflow procedures; receive, review & respond to Director's mail; arrange & schedule meetings, events & travel plans; receive & respond to telecommunications. **QUALIFICATIONS:** HS diploma required, some college preferred; minimum 4 years administrative experience, preferably in clinical and/or academic area; experience with word-processing & information systems; excellent typing skills; strong organizational & communication skills. **GRADE:** G11; **RANGE:** \$20,497-26,008; 11-17-97 Psychiatry/Neuropsychiatry

OFFICE ADMINISTRATIVE ASSISTANT III (40 HRS) (111843AM) Process forms, POS, & travel expenses; post journal entries, budget entries & cash deposits; process invoices for payment; transfer funds; reconcile petty cash; maintain log; process grant proposals; enter award budgets; research & resolve FinMIS errors; process payroll & tuition payments. **QUALIFICATIONS:** HS diploma required, BA/BS in Accounting or equivalent experience preferred; minimum 2 years experience at Office Administrative Assistant II level or equivalent; experience in University's accounting environment & experience with FinMIS required; knowledge of payroll/personnel system & SFS system required; strong computer skills in PC & MAC environment, skills in Microsoft Word & Excel required. **GRADE:** G11; **RANGE:** \$23,425-29,723; 11-19-97 Pharmacology

OFFICE ADMINISTRATIVE ASSISTANT III (111847AM) Under limited supervision, perform highly confidential administrative duties in support of the School of Medicine Business Office; primary responsibilities are Personnel/Payroll processing for Dean's Area (approximately 300 employees); process line monthly & weekly personnel transactions; enter on line weekly payroll; enter on line monthly payroll; maintain leave time bal-

ances for monthly & weekly staff & respond to balance requests; review salary management to verify personnel/payroll transactions; distribute & collect University & School of Medicine property; enter, verify & collate documents pertaining to fiscal year salary increases (SALINC); enter Personnel/Payroll information on behalf of School of Medicine Business Administrators on as needed basis. **QUALIFICATIONS:** HS diploma, business curriculum; related post-HS training or equivalent; 2 to 3 years experience at Office Administrative Assistant II or comparable experience; thorough knowledge of Personnel/Payroll System & University HR Policies & Procedures; sensitivity in handling confidential materials; strong verbal & written communication skills; must be able to exercise considerable judgment & creativity in designing & implementing office/administrative procedures; must be able to prioritize & organize work & have ability to meet simultaneous deadlines; proficiency in Microsoft Office, Lotus or Excel & E-mail; ability to learn new software programs; FinMIS knowledge highly desired; ability to lift 25-50 lbs.; routine stair climbing (no elevators in building); *may require occasional overtime*. **GRADE:** G11; **RANGE:** \$20,497-26,008; 11-19-97 School of Medicine Business Office

PROGRAMMER ANALYST III/IV (111829AM) Analyze & design technical implementation of specified data management, analysis & visualization systems for bioinformatics & computational biology; develop programming specification & effort estimates; prepare technical documentation & user guides; maintain knowledge of current technology & literature on bioinformatics & computational biology; participate in evaluation of technical competence of prospective employees; PA III: participate in writing grants & scientific papers & technical documentation; PA IV: participate in planning development & training of programming staff; participate in writing grants & scientific papers & technical documentation. **QUALIFICATIONS:** MS in Computer Science, Mathematics or related field or equivalent; PA III: 3 to 4 years programming experience; PA IV: 5 to 6 years programming experience & knowledge of machine learning methods & representation; detailed knowledge of UNIX, Sybase, Prolog, Java, Perl, C, C++ desirable; *must be available for limited travel*. **GRADE:** P7/P8; **RANGE:** \$36,050-46,814/\$39,655-52,015; 11-17-97 Center for Bioinformatics

RECEPTIONIST II (111864AM) Answer phone calls; send & receive faxes; maintain PO, Procard & Federal Express logs; contact vendors; perform filing; deliver correspondence; schedule conference room; perform duties as assigned. **QUALIFICATIONS:** HS diploma or equivalent; 1 year experience required; knowledge of office procedures, word processing, checking records & posting entries to databases & spreadsheets. **GRADE:** G6; **RANGE:** \$14,008-17,201; 11-21-97 Cell & Developmental Biology

RESEARCH LAB TECH II (40 HRS) (111844LW) Responsible for day-to-day animal care support for Transgenic Core; ensure smooth & efficient operations of transgenic production colony & other colonies as appropriate; perform inventory maintenance; track animals through use of database management system; set up & take down breeding cages; sex & wean mice; monitor animal health; identify mice by ear tagging; genotype by tail docking & screen by polymerase chain reaction; perform animal dissection & tissue harvest; assist faculty with compliance with personnel & environmental safety procedures, including those pertaining to animal care, radiation & biohazard safety. **QUALIFICATIONS:** HS diploma & some college level courses required; BA/BS strongly preferred; some lab experience work required, experience working with mice preferred; computer proficiency, experience with database/data management software preferred; strong verbal & written communication skills; ability to interact with multiple constituencies (faculty, staff, University departments, etc.); *must be available for emergencies; weekend hours occasionally required on scheduled basis; position contingent upon grant funding*. **GRADE:** G8; **RANGE:** \$18,481-23,132; 11-21-97 Institute for Human Gene Therapy

RESEARCH LAB TECH III (40 HRS) (111855LW) Assist in conduct of electrophysiologic experiments; run stimulator & record data; analyze & interpret experimental data; operate computers & electronic equipment; prepare solutions & equipment for experiments; assist in preparation of manuscripts & abstracts. **QUALIFICATIONS:** BA/BS in biological or other science; experience in large animal or electrophysiology lab is preferred. **GRADE:** G10; **RANGE:** \$22,013-27,427; 11-20-97 Cardiology

Classified

VACATION

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



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

RESEARCH LAB TECH III (40 HRS) (111866LW) Assist in molecular biological & genetic experiments; position combines routine lab maintenance & performance of specific experiments under limited supervision. **QUALIFICATIONS:** BA/BS in Biology or related field; previous experience in molecular biology or genetics lab preferred. **GRADE:** G10; **RANGE:** \$22,013-27,427; 11-21-97 Neuroscience

RESEARCH SPECIALIST JR (111865LW) Perform laboratory experiments using molecular biological techniques (RNA purification, PCR, gel electrophoresis, DNA purification); perform cell culture & immunological assays; order supplies & call service so that they understand short-range plan; keep lab stocked & supplied; keep logs; write lab reports; attend group meetings. **QUALIFICATIONS:** BA/BS in Biological Science; exposure to laboratory techniques. **GRADE:** P1; **RANGE:** \$20,291-26,368; 11-21-97 Pathology

RESEARCH SPECIALIST JR (111869LW) Under general supervision perform experiments utilizing magnetic resonance; handle cartilage specimens & prepare them for MR studies; perform histology studies & cartilage degradation; analyze data & collection; perform other duties as required. **QUALIFICATIONS:** BA/BS required; research experience with MRI techniques & histology; computer experience highly desired; *may be required to work nights & weekends; position contingent upon grant funding.* **GRADE:** P1; **RANGE:** \$20,291-26,368; 11-21-97 Radiology

RESEARCH SPECIALIST JR/I (40 HRS) (111854LW) With limited supervision, perform testing of Adenoviral & Adeno-Associated Viral (AAV) vector lots to include analysis by PCR, restriction digests, DNA dot blots, SDS protein gels & Western blots, replication competent Adeno & AAV (recombinants & wild type); perform analysis of patient samples for evidence of vector used in human clinical trials for gene therapy including PCR analysis & viral vector shedding assays; under limited supervision, develop & perform assays to quantify & assess purity, functional activity & infectivity for viral vectors for Human Applications Lab (HAL) production & development groups; with limited supervision, perform molecular biological techniques, including but not limited to nucleic acid purification, restriction digests, labeling of DNA & RNA, Southern & Northern Blotting & hybridization, PCR amplification & analysis; document all lab information under FDA guidelines for Good Laboratory Principles (GLP's) & Good Manufacturing Practices (GMP's). **QUALIFICATIONS:** BA/BS in scientific field & knowledge of tissue culture & some virology; RS JR: exposure to lab work; RS I: 1 to 3 years related experience; experience with GMP and/or GLP regulations is critical; experience with recombinant DNA techniques essential; some knowledge of molecular biology & immunology helpful; good organizational skills; ability to work independently & computer proficiency required; *position contingent upon grant funding.* **GRADE:** P1/P2; **RANGE:** \$20,291-26,368/\$22,351-29,098; 11-20-97 Institute for Human Gene Therapy

RESEARCH SPECIALIST I (40 HRS) (111810LW) Investigate acute neuronal injury processes related to transient ischemia & reperfusion using cultured neuron & small animal models; assist with project design & execution, data acquisition & analysis; compose reports & abstracts; order supplies; perform experimental techniques of genetic manipulation of cultured neurons & fluorescence microscopy, small animal surgery & tissue processing for biochemical assays & immunohistochemistry. **QUALIFICATIONS:** BA/BS in scientific field (Molecular Biology, Neuroscience or equivalent); 1 to 3 years previous laboratory experience with molecular biology techniques required; experience with neuron cell culture, fluorescence microscopy & immunohistochemistry desired. **GRADE:** P2; **RANGE:** \$22,351-29,098; 11-17-97 Emergency Medicine

RESEARCH SPECIALIST I (111867LW) Assist with molecular biological/genetics experiments; perform independent experiments under limited supervision; perform routine lab tasks & order supplies. **QUALIFICATIONS:** BA/BS in Biology or related field; 1 to 3 years previous experience in molecular biology or genetics. **GRADE:** P2; **RANGE:** \$22,351-29,098; 11-21-97 Neuroscience

SECRETARY III (40 HRS) (111853AM) Operate database with high level of speed & accuracy; verify data; type; file; answer telephones; schedule patient appointments; record patient histories & follow up on lab information. **QUALIFICATIONS:** HS diploma, business curriculum or equivalent; 1 year secretarial/administrative assistance experience; type 55 wpm; excellent communication skills. **GRADE:** G8; **RANGE:** \$18,481-23,132; 11-21-97 Dermatology

PRESIDENT

Contact: Sue Hess

ADMINISTRATIVE ASSISTANT II (40 HRS) (111842LW) Under limited supervision, provide secretarial & administrative support to senior level administrators for Medical Center Development; provide information to faculty, staff, alumni, students, volunteers, trustees & grateful patients concerning Medical Center Development; format, type & proofread manuscripts, grant proposals, statistical & legal documents using specialized terminology; prepare reports & perform data entry; prepare, compile & coordinate materials for top level volunteers & Trustees; organize & maintain confidential files; maintain prospect database; compose & sign routine correspondence; arrange meetings, travel itineraries & accommodations; maintain calendar; track expenditures; open, review & distribute mail; assist with mailings & special events. **QUALIFICATIONS:** HS diploma; training in secretarial science; minimum 2 years secretarial experience required, 1 year of development experience preferred; knowledge of development research computer databases helpful; ability to handle complex & highly confidential materials; strong verbal & written communication skills; proficiency with Macintosh using Microsoft Word & Excel. **GRADE:** G10; **RANGE:** \$22,013-27,427; 11-19-97 Development & Alumni Relations

ADMINISTRATIVE ASSISTANT II (111849LW) Provide administrative support to Services & Programs & Special Events staff; coordinate training materials & maintain registration database; schedule meetings & travel arrangements; perform word processing; file correspondence; assist in planning & coordination of events; research & prepare events information; coordinate large mailings; serve as backup to mail clerk; sort & distribute mail; answer telephone & respond to inquiries; staff events as needed. **QUALIFICATIONS:** HS diploma; minimum 3 years secretarial experience; development & special events experience highly desired; knowledge of Windows environment including Corel WordPerfect, Microsoft Office & FileMaker Pro; excellent organizational skills; attention to detail; ability to meet deadlines while handling several assignments simultaneously; ability to interact effectively with other departments, alumni & vendors; *evening & weekend work.* **GRADE:** G10; **RANGE:** \$19,261-23,999; 11-19-97 Development & Alumni Relations

ADMINISTRATIVE ASSISTANT II (111850LW) Provide administrative & secretarial support to SAS External Affairs staff including word processing, proofreading & editing correspondence, database management, spreadsheet applications & filing; prepare travel arrangements, including transportation & accommodations, meeting schedules & itineraries; prepare expense reimbursements forms; coordinate mailings; develop & maintain filing system & correspondence logs; assist with planning & staffing of volunteer board meetings & other special events; answer phones, direct inquiries & greet visitors. **QUALIFICATIONS:** HS diploma; minimum 3 years secretarial experience; knowledge of Windows, Microsoft Word & Excel essential; knowledge of Access or other database program desirable; excellent interpersonal & organizational skills; willingness to learn new technologies; sensitivity to confidential materials; ability to work effectively with diverse groups; detail oriented; ability to meet deadlines; *evening & weekend work.* **GRADE:** G10; **RANGE:** \$19,261-23,999; 11-19-97 Devel & Alumni Rel

ADMINISTRATIVE ASSISTANT II (111880SH) Perform administrative secretarial duties unique to Office of General Counsel; exercise good judgment; perform word processing; answer phones & direct calls; transcribe dictation tapes; organize & maintain office records & files; create new systems as needed; arrange meetings & conference calls; type & proofread confidential materials; compose correspondence & complete forms; participate in planning & development of routine to complex computerized office systems. **QUALIFICATIONS:** HS diploma, some college preferred; minimum 3 years general office experience, 2 years University experience preferred; computer literate; proficiency in Macintosh Microsoft Word; ability to handle complex & highly confidential materials; good telephone, communication & interpersonal skills. **GRADE:** G10; **RANGE:** \$19,261-23,999; 11-24-97 Office of General Counsel

OFFICE SYSTEMS COORDINATOR (111881SH) Perform word processing & secretarial duties for 7 attorneys & paralegal; type & proofread confidential materials; answer phones & direct calls; install & configure new hardware & software for office computer system; troubleshoot hardware & software problems & implement solutions; maintain network of 11 users; assist/train staff in use of software & applications; responsible for file transfer/converting documents; create & maintain database for

monitoring matters & office budgets; at request of BA prepare accounts payable forms, budget & journal entries manually & via FinMIS; enter data on database & reconcile against budget printout. **QUALIFICATIONS:** HS diploma, some college preferred; minimum 5 years general office experience, 2 years University experience preferred; database experience required, FinMIS & budget support experience preferred; computer literate; proficiency in Macintosh Microsoft Word; knowledge of software & applications; broad base computer skills; ability to troubleshoot software & hardware problems; ability to handle complex & highly confidential materials; good telephone, communication & interpersonal skills. **GRADE:** G11; **RANGE:** \$20,497-26,008; 11-24-97 Office of General Counsel

RECORDS ANALYST (111824SH) (111825SH) (111826SH) (111827SH) Develop & implement records & information management programs throughout the University; work with faculty & staff in reviewing existing & potential records management programs & preparing recommendations for change & improvement; design & develop manual and/or automated records & information systems; write procedures for & provide training in offices of origin; prepare & assist in preparation of records retention schedules; prepare records & execute transfer to Records Center. **QUALIFICATIONS:** BA/BS or equivalent; 2 to 3 years experience in records center operation or records management program, preferably in medical records; advanced training in records management field, with specialization in medical records preferred; ability to work constructively with supervisors & support staff in intense, time-sensitive, customer-responsive environment & to perform time-sensitive, customer-responsive duties for public, with courtesy, tact & poise; working knowledge of records & information systems & their applications, including personal & client/server computing, optical imaging, computer output microfilm, micrographics, reprographics, word processing & database management; proven organizational skills; strong communication skills; ability to perform strenuous physical labor; familiarity with & ability to operate Records Center motorized vehicles, storage & retrieval equipment & standard office equipment; *staggered shifts; valid Pennsylvania driver's license required; application deadline 12-5-97.* **GRADE:** P3; **RANGE:** \$24,617-31,982; 11-18-97 University Archives

RECORDS ASSISTANT III (111828SH) (111831SH) (111832SH) (111833SH) (111834SH) (111835SH) (111836SH) Under direction of University Records Manager for Active Medical Records, coordinate & perform operations of University Records Center; perform filing, pulling, delivery & liaison services for physicians, patients & other Records Center customers; participate in policy reviews necessary to ensure effective & efficient operation of Records Center as hub of University-wide records management program. **QUALIFICATIONS:** HS diploma or equivalent required, minimum 2 years higher education preferred; 1 to 3 years experience in records management field, with specialization in medical records preferred; ability to work constructively with supervisors in intense, time-sensitive, customer-responsive environment & to perform time-sensitive, customer-responsive duties for public, with courtesy, tact & poise is required; familiarity with personal & client/server computing required; ability to learn & master routine optical imaging tasks; ability to perform strenuous physical labor; familiarity with & ability to operate Records Center motorized vehicles, storage & retrieval equipment & standard office equipment; *staggered shifts; valid PA driver's license required; application deadline 12-5-97.* **GRADE:** G10; **RANGE:** \$19,261-23,999; 11-18-97 University Archives

PROVOST

Contact: Ronald Story

The following position Administrative Assistant III, Part-Time was posted incorrectly as Administrative Assistant II, Part-Time. Below is the corrected posting.

ADMINISTRATIVE ASSISTANT III, PART-TIME (25 HRS) (111797RS) Provide secretarial & administrative support to Director; use variety of software necessary for efficient management of office & gallery; draft routine correspondence; maintain Web site; answer phones & respond to inquiries; schedule meetings; organize & maintain filing system & databases; maintain office supplies & equipment; type & proofread correspondence & other materials. **QUALIFICATIONS:** HS diploma; 2 to 4 years clerical experience; proficiency with Macintosh computer systems & software (Microsoft Word, Excel, FileMaker Pro); must know HTML. **GRADE:** G11; **RANGE:** \$11,26-14,29; 11-12-97 Arthur Ross Gallery

OPPORTUNITIES continue on p. 18

Retirement Planning Seminars December 3 through 10

The following seminars will be held in the Club Room of the Faculty Club. Faculty and staff are invited to attend as many as they like.

— Hilary Lopez, Benefits, HR

The Choice Is Yours

Especially for: *New Faculty & Staff and those who are eligible but not participating in the Tax-Deferred Annuity Plan*, Wednesday, December 3, 12-1:15 p.m. & 1:30 -2:30 p.m. If you attend only one seminar this semester, make it this one. *The Choice is Yours* focuses on topics of interest to individuals who are eligible but not enrolled in the Plan, or those who are considering whether to transfer/diversify their new or existing Plan assets to *The Vanguard Group/Calvert Group*.

Highlights: The benefits of plan participation; the basics of mutual funds; advantages of investing with *The Vanguard/Calvert Group*.

Vanguard: The Triumph of Indexing

Especially for: *New Faculty & Staff currently in the plan*, Thursday, December 4, 12:-1:15 p.m. Indexing is a widely used investment strategy at the heart of many successful stock portfolios. By closely reproducing the investment mix of a specific market index, like the Dow Jones Industrial Average or Standard & Poor's 500, an "index fund" is designed to parallel the index's performance.

Highlights: This seminar reveals how to employ indexing as a strategy for investing. Learn how indexing differs from traditional investing; the advantages and disadvantages of indexing; how to pick an index fund.

Vanguard:

International Investment Strategies

Understanding Investments & Diversification Especially for: *Early to mid-career Faculty & Staff*, Thursday, December 4, 1:30-2:30 p.m.

Highlights: Explores the risks and potential rewards of investing in overseas markets, and the kinds of options that are available to investors who seek to capitalize on the growth of emerging markets outside the U.S.; illustrates the added volatility associated with international stock markets; explains topics such as currency risk & political risk, and how to select an international stock fund.

TIAA-CREF: Just Starting Out

Primer for the Newer Participant, Especially for: *New Faculty and Staff currently in the plan*

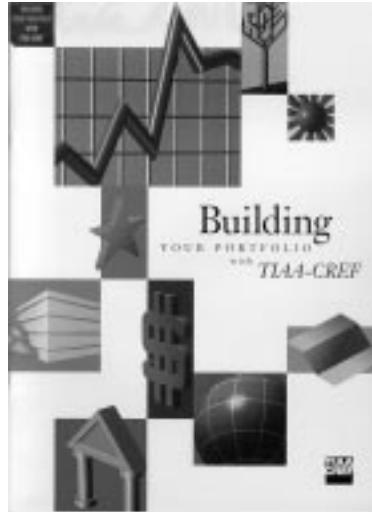
Tuesday, December 9, 12-1:15 p.m. This seminar is especially designed for the faculty and staff members who entered into the plan within the past year and those participants who have not reviewed their options since entering the plan.

Highlights: Review of the contribution concept, and the advantages of tax deferral; how to maximize participation in the plan. Emphasis on saving additional amounts for retirement and using compounding interest to meet retirement goals; what to consider when investing, determining personal attitudes towards risk, and suggested portfolios; how to do transfers and allocation changes through the Automated Telephone Service.

TIAA-CREF's available services for ongoing questions:

The Telephone Counseling Center and the TIAA-CREF on-campus individual counseling which is available once a month.

Brief summary of distribution options.



TIAA-CREF: Understanding Investments and Diversification

Especially for: *Early to mid-career Faculty and Staff*, Tuesday, December 9, 1:30-2:30 p.m. and Wednesday, December 10, 1:30-2:30 p.m.

This discussion of investor fundamentals begins with a description of net worth and cash flow analysis and how to establish savings goals with disposable income. These concepts are applied in a discussion of investment strategies for particular savings, goals, including retirement.

Highlights: Descriptions of the three basic type of investments—stocks, bonds, and money market instruments, as well as types of risks and the relationship between risk and reward. In-depth description of the TIAA-CREF accounts and their portfolio make-up. Impact of other source's of retirement income (Social Security, spouse's retirement plan, and savings) on TIAA-CREF asset allocation; a take-home workbook for participant's use in developing their own portfolios. TIAA-CREF's available services for on-going participant questions.

TIAA-CREF: Looking Ahead To Retirement Customizing Retirement Income

Especially for: *Faculty and Staff age 50+ who are considering retirement*, Wednesday, December 10, 12-1:15 p.m.

This presentation is directed toward participants who are approaching retirement or who are about to retire. The workshop addresses topics to assist in planning for retirement.

Highlights: Sources of retirement income, replacement ratio, and the effect of early and late retirement. Emphasis is on TIAA-CREF's flexibility, which enables customization of retirement benefits. In depth description of distribution options-including cash withdrawals, annuities and more; impact of inflation on retirement income and how to combat it; minimum distribution and death benefits; discussion of taxes applicable to retirement benefits and high-accumulator issues.

Relative Investment Performance on Tax-Deferred Annuities

The Benefits Office regularly receives inquiries on the relative performance of investment funds offered under the University's tax deferred annuity program.

At right is a table which shows the performance of the various funds for the period ending 03/31/97. The first column shows an abbreviation for the investment philosophy of the fund. (Abbreviations are described below). The second column shows the overall asset size of the fund in millions of dollars. Columns three through seven show the performance of the funds over various time horizons. Columns eight and nine show the best and worst year for the last five years.

The Benefits Office will periodically publish this information in Almanac to assist faculty and staff in monitoring the performance of their tax deferred annuity investments. Any faculty or staff member who would like additional information on these benefit programs may call the Benefits Office at 8-7281.

—Albert Johnson

Acting Manager of Benefits

PHILOSOPHY KEY

Domestic:

AA 30:40:30

Asset Allocation 30% Stocks:40% Bonds:30% Cash Benchmark Fund

AA 60:35:5

Asset Allocation 60% Stocks:35% Bonds: 5% Cash Benchmark Fund

B

Balanced Fund

D

Diversified Common Stock Fund

DI

Diversified Common Stock Fund With Somewhat Higher Income

FII

Fixed Income Fund (Intermediate-Term Maturity)

FIIG

Fixed Income Fund (Intermediate-Term Maturity —Government Obligations)

FIJ

Fixed Income Fund (Low-Rated Bonds)

FIL

Fixed Income Fund (Long-Term Maturity)

FILG

Fixed Income Fund (Long-Term Maturity — Government Obligations)

FIM

Fixed Income Fund (Mortgage-Related Securities)

FIS

Fixed Income Fund (Short-Term Maturity)

FISG

Fixed Income Fund (Short-Term Maturity — Government Obligations)

MM

Money Market Fund

S

Specialty Stock Fund

SC

Specialty Fund With Small Company Common Stock Orientation

International:

EM

Emerging Markets Fund

ICS

International Common Stock Fund

Global:

GAA

Global Asset Allocation 60% Stocks:30% Bonds:10% Cash Benchmark Fund

GCS

Global Common Stock Fund

Source:

Lipper Analytical Services and fund families.

* Total Return: Dividend or interest plus capital appreciation or depreciation.

403(b) Performance Update Periods Ended September 30, 1997 Total Returns*

				1-Year	3-Year	5-Year	10-Year	Best & Worst Year	
				Aver.	Aver.	Aver.	Aver.	For the last	
				Annual	Annual	Annual	Annual	Five Years	
	Philosophy	Size	Latest					Best	Worst
		\$mm	Quarter						
Calvert Funds:									
Capital Accumulation Portfolio	D	55	11.1	20.7	N/A	N/A	N/A	N/A	N/A
First Government Money Market Fund	MM	234	1.3	4.9	4.9	4.1	5.4	5.2	2.7
Income Fund	FIL	39	4.5	11.2	9.9	6.8	9.4	18.6	-7.0
New Africa Fund	EM	11	-2.2	15.4	N/A	N/A	N/A	N/A	N/A
Strategic Growth Fund	D	96	13.1	-11.0	5.2	N/A	N/A	N/A	N/A
World Values Fund	ICS	225	2.7	21.4	11.0	12.3	N/A	25.8	-4.1
Social Responsibility Funds									
Calvert Funds:									
Social Investment Bond Portfolio	FII	60	3.7	9.9	8.7	6.4	N/A	17.4	-5.3
Social Investment Equity Portfolio	D	147	9.2	31.3	19.9	12.2	9.7	31.3	-12.1
Social Investment Managed Growth	B	676	7.8	22.1	16.7	11.2	9.4	25.9	-4.7
Social Investment Money Market	MM	166	1.2	6.1	5.3	4.3	5.5	6.1	2.5
CREF Funds									
CREF Bond Market Account	FII	1,259	3.4	9.7	9.1	6.7	N/A	17.8	-4.4
CREF Equity Index Account	D	1,712	9.1	37.8	28.2	N/A	N/A	N/A	N/A
CREF Global Equities Account	GCS	5,537	6.5	28.9	19.1	18.6	N/A	35.4	-0.5
CREF Growth Account	D	4,388	8.2	36.0	29.0	N/A	N/A	N/A	N/A
CREF Money Market Account	MM	4,059	1.4	5.4	5.5	4.6	N/A	5.9	3.0
CREF Social Choice Account	D	2,123	5.8	27.6	21.4	15.2	N/A	29.5	-1.4
CREF Stock Account	D	99,534	7.9	33.7	24.5	18.7	13.1	33.7	-0.1
Vanguard Funds:									
Asset Allocation Fund	AA60:35:5	3,738	6.6	29.4	24.3	16.7	N/A	35.4	-2.3
Balanced Index Fund	B	1,147	7.1	26.1	20.4	14.5	N/A	28.6	-1.6
Bond Index Fund:									
Intermediate-Term Bond Portfolio	FII	609	3.6	9.8	N/A	N/A	N/A	N/A	N/A
Short Term Bond Portfolio	FIS	474	2.2	7.4	N/A	N/A	N/A	N/A	N/A
Long Term Bond Portfolio	FIL	67	5.6	13.2	N/A	N/A	N/A	N/A	N/A
Total Bond Mkt Portfolio	FII	5,960	3.4	9.7	9.4	6.9	9.2	18.2	-3.4
Convertible Securities Fund	DI	191	9.5	18.9	15.7	12.7	10.8	18.9	-5.7
Equity Income Fund	DI	1,948	7.4	34.2	25.5	18.2	N/A	37.3	-2.2
Explorer Fund	SC	2,649	14.8	22.0	20.1	18.6	12.5	27.7	-0.6
Fixed Income Securities Fund:									
GNMA Portfolio	FIM	8,271	3.0	10.4	9.9	6.9	9.8	17.0	-1.2
High-Yield Corporate Portfolio	FIJ	4,328	3.9	13.6	12.8	10.8	10.5	19.2	-1.7
Intermediate-Term Corporate	FII	609	3.4	9.8	N/A	N/A	N/A	N/A	N/A
Intermediate-Term U.S. Treasury	FIIG	1,367	3.3	9.0	9.1	N/A	N/A	N/A	N/A
Long Term Corporate Portfolio	FIL	3,488	5.6	13.4	12.0	8.7	11.2	26.4	-7.1
Long-Term U.S. Treasury Portfolio	FILG	912	5.3	12.4	12.0	8.7	10.8	30.1	-10.1
Short-Term Corporate Portfolio	FIS	4,777	2.3	7.5	7.5	5.8	8.0	12.7	-0.1
Short-Term Federal Portfolio	FISG	1,380	2.0	7.0	7.2	5.4	N/A	12.3	-0.9
Short-Term U.S. Treasury Portfolio	FISG	991	2.0	6.8	7.0	N/A	N/A	N/A	N/A
Growth & Income Portfolio	D	2,012	12.0	45.6	30.6	21.9	15.1	45.6	-0.6
Horizon Fund:									
Aggressive Growth Portfolio	D	431	14.5	47.4	N/A	N/A	N/A	N/A	N/A
Capital Opportunity Portfolio	D	81	9.3	3.9	N/A	N/A	N/A	N/A	N/A
Global Asset Allocation Portfolio	GA.60:30:10	83	2.8	13.2	N/A	N/A	N/A	N/A	N/A
Global Equity Portfolio	GCS	134	2.9	19.9	N/A	N/A	N/A	N/A	N/A
Index Trust:									
500 Portfolio	DI	46,632	7.5	40.3	29.8	20.6	14.5	40.3	1.2
Extended Market Portfolio	D	3,072	15.1	33.5	25.5	20.5	N/A	33.8	-1.8
Growth Portfolio	D	2,127	5.8	41.3	31.3	N/A	N/A	N/A	N/A
Small Cap Stock Fund	SC	2,742	15.6	35.8	24.4	21.4	12.0	35.8	-0.5
Total Stock Market Portfolio	D	5,938	9.8	38.0	28.0	20.2	N/A	38.0	-0.2
Value Portfolio	D	1,660	9.1	39.0	28.1	N/A	N/A	N/A	N/A
International Equity Index Fund:									
Emerging Markets Portfolio	EM	857	-9.3	4.2	0.3	N/A	N/A	N/A	N/A
European Portfolio	ICS	2,378	8.3	36.0	22.9	18.2	N/A	36.0	1.9
Pacific Portfolio	ICS	1,044	-12.9	-12.9	-4.7	5.7	N/A	40.5	-18.6
International Growth Portfolio	ICS	7,649	-1.4	19.8	13.8	16.4	8.8	44.8	-0.8
Money Market Reserves:									
Federal Portfolio	MM	3,413	1.3	5.3	5.4	4.6	5.8	5.8	3.0
Prime Portfolio	MM	27,125	1.4	5.4	5.5	4.6	5.9	5.8	3.0
U.S. Treasury Portfolio	MM	3,180	1.3	5.1	5.2	4.3	5.6	5.5	2.8
Morgan Growth Fund	D	2,754	14.0	37.1	29.6	20.2	13.9	37.1	-2.7
PRIMECAP Fund	D	7,745	19.7	55.3	33.4	27.9	16.5	55.3	9.9
STAR Fund	B	7,207	7.7	26.8	21.1	15.4	12.6	28.6	-0.2
Trustees' Equity Fund:									
International Value Portfolio	ICS	954	-2.6	14.2	8.8	12.0	7.7	30.5	2.1
U.S. Portfolio	DI	170	7.7	38.4	26.4	20.3	11.9	38.4	-3.9
U.S. Growth Portfolio	DI	7,746	3.1	28.1	29.0	17.7	14.8	38.4	-1.4
Wellesley Income Fund	B	7,406	7.4	21.9	17.1	12.3	12.6	28.9	-4.9
Wellington Fund	B	20,790	6.3	27.7	22.2	16.5	12.9	32.9	-0.5
Windsor Fund	DI	21,887	9.8	40.6	26.2	21.9	14.2	40.6	-0.2
Windsor II	DI	22,666	9.1	38.8	29.0	20.5	14.9	38.8	-1.2
Sector Funds:									
Energy	S	1,269	16.1	40.8	25.0	20.2	13.7	40.8	-4.5
Gold & Precious Metals	S	426	-0.6	-18.0	-10.8	6.0	-1.4	93.3	-20.1
Health Care	S	4,225	4.2	33.8	31.1	23.9	19.4	45.2	7.8
Utilities Income	S	605	4.6	17.4	15.7	11.2	N/A	34.0	-11.2
Indexes to Compare Performance Against									
S&P 500			7.5	40.4	29.9	20.8	14.7	40.5	1.3
Russell 3000			9.3	38.7	28.8	20.6	14.6	38.7	0.2
Lipper Capital Appreciation Funds Average			13.1	27.5	22.7	18.4	12.6	30.2	-3.6
Lipper Growth Funds Average			10.6	33.5	25.1	19.0	13.6	33.0	-2.2
Lipper Growth & Income Funds Average			9.0	35.8	25.5	18.8	13.3	35.4	-1.0
Salomon Bros. Brady Bond Index			6.9	27.6	23.2	19.2	N/A	49.0	-16.4
Salomon Bros. High-Grade Index			5.1	12.7	12.1	8.5	11.3	27.2	-7.6
Lehman Brothers Gov't/Corporate Bond Index			3.5	9.6	9.4	6.9	9.4	19.2	-4.1
Morgan Stanley Capital International-EAFE Index			-0.7	12.2	8.8	12.3	5.9	32.6	1.4
Morgan Stanley Capital International-EMF Index			-9.0	6.6	-2.7	13.4	N/A	74.8	-17.7
91-Day Treasury Bills			1.3	5.3	5.5	4.7	5.7	5.8	3.1

OPPORTUNITIES

continued from page 15

HEALTH PHYSICS TECH (111837RS) Responsible for radiation measurements with portable & laboratory instruments; propose methods for removing contamination; perform instrument calibrations; perform effluent monitoring on roof tops; maintain sampling equipment; prepare reports of survey & monitoring results; collect & process radioactive waste; perform compliance testing of energized equipment; respond to spills/incidents (24 hour on call) & questions by radiation workers; distribute radionuclides; perform other duties as needed to support Radiation Safety Program & University's biosafety & chemical safety programs. **QUALIFICATIONS:** BA/BS in Science or equivalent; experience handling radioactive material & operating energized equipment desirable; HP Technology Certification or Board eligible; good math, computer & electronic skills; must be able to work with diverse cross-section of laboratory personnel; must be able to tolerate heights, move about freely & carry heavy materials/equipment (40-60 lbs); 24 hours on call; must have valid driver's license. **GRADE:** G13; **RANGE:** \$25,132-33,270; 11-17-97 Radiation Safety

VETERINARY SCHOOL

Contact: Ronald Story

PART-TIME PROFESSIONAL STAFF VETERINARIAN (20 HRS) (111857RS) Administer Dairy Production Medicine training program in conjunction with faculty at Penn State; develop training modules for CPM Dairy Ration Formulation software; develop training examples & tutorial manuals for CPM Dairy software; coordinate Penn Conference Production Medicine Seminar series; training program in conjunction with Penn State involves class of 25 veterinarians enrolled in 10 modules on various topics in production medicine. **QUALIFICATIONS:** VMD/DVM or equivalent degree & advanced training in dairy cow nutrition & production medicine; proficient in computer software for monitoring & analyzing herd health & performance data. **GRADE/RANGE:** UNGRADED; 11-21-97 Clinical Studies - New Bolton Center

RESEARCH LAB TECH III (111807RS) perform animal handling (rats & mice); perform animal surgery, tissue culture, cryosectioning, immunohistochemistry, biochemical analysis; data analysis & computer data entry. **QUALIFICATIONS:** BA/BS or equivalent; experience handling animals; excellent organizational skills; ability to work independently; end date 9-2000. **GRADE:** G10; **RANGE:** \$19,261-23,999; 11-17-97 Clinical Studies-Phila.

STAFF VETERINARIAN (111858RS) Administer large animal diagnostic pathology service; this will entail major time commitment to necropsy service duty & surgical pathology; perform resident & veterinary student instruction & investigations into spontaneous diseases of large animals. **QUALIFICATIONS:** VMD/DVM or equivalent; Board certified by American College of Veterinary Pathologists; extensive experience in large animal pathology. **GRADE/RANGE:** UNGRADED; 11-21-97 Pathobiology

VICE PROVOST/ UNIVERSITY LIFE

Contact: Ronald Story

PART-TIME PROFESSIONAL SR PLACEMENT COUNSELOR (17.5 HRS) (111841RS) Provide career counseling to undergraduates; conduct workshops on job search topics; critique resumes; use Internet to disseminate career information; assist with employer outreach; develop career-related materials; assist with career days; collect & manage data on student employment trends; plan seminars & panels. **QUALIFICATIONS:** BA/BS required, MA/MS preferred; 3 to years relevant experience; strong counseling skills; excellent interpersonal, organizational, analytical & writing skills; ability to use computer applications, the Internet & other forms of electronic communication; ability to understand diverse students' needs & concerns & to work well with employers, faculty & staff; prior knowledge of career & job development highly desired; end date 6-30-98. **GRADE:** P5; **RANGE:** \$14,832-19,338; 11-18-97 Career Planning/Placement

Environmental Health and Safety Training Programs

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

Introduction to Laboratory Safety at Penn (Chemical Hygiene Training): Provides a comprehensive introduction to laboratory safety practices and procedures at Penn and familiarizes the laboratory employee with the Chemical Hygiene Plan. This course is designed for employees who have not previously attended Laboratory Safety at the University. Required for all University employees who work in laboratories. *December 2, 10:30 a.m., John Morgan, Reunion Auditorium*

Introduction to Occupational Exposure to Bloodborne Pathogens This course provides significant information for employees who have a potential exposure to human bloodborne pathogens. Topics include a discussion of the Exposure Control Plan, free Hepatitis B vaccination, recommended work practices, engineering controls and emergency response. This course is designed for employees who have not previously attended Bloodborne Pathogens training at the University. Required for all University employees potentially exposed to human blood or blood products, human body fluids, and/or human tissue. *December 8, 1:30 p.m., John Morgan, Reunion Auditorium*

Occupational Exposure to Bloodborne Pathogens (In a clinical setting) * Required for all University faculty and staff who have potential clinical exposures to blood and other human source material. It is intended for employees with direct patient contact, or those who handle clinical specimens, and administrators who routinely work in a clinical environment. Topics include: risks, protection, work practice controls and emergency procedures. This course is designed for employees who have not previously attended Bloodborne Pathogens training at the University. *December 11, 9:30 a.m., 214 NEB*

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

Laboratory Safety—Annual Update This program is required annually for all laboratory employees who have previously attended "Chemical Hygiene Training". Topics include chemical risk assessment, recommended work practices, engineering controls and personal protection as well as an update of waste disposal and emergency procedures. Faculty and staff who work with human source materials, HIV or hepatitis viruses must attend the "Laboratory Safety and Bloodborne Pathogens—Annual Update" (see course description). *December 4, 2 p.m. CRB, Austrian Auditorium*

Laboratory Safety and Bloodborne Pathogens—Annual Update This program is required annually for all faculty and staff who work with human source material. HIV or hepatitis viruses and have previously attended "Occupational Exposure to Bloodborne Pathogens". Issues in general laboratory safety and bloodborne pathogens are discussed. Topics include bloodborne diseases, risk assessment, recommended work practices, engineering controls and personal protection as well as an update of waste disposal and emergency procedures. Participation in "Laboratory Safety—Annual Update" is not required if this program is attended. *December 10, 9:30 a.m., John Morgan, Class of 1962*

Radiation Safety Training Personnel working in labs where radioactive materials are used or stored are required to attend radiation safety training before beginning work and annually thereafter. New workers may attend the training session listed below or receive training via our website (www.rso.upenn.edu). The "Radiation Safety—Annual Update" schedule is posted on the website under "calendar". *December 11, 2 p.m., John Morgan, Reunion Auditorium*

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

Computer Courses for Penn Faculty, Staff and Students

The Office of Information Systems and Computing, Technology Training Group offers computer courses to Penn faculty, staff and students with a valid PENNCARD. All classes and seminars are held at the Computing Resource Center, 3732 Locust Walk. (across from the Penn Bookstore).

Registration is required for all hands-on courses and some Bits and Pieces seminars. Individuals must register themselves by calling 573-3102 (no third party registration). Registration for December classes begins on November 24th.

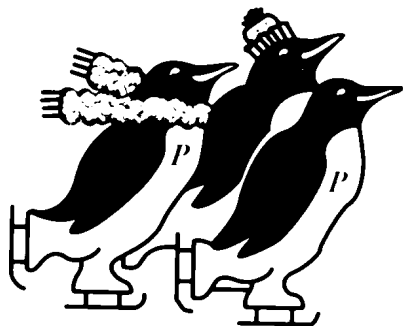
All prerequisites must be satisfied before registering for any course. For more information on course descriptions and prerequisites send email to learnit@isc.upenn.edu or visit our web site at <http://www.upenn.edu/computing/isc/tg>.

Hands-On Courses for DOS/Windows Users

Introduction to Access 7.0 for Windows 95	12/4/97 1:30-4:30 p.m.
Introduction to PowerPoint 7.0 for Windows 95	12/17/97 1:30-4:30 p.m.

Hands-On Courses for Macintosh Users

Intermediate to Word 6.0	12/3/97 9 am-4 p.m.
Introduction to Excel 5.0	12/11/97 1:30-4:30 p.m.
Introduction to PowerPoint 4.0	12/15/97 1:30-4:30 p.m.
Introduction to Filemaker Pro	12/12/97 9 am-4 p.m.



Penn People On Ice: November 28

The Class of 1923 Ice Rink is closed Thanksgiving Day, November 27. In addition to their regular public skating schedule, there will be an extra Public Skating session on Friday, November 28, 2-4 p.m. Admission with PENNCARD is \$4.50. Skate rental is \$1.50. For more information: 898-1923 or www.upenn.edu/icerink.

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 **November 10, 1997 through November 16, 1997**. Also reported were **Crimes Against Property**, including **42 total thefts (including 10 thefts of bicycles & parts, 9 thefts from autos, 5 criminal mischief & vandalism, 4 forgery & fraud, 3 burglaries & attempts, 1 possession of stolen property, and 1 theft of auto)**. Full crime reports are in this issue of *Almanac* on the Web (www.upenn.edu/almanac/v44/n14/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 **November 10, 1997 through November 16, 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: Robberies (& attempts)—1; Simple assaults—1; Threats & harassment—3

11/12/97	11:20 AM	Bishop White Dorm	Unwanted calls received
11/13/97	10:55 AM	Science Center	Unwanted calls received
11/13/97	3:14 PM	College Hall	Unwanted calls received
11/15/97	11:34 AM	3423 Walnut St.	Clothing taken without payment/ employee struck/male fled
11/16/97	3:31 AM	38th & Spruce	Disturbance between persons

38th to 41st/Market to Baltimore: Robberies (& attempts)—1; Aggravated assaults—1; Threats & harassment—1

11/11/97	12:55 AM	223 South 41 St.	Unwanted calls received
11/12/97	3:45 AM	40th & Spruce	2 suspects arrested for robbery
11/15/97	4:00 AM	3900 Block Locust	Assault by unknown person/s

41st to 43rd/Market to Baltimore: Simple assaults—1

11/14/97	1:24 AM	42nd & Market	Two males fighting on bus
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Crimes Against Society

34th to 38th/Market to Civic Center: Disorderly conduct—1; Alcohol & drug offenses—1

11/13/97	4:17 PM	37th & Spruce	Disorderly male cited
11/16/97	9:12 PM	3700 Block Spruce	Male stopped/found to have narcotics/arrest

38th to 41st/Market to Baltimore: Disorderly conduct—2

11/14/97	3:11 AM	3900 Block Spruce	Male caused disturbance/arrest
11/16/97	9:18 PM	39th & Spruce	Intox. female caused disturbance/arrest

41st to 43rd/Market to Baltimore: Disorderly conduct—1

11/15/97	5:50 PM	4200 Block Pine	Male caused disturbance/arrest
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30th to 34th/Market to University: Disorderly conduct—1

11/10/97	3:03 PM	3000 Block Walnut	Male stopped in reference to a theft/ disorderly/arrest
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18th District Crimes Against Persons

12 Incidents and 1 Arrest were reported between **November 10, 1997**, and **November 16, 1997**, by the 18th District, covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

11/10/97	8:40 PM	4500 Baltimore	Robbery
11/10/97	10:42 PM	4415 Walnut	Aggravated Assault
11/11/97	8:40 PM	4900 Spruce	Robbery
11/11/97	9:19 PM	4600 Osage	Robbery
11/12/97	12:45 AM	300 47th St	Robbery
11/12/97	1:30 AM	4401 Locust	Robbery
11/12/97	3:20 PM	126 45th St	Robbery/Arrest
11/13/97	9:10 PM	819 49th St	Robbery
11/14/97	3:00 AM	4514 Pine	Robbery
11/14/97	10:30 AM	4700 Walnut	Robbery
11/16/97	2:00 AM	4100 Spruce	Robbery
11/16/97	3:25 AM	4856 Market	Robbery

Reminder: No Almanac December 2

Almanac's next issue, Number 15, will appear on December 9, but any breaking news during the hiatus will be posted to the web at www.upenn.edu/almanac/. For a schedule of *OPPORTUNITIES* during the upcoming winter holiday break, please see *last week's* issue, p. 2.

Quadramics celebrates...

25 Years Onstage

Quadramics, Penn's largest student-run theater group with about 100 members, is about to celebrate its 25th anniversary, and half the campus never heard of them. They hope to rectify that with their newest production, *The Rehearsal*, by Jean Anouilh, opening December 4* at the Annenberg Center.

Anouilh is "funny, and yet he makes some great points," said Paul Alvarez, the play's director.

Quadramics trains actors, technicians and a business staff by putting on a drama in the fall and a musical in the spring in addition to a collaborative one-acts festival in the winter with other Penn theater groups. New members who don't have any background in theater learn by working with an experienced member.

"Our real goal is just to put on a damn good play that people will enjoy," says Jonah Paransky, producer of *The Rehearsal*.

— Nancy H. Park

**The Rehearsal* is at the Harold Prince Theatre at 8 p.m., December 4, 5, and 6, with a 2 p.m. matinee December 6. In honor of the 25th Anniversary, area restaurants and bars are offering discounts to ticketholders before and after the show.

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.



Almanac

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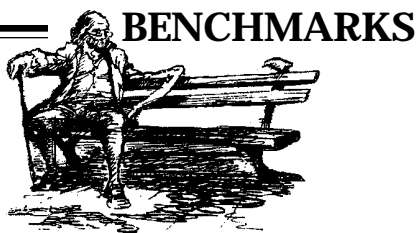
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Hearing Dan Janzen...Listening for our Future *by Peter Sterling*

Sometimes an academic scientist who scales the ivory tower can grasp the broader scene. But rarely is a professor's broad view coupled to organizational skills that allow him actually to change a scene for the better. Such a rare one is Penn's Daniel Janzen. Renowned for his scientific contributions to the ecology of tropical forests, Professor Janzen in 1984 received the Crafoord Prize (\$150,000) from the Swedish Royal Academy. This is equivalent to the Nobel Prize in Ecology. In 1989 he received a MacArthur Fellowship (\$350,000), and in 1992 he was elected to the U.S. National Academy of Sciences. This month Janzen was awarded *Japan's Kyoto Prize in Basic Sciences* (\$400,000). The Kyoto Prize recognizes, not merely Janzen's science, but also his broad contribution to humanity.

The contribution sounds simple. Alarmed at the precipitous destruction of "his" patch of the world's forest richest in biodiversity (northwest corner of Costa Rica), Janzen devised a plan to staunch the loss and begin to reverse it. Over the last dozen years, collaborating with his biologist wife, Dr. Winifred Hallwachs, he has successfully implemented this plan, thereby increasing immeasurably the survival prospects of an estimated 235,000 terrestrial species. Moreover, he has created a model for conservation and recovery of rainforest that is inspiring others to copy it across the tropical world.

Neither sentimentalist nor romantic, Janzen accepts that humans evolved fighting Nature: the impulse is in our genes. At first we won only occasionally; for example, 10,000 years ago we extinguished all the North American megafauna, such as the great mammoths and saber-toothed cats.

But now our power is complete, and even the wildest lands belong to the human garden. A garden produces crops and provides pleasure. So Janzen's plan to preserve remaining wild land and to recover some that has been lost is to:

- (1) buy land for the wildland garden;
- (2) identify its "crops", including new molecules, sink for CO₂, ecotourism;
- (3) educate local people to manage and to harvest.

Toward these ends Janzen has invested all of his prize monies (about \$1,000,000) and all of his personal income beyond the minimum needed for sustenance.

Janzen and Hallwachs live and study in the dry tropical forest of what began as a small national park, Santa Rosa, that extends from the Pacific ocean to about 10 miles inland. East of the old park boundary, the lowland forest becomes moist, then rainy, as it rises on the slopes of several extinct volcanoes. These peaks harbor pristine cloud forest. This region of Guanacaste Province is incredibly rich, containing an estimated 2.3% of the world's terrestrial species. As land surrounding Santa Rosa Park was cleared for cattle grazing, Janzen noticed many species begin to decline. He realized that Santa Rosa, though protected, was too small to harbor the scale of interactions required to sustain even a fraction of its 235,000 species. He also foresaw that, as global warming dries out Santa Rosa's lowlands (which it is doing), many species would need to migrate up to cooler, moister elevations—or be extinguished.

Janzen convinced Costa Rica's Government to designate a region including Santa Rosa, but 10-fold larger and with highlands, as the Guanacaste Conservation Area. Next, he established experimentally that old ranches and farms would spontaneously regenerate back into wildland forest—if the plant and animal species still exist to repopulate it. Then he dickered with local landowners, small and large, to buy up patches and strips that border the wildlands. Over a decade he managed to greatly expand the wildland garden and to provide a corridor from the turtle beaches on the Pacific to cloudforests of the continental divide.

A key goal was to connect these newly protected regions to Rincon Volcano, an old, small national park to the south. Rincon, being small like Santa Rosa, cannot sustain its huge biodiversity. But Janzen recognized that it could be saved by connecting it to the larger Guanacaste Conservation Area. He also noticed that Rincon rises above the other peaks of Guanacaste. A link would allow species to climb yet higher and thus better survive global warming. Janzen saw that what the animals need now is not an Ark, but a Bridge, and in 1992 he began to build one.

First, there was a strip across the highland for which he negotiated long and hard, but the price was unreachable. Finally, he located a strip of lowland rainforest connecting northern Rincon to the southeastern side of the next volcano. This strip would convert the eastern face of the Guanacaste Conservation Area into a continuous band of forest 33 kilometers long. Moreover, it would provide enough rainforest at 400-600 m elevation to sustain life against the rising heat and dryness. The 1225 acres that constitute the Bridge cost \$533,000, and in July, 1997 Janzen made a downpayment with funds raised from 12 donors including the Swedish and US Children's Rainforest Funds. He lacks \$350,000 to complete the deal. (This amounts to 800 unsecured acres—which he would like to see become Penn's Bridge.)

Janzen has also moved forward with the other key needs for the Garden—to identify its crops and to educate its stewards. The forest contains myriad biologically potent molecules and genes of potential medical and industrial use. To develop "bio-prospecting" for such potential crops Janzen helped negotiate contracts with corporations, such as Merck, to conduct screens for potential products. These contracts have become models for bio-prospecting all across the Third World. Bio-prospecting requires local people as bio-prospector, to collect, identify, and culture the organisms. Toward this end Janzen trains Guanacaste high school graduates as "parataxonomists", thus creating a new profession for the community. He also provides funds for teaching forest biology in the local schools.

Finally, to manage the wildland garden, now encompassing 276,000 acres (plus 160,000 acres of ocean), Janzen raised over \$12,000,000 for an endowment. The income supports a staff of 130 who tend the wildland garden and, equally important, who establish a tradition of knowing and caring for the garden that will carry forward to future generations.

Janzen will give an illustrated lecture, *How we are saving the tropical wildlands in Costa Rica*, Thursday, December 11, at 4 p.m. in Reunion Hall of the John Morgan Building, School of Medicine. I commend it to all of my colleagues and friends.

Dr. Sterling is professor of neuroscience at the School of Medicine.