

# UNIVERSITY of PENNSYLVANIA *Almanac*

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## Dean of SAS: Dr. Preston of Sociology

Dr. Samuel H. Preston, an internationally known expert in population studies who has been on the faculty here for almost 20 years, has been chosen as Dean of the School of Arts and Sciences. He is expected to take office January 12, succeeding Dr. Walter Wales, who has served as interim dean since Dr. Rosemary Stevens returned to full-time teaching and research in September 1996.

"Sam is the ideal person to lead SAS into the 21st Century," said President Rodin in announcing the selection. "We are extraordinarily lucky that, having scoured the nation to find a great new dean for SAS, the search committee ultimately located right here at Penn the best candidate I can imagine. I applaud the committee's efforts."

Dr. Preston, a native of Bucks County, took his baccalaureate degree *magna cum laude* at Amherst in 1965 and his Ph.D. in economics at Princeton in 1968. He then taught at Berkeley as assistant professor of demography until 1972, when he joined the sociology department of the University of Washington as associate professor and, at 28, director of the Center for Studies in Demography and Ecology. He became full professor two years later. In 1977 he accepted a two-year assignment as acting chief of the United Nations Population Trends and Structure Section.

Joining Penn as professor of sociology in 1979, he has served as director of the Population Studies Center here for most of the past 15 years, twice chaired the Department of Sociology and also served twice as chair of the Graduate Group in Demography. He is currently serving as Moderator of the University Council—a role he will now yield.

(continued on page 2)



Samuel Preston

## The \$100 Million Abramson Gift

... see back page



Mrs. Abramson, left, chairs the new Institute and Dr. Glick, seated above, is its director.

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## News in Brief

### Trammell Crow Offers...

At presstime all but two of the 83 staff members offered positions by Trammell Crow had accepted offers, the Office of the Executive Vice President said.

### ... Next Steps in Restructuring

On pages 23 through 25 of this issue is EVP John Fry's update on further initiatives in restructuring—including food services and research administrative support. His remarks are from a transcript of his presentation to the University Council on December 3.

### Modem Changes Ahead

ISC will make changes in February that change remote access for those using SLIP and PPP; see details on page 22.

### Three NEH Awards

Three Penn faculty are among the 160 scholars in 25 institutions chosen for National Endowment for the Humanities awards this year.

- Dr. Regina Bendix, assistant professor of folklore and folklife, *Visions of Empire, Images for Consumption: (Multi) Cultural Representation in Austria*;
- Dr. Joan E. DeJean, Trustee Professor of Romance Languages and graduate chair in French, for *Jean Moliere's Don Juan: Censorship and Representation*; and
- Walter R. Feldman, lecturer of Turkish language and culture, for *The Indian Moghul Style in Seventeenth-Century Ottoman Poetry*.

### Five Fulbright Fellows

Among the 700 academics, professionals, and independent scholars who received Fulbright Awards this year, five are Penn faculty. The five and the countries in which they will conduct research in 1997-98:

- Margaret M. Cotroneo, associate professor of nursing in psychiatry—Germany.
- Nader Engheta, professor and graduate group chairman of electrical engineering—Italy.
- Tracy K. McIntosh, director and professor in the Head Injury Research Center—Sweden.
- Eric W. Orts, associate professor of legal studies, associate professor of law—Belgium.
- Daniel Wagner, professor and director of National Center on Adult Literacy/International Literacy—France.

### Farewell Compass, Hello...

The *Compass Features* on pages 10-13 are the last such features that will appear in *Almanac*. As *Compass's* long-time managing editor Libby Rosof takes up her role as editor of the new *Pennsylvania Current*, the *Almanac* staff extend our best wishes on the new venture and our appreciation for her collegiality and cooperation during the months of joint publication. — K.C.G., M.F.M., T.B.

### Dean of SAS: Samuel Preston *continued from page 1*

Dr. Preston is a member of the the National Academy of Sciences and, since 1989, has served as chair of the its Committee on Population as well as its Social and Political Sciences Section. A winner of Guggenheim and Woodrow Wilson Fellowships, he is a Fellow of the American Academy of Arts and Sciences and of the American Association for the Advancement of Science and the American Statistical Association, among others. He has also been president of the Population Association of America, winning its 1983 Irene B. Taeuber Award for Excellence in Demographic Research; president of the Sociological Research Association; and member of the governing Council of the International Union for the Scientific Study of Population.

In twelve books and over 120 papers and reviews, Dr. Preston has published on a vast range of demographic topics, from historical overviews to fine-tuned investigations of differentials in mortality by race, education and other factors; the impact of population growth on economic and environmental processes; the consistency and accuracy of vital statistics; and many other subjects both here and abroad. He constructed the public use samples of the U.S. censuses of 1900 and 1910, and is highly regarded throughout the field for his development of mathematical and statistical tools for demographic analysis, but he is perhaps best known for his studies in the mid-eighties of the relative decline in well-being of children and the elderly. Among his very numerous major grants is the just-renewed National Institute of Aging Merit Award for research on Racial and Ethnic Differences in Adult Mortality.

Until Dr. Preston takes office January 12, Dr. Rodin said, he and Interim Dean Walter Wales will work closely together on the transition. "We all owe an enormous debt of gratitude to Walter, who has kept the ship of SAS quite securely afloat during throughout the months of the search for a new dean. Walter is the definition of a University citizen; his value to Penn is immense, and his assistance to Sam in the weeks ahead will be a service to us all."

### Dean of the College: Rick Beeman of History

Dr. Richard R. Beeman, professor of history, has been named Associate Dean for Undergraduate Education and Director of the College, effective January 1, Acting Dean Walter Wales announced Monday. Dr. Beeman will succeed Dr. Robert A. Rescorla, who returns to full-time service in the psychology department at the end of December.

A highly regarded teacher and scholar of early American history, Dr. Beeman joined Penn in 1968 as assistant professor after taking his A.B. from Berkeley, his M.A. from William and Mary, and his Ph.D. from Chicago. He became associate professor in 1973, and full professor in 1982, after teaching also at Hull in England, as a Fulbright Senior Lecturer and as the William R. Kenan Professor of History at Colby College.

Dr. Beeman has twice chaired his department, and was Associate Dean for the Humanities and Social Sciences in SAS in 1991-1995. He has also been a member of the Provost's Council on International Programs, the College Committee on Study Abroad, and the Task Force on the Constitutionalism and Democracy component of the 21st Century Project.

His scholarship on the American Revolution, the Constitution, and early American political culture has produced four books (one of which, *Patrick Henry: A Biography*, was nominated for the National Book Award in 1974). He is now now completing a fifth, entitled *The Varieties of Political Experience in Eighteenth Century America*, a summation of work he has been doing in eighteenth century American political history over the course of his career.

Holder of numerous grants and fellowships including those of the NEH and Rockefeller Foundation, he has also served as editor of *The American Quarterly* (1983-86) and was director of the Philadelphia Center for Early American Studies in 1980-85.

He will continue as senior fellow of the National Constitution Center, the interactive museum which is scheduled to break ground in the year 2000 as a Philadelphia's landmark collaboration of historians, legal and Constitution scholars, public officials, journalists, and others. In that role he is responsible for shaping the educational and programmatic components of the Center, which involves in part being a "broker between the Constitution Center and all of the wealth of intellectual talent that we have here at Penn."

He also continues as chair of the University Task Force on American and Comparative Democratic and Legal Institutions.

In the classroom, "Rick will stop at nothing to share his passion for history with his students, occasionally even dressing as one of the historical figures about whom he is lecturing," said Dr. Wales in announcing the appointment to the faculty. "His strong academic and administrative credentials, together with his seemingly limitless energy and firm commitment to undergraduate education, will make him a dynamic leader of the College."

In accepting his new appointment, Dr. Beeman said that as his predecessor, Bob Rescorla "has greatly increased the stature and effectiveness of the College. By dint of his extraordinary intellect, professional distinction, and sheer efficiency, he has left me with an act that will be very difficult to follow, but I welcome the challenge of trying to do so.

"I want to thank Walter Wales for his confidence in me, and also—emphatically—to express my real excitement at working alongside Sam Preston as our new Dean. There is, quite literally, no one within the University with whom I would rather work."

Photo by Tommy Leonardi



Richard Beeman





Michael Wachter

## Michael Wachter and the Interim Provostship

[Ed. Note: In a brief bulletin last week, President Judith Rodin announced the appointment of Deputy Provost Michael Wachter as Interim Provost. Here is more on Dr. Wachter and the position he takes January 1.]

Since he was appointed Deputy Provost in 1995, Dr. Wachter has been integrally involved with many aspects of the *Agenda for Excellence*. He has taken a leading role in a number of programs and initiatives including:

- working closely with the twelve Deans on academic planning and budgeting for the schools as well as the development of their strategic plans;
- conducting external reviews of the schools, a multi-year program which is systematically reviewing all twelve schools of the University;
- working in conjunction with President Judith Rodin and Provost Stanley Chodorow to develop the Six Academic Priorities of the *Agenda for Excellence*;
- developing programs to improve the graduation rates of undergraduates through changes in advising and financial assistance (see *Almanac* October 28);
- co-chairing the benefits redesign working group, which completed its first phase of work last year; and
- leading the efforts to review the Annenberg Center and Fels Center of Government.

As Interim Provost, Dr. Wachter will continue to work closely with President Rodin and the deans in the implementation of *Agenda for Excellence* priorities. He will also remain integrally involved with many of the projects he has led as Deputy Provost.

In addition to his administrative leadership positions, Dr. Wachter is currently the William B. Johnson Professor of Law and Economics and director of the Institute for Law and Economics, based in the Law School. He joined Penn in 1969 as assistant professor of economics. Named to a Julian and Janice Bers chair in 1972, he was promoted to associate professor of economics in 1973 and to full professor in that field in 1976. He also served as Faculty Assistant to President Martin Meyerson in 1975-79. During this period the University converted to responsibility center budgeting, following the University Development Commission's *One University* report.

Throughout this period Dr. Wachter was also building a national and international reputation as a multidisciplinary scholar in law and economics and labor law which led to full professorships in three of Penn's schools: SAS, where he has been professor of economics since 1976; the Wharton School, where he was professor of management from 1980-92, and the Law School, where he became professor of law and economics in 1984. He also served as a research associate in the Population Studies Center, 1975-1982, and was consultant to Wharton Econometric Forecasting Associates, 1976-1981.

He has published one hundred articles, papers and commentaries, in addition to co-editing a number of books. He is currently a consultant to the U.S. Postal Service, and in the past has been senior advisor to the Brookings Panel on Economic Activity in addition to consulting for the Office of Naval Research, Federal Reserve's Board of Governors, the Congressional Budget Office and many others.

Dr. Wachter is an alumnus of Cornell. He completed his M.A. and Ph.D. in economics at Harvard.

## Associate Director Programs in Residence: David Fox, CGS

David Fox, associate director of the College of General Studies and director of Summer Session, has been named Associate Director for Academic Programs in Residence, effective early in January.

"David will lead our efforts in the new College House system to strengthen the academic program generally and develop many of the current and planned Wheel initiatives," said Dr. Christopher Dennis, director of Academic Programs and Residence Life, in announcing the appointment. "He will play a key role, too, in building our faculty presence, both in assisting with the recruitment of new Faculty Masters and Fellows, and with our planned expansion of the faculty associates program."

[See the call for Masters, p. 6.]

Mr. Fox also takes administrative leadership of the Penn Reading Project, and will work on 21st Century Project and other initiatives in the College Houses.

A 1980 alumnus of UCLA who took his M.A. there in 1985, Mr. Fox taught there and at USC before joining CGS in 1990 as associate director. He frequently teaches English and theatre arts at Penn, and has been a Fellow of Van Pelt College House since 1996.

Mr. Fox has written for *Opera Quarterly*, *Pulse*, and other periodicals, and 26 of his essays appear in the current edition of the *International Dictionary of Opera* (St. James Press). He has also designed music and sound for the stage, including productions of the Long Wharf Theatre in New Haven and Room for Theatre in Los Angeles.



David Fox

## King Celebration at Nursing

The January at Penn calendar in the centerspread of this issue has a roundup of campus events celebrating the birthday of the Reverend Martin Luther King, Jr. This item arrived too late for that section, which went to press earlier than the outer pages:

The School of Nursing will hold its third faculty, staff, student panel discussion, *Seeking Common Ground*, on Tuesday, January 20, from noon to 1 p.m. in the street level auditorium of the Nursing Education Building. The School has also collected its first two programs on a website, [www.nursing.upenn.edu/mlk/](http://www.nursing.upenn.edu/mlk/).

The School of Arts and Sciences invites nominations for two awards—the traditional Ira Abrams Award (deadline January 9) and a new award created by Edmund and Louise Kahn (deadline January 23).

## Edmund and Louise Kahn Award For Faculty Excellence

The Edmund J. and Louise W. Kahn Award for Faculty Excellence will be made annually to an SAS department, undergraduate program, graduate group, or center which demonstrates an extraordinary collective faculty commitment to teaching, curriculum innovation, and service to students. This award, which is new this year, may honor the activities of either an individual group of faculty members or an entire department.

The recipient department, program or center will receive an award of \$6,000 to be used at the discretion of the chair or director to further enhance the teaching program. The Dean will also host a reception to honor faculty members of the winning department or unit.

Nominations will be accepted from faculty or students in the form of a letter to Interim Dean Walter D. Wales (116 College Hall/6377 or [sasdean@pilot.sas.upenn.edu](mailto:sasdean@pilot.sas.upenn.edu)) by Friday, January 23, 1998.

## Ira Abrams Memorial Award For Distinguished Teaching

The Ira Abrams Memorial Award for Distinguished Teaching is presented annually to a faculty member in the School of Arts and Sciences to celebrate his/her contributions to teaching. Excellence in teaching will, of course, reveal itself differently across fields and settings. In general, the Award seeks to recognize teaching that is intellectually rigorous, exceptionally coherent, and leads to an informed understanding of a discipline. Recipients of the Ira Abrams Memorial Award are expected to embody high standards of integrity and fairness, to have a strong commitment to learning, and to be open to new ideas.

Up to two awards are made each year; each recipient receives an award of \$6,000. In addition, each recipient's department receives \$4,000 to be used to improve teaching in the department. All members of the standing faculty are eligible.

Nominations are welcome from faculty and students and should be in the form of a letter to Interim Dean Walter D. Wales (116 College Hall/6377 or [sasdean@pilot.sas.upenn.edu](mailto:sasdean@pilot.sas.upenn.edu)) by Friday, January 9, 1998 describing those qualities that make the nominee an outstanding teacher. The letter should include the nominee's full name; department and rank; the name, address, and phone number of the nominator; and an explanation of how the nominator knows the nominee.

## PENNCard Alert: For 960 People, a December 24 Deadline

*Dear Colleagues,*

Please take a minute to check the expiration date on your PENNCard—your current PENNCard may be about to expire! Ask your colleagues at your schools/centers to do the same.

Back in June, because we were about to introduce the new PENNCard, we extended the expiration dates on old PENNCards for regular full-time and part-time faculty and staff whose PENNCards showed an expiration date between 6/30/97 and 9/30/97. The new expiration date for these cards was set to 12/31/97.

Currently (12/3), we still have 960 faculty and staff whose cards are due to expire on 12/31/97.

If your current PENNCard has an expiration date of *June 30, 1997 through December 31, 1997*, please come to the PENNCard Center before December 24 to get your new PENNCard. If you do not, you will find that you may be unable to enter buildings or use other services that require a valid PENNCard.

The PENNCard Center will be closed for the special winter holiday beginning December 24 at noon and will re-open on Monday, January 5.

Please share this message with others in your area. Thanks, and Happy Holidays!

— Laurie Cousart, Director,  
Telecommunications and Campus Card Services

## Conclusion of Internal Investigation: Campus Disturbance/Assault on Police

On October 30, 1997 an incident occurred in the 3600 block of Locust Walk resulting in injuries to four University police officers and the arrest of three individuals, one of whom was an undergraduate student at Penn. During the disturbance numerous officers from other police departments responded to a call for assistance by the Penn police.

Force was used by police to accomplish the arrest of the student. A thorough internal investigation of the incident was conducted by University Police.

Managing Director of Public Safety, Tom Seamon managed the investigation and reviewed the results. His conclusion is that the arrests in the incident were proper, police followed appropriate procedures, and no unnecessary force was used by police during the incident.

A copy of the internal investigation has been provided to the pertinent Philadelphia Police commanders and the Philadelphia District Attorney's Office for their review.

— From the Department of Public Safety

## Speaking Out

### The Sound of Vending

In publishing the revised vending ordinance and accompanying map of vendor locations, Carol A. Scheman writes of "efforts to improve the educational, residential, business, and retail environments here in University City" (*Almanac* December 9).

Whatever else this plan might do, it surely *worsens* the educational environment. I speak specifically of the proposal to place six vending trucks and two carts on Chancellor "Street" (the alley between Bennett Hall and the Music Building, and not a "street" in the normal sense of the word).

Four of the five principal classrooms in the Music Building (as well as a number of classrooms in Bennett Hall) open directly out onto this space. The noise that emanates from normal vehicular traffic (doors slamming on cars, trucks beeping as they back up into the Towne Hall loading docks, the ever-present tow trucks hauling away illegally parked cars) and from pedestrians is already high enough to cause frequent interruptions to classes. The addition of eight vendors to this crowded space can only make the din louder and more constant (even if, as I assume would be necessary, a portion of this space is closed off to vehicles to make way for the vendors), and so make it all the more difficult to carry out what I once assumed was the principal business of a university, namely teaching.

I realize that teaching at an urban university means putting up with a fair amount of unavoidable sonic disturbance. In such an environment, one would hope that the administration would try to find ways to help us fulfill our educational mission in the classroom. Instead they seem intent on hindering it.

— Jeffrey Kallberg, Professor of  
Music History

### 'A Dubious Proposition'

The *issue* of December 9 publishes a draft of the proposed "Vending Ordinance" which will allow for 100 street and sidewalk vending outlets on city streets in the University area.

However, the proposed ordinance does not cover University of Pennsylvania property. Not mentioned in the ordinance's locations are five "vendor plaza" installations, all of which are to be located on the campus itself. The dedication of campus property to commercial vendors is a dubious proposition which the University community has never adequately discussed; an urban campus like Penn's does not have unlimited space, and to commit any part of its fragile ecology to permanent spoliation by food vending trucks and peddlers' stands needs considerable deliberation.

The proposed city ordinance prohibits "electrical generators employing internal combustion" (which all food trucks use) within 100 feet of any classroom, office or housing facility. But the "vendor plaza" installations which the University's business management proposes to place on the campus itself drastically violate this provision. On the accompanying map we find that five trucks and four carts are to be located in the loading dock area of Van Pelt-Dietrich Libraries, directly adjacent to our largest study facility. Even more scandalous is that six trucks and two carts are to be placed between the Towne Building, the Music Building, and Bennett Hall, one of the busiest classroom and office centers in the central campus. Several thousand students attend classes in these buildings daily, and hundreds of faculty and staff work in them. The noise and air pollution, the garbage, and the crowds will destroy the ecology of this place and will

disrupt one of the most heavily used classroom areas at Penn; the location also clearly violates the proposed city ordinance.

Naturally, the business managers responsible for this scheme have not consulted with the people who teach, study, and work in these three buildings. There has been no consultation with Transportation and the users of parking Lot 21, which is the location for this unnecessary bazaar. There has been no survey to ascertain whether there is any demand for still more cheap food and peddlers' goods at 34th and Walnut Streets, only a few feet from the food court at 3401 Walnut Street and from numerous cheap shops on 34th and Sansom Streets.

Consultation and discussion are vital to a collegial community. So far as I know, there has been no clamor for the permanent destruction of an important and fragile part of the central campus to accommodate commercial exploitation. The unknown administrators who wish to permit this scheme need to understand that proceeding without any consultation is a tactic most familiar in totalitarian states but highly unwelcome in collegial places like the University.

The conspiratorial secrecy surrounding this proposal—nowhere in your vending article is there any mention of the "vendor plaza" scheme—shows that the business side of Penn has lost a sense of the educational mission of the University.

— Paul J. Korshin, Professor of English

**Ed.Note:** In response to the two letters above, Jack Shannon, managing director of economic development in the Office of the EVP, expects to publish in January additional details of the proposed ordinance, which is now scheduled to go to City Council on January 27.

*Speaking Out* welcomes reader contributions. During weekly publication, short timely letters on University issues can be accepted Thursday noon for the following Tuesday's issue, subject to right-of-reply guidelines. For the next issue of *Almanac* (January 13, 1998), the deadline for all material is January 6. Advance notice of intention to submit is appreciated.—Ed.

## Implementation of the 21st Century Project and Internationalization Goals *by Stanley Chodorow*

*[The traditional State of the University presentation to the University Council was given in two parts this year, with President Judith Rodin's on November 12 and Provost Stanley Chodorow's December 3. Noting that the President's report had covered some academic topics—notably graduate education, and research activities and their funding—Dr. Chodorow said he would amplify her report on globalization (see page 7) but first would concentrate on the 21st Century Project, and particularly the new College House plan that will go into effect in Fall 1998. The body of his report follows.]*

The President spoke about the 21st Century Project and changing the undergraduate experience in her inaugural address in the Fall of 1994—and about that time we were setting up and charging a Provost's Council on the Undergraduate Experience. That Council worked through the year and produced the 21st Century Project for the Undergraduate Experience, and since the Fall of '95 we have been implementing, testing, piloting different parts of the program.

The 21st Century Project is divided into three parts:

- An academic component, which has been working through the college and school curriculum committees, and through SCUE and other groups that work on academic matters. It had, on the academic side, three basic functions or goals: One was to increase the role and participation of undergraduates in research activities throughout the University in all twelve schools. Second was to develop the Penn tradition of multi-disciplinary and particularly cross-school academic programs. Third was to develop, on the model of existing programs like Writing Across the University, what might be called high-level skills programs that deal with the fundamental intellectual techniques and skills that students need to succeed both in their academic work and beyond. I will come back and report on those in a minute.
- Student services, and Penn In Touch is an example of the second goal, to create a responsive and highly supportive environment for student learning. Improved Penn In Touch services have resulted in more effective registration for classes and so on. There has been a continuous improvement in the availability of information, and over time there will be a continual improvement of the information available to students and the ability of students to manage their own lives through Penn In Touch wherever they happen to be and can get on the web, as well as coming to the Franklin Building or to other service centers around the campus as we develop them.
- Residential living is the largest project and the one I will start with today.

### Forming Residential Communities

In the winter and spring of 1997 we formed a committee, the Residential Planning Committee, chaired by David Brownlee, professor of Art History, to look back over Penn's many reports on college houses and residential life, and come up with a report—not a set of recommendations that would be like all the other ones that had gone back tens of years at Penn, but a report that recommended what could in fact be implemented: How could we do what we had been saying we ought to do for years and years?

They produced a report called *Choosing Community* in the spring of '97 that was reported to the community, and talked about here at Council. At the same time the administration had commissioned a consultant to come in and look at the actual buildings, their physical condition, the finances of the system, and go through in a systematic way and give us an idea of what kind of work had to be done on these buildings to bring them up to what all of us would like to think of as Penn's standard. That report, as it came into its final stages, was coordinated with the Brownlee committee's work, so the Brownlee committee was able to use the data being produced. Thus when it made its report, *Choosing Community*, that report was not merely a set of ideas—it was a set of ideas grounded in the realities of our system. What they said to us in the spring of '97 was, "We

can do it." And what it was they said we could do was to create a comprehensive system of college houses in our residences.

The Residential Planning Committee had done some preliminary work in dividing up a geography of our residences and showing how it could be organized; they had done some preliminary work in defining the nature of these residential communities.

Over the summer, a technical team of faculty and staff sat down with that report, which had been the product of faculty, staff and student participation in the committee and in the vetting of it, and we asked that group to show us how we could do this by the fall of 1998. It was an implementation group that set to work. And they in turn produced a report to the community that showed us how we could do this next year using all the existing residences.

I want to remind you of what we were trying to accomplish. Our goals were to create an intellectually dynamic, varied, and rich living experience for undergraduates. By rich we meant both rich in the sense of having a lot of services and a lot of characteristics that students seek, and also having variety—the kind of variety that Penn students have come to know and love in the Penn environment, of being able to live in different kinds of buildings, in different settings, in larger and smaller communities, on campus and off campus. This was a program of *campus* housing which needed to be integrated with fraternities and sororities on the one side and with the fact that Penn students often move off campus. We only house about 60% of our students so 40% of them are living off campus in one venue or another, and we needed to have a system which would integrate and take into account all of those sites of student life.

The second was to integrate residential, intellectual, cultural, social and recreational activities through the residential system. In implementing this plan we took the results of student surveys and focus groups that had been carried out both by the Brownlee committee and by the consultants, Biddison Hier, asking students throughout the institution what they were looking for. And students told us that they were looking for the following things:

Students wanted to strengthen residential life on the campus—improve it and strengthen it.

They wanted to enhance the academic support offered to students. And students told us that they wanted the support to be brought *home*, by which they meant they wanted to have the services in and near their own residences, where they were living. I remember a conversation with a student who said, "At two o'clock in the morning when you have a math problem and you're living in the High Rise, it just isn't sensible to have to walk all the way to David Rittenhouse Labs for a counseling session, if it in fact is open." So they were saying that the counseling centers and help centers should be where they live, and not across the campus. The fact they were asking about two o'clock in the morning tells you something that is also important: that opening our support offices from 9 to 5 a.m. to p.m. was the wrong 9 to 5; that we needed to bring it home in that sense—where the students live and when they live there, when they're in fact, *awake* there.

Students stressed that they wanted more faculty-student interaction.

They wanted freedom of choice, which they have now;

Undergraduates wanted a variety of living options, such as those I've already mentioned.

They wanted excellent facilities and excellent staff, and that was in effect the purpose of the Biddison Hier consultancy, to figure out what the condition of our existing buildings was *in detail*—finding out exactly what needed to be done.

And finally, students said that they wanted greater student participation and leadership opportunities in the residences.

When we sent this working group off in the summer we asked them to bring back a plan that would be implemented in the fall of 98. We wanted something tangible and important to happen in the fall of 98—we *didn't*



want a plan that could only be implemented five years or eight years from now. We wanted them to preserve all of the successful models already existing at Penn—a lot of those are existing college houses, and there are several very successful ones. We wanted to preserve and build upon living and learning programs, which are also very successful models. We wanted a plan which was simple and we wanted a plan which was adaptable. We knew that over time we were going to renovate all these properties; that the student body would change its interests; that the faculty would change their interests; and we needed a system which would adapt to the human communities that would inhabit them. Those were the basic principles of this plan.

What the Residential Communities Working Group came back with was a proposal and a demonstration that we could create twelve college houses, using all of the residences that now exist, in the fall of 1998. That would include four of them in the Quad (Community, Wendy and Leonard Goldberg, Spruce and Ware College Houses); one in each of the three High Rises, (Hamilton, Harnwell and Harrison College Houses); and Gregory, Hill, King's Court/English, W.E.B. DuBois, and Stouffer College Houses.

In creating this geography of twelve houses, the committee also found that we had in residence now some basic facilities that each of the houses really needed. We had study centers and study space, like computer labs and seminar rooms, we had a modest amount of office space, we had some multipurpose facilities and recreational facilities of various kinds. It was also critically important to organize the dining facilities that are on campus to create dedicated dining for each and every one of the college houses—and they were able to show how we could do that as well, with a modest investment in capital over what is already in existence.

Each house—each of these communities of undergraduates—would have a Faculty Master and an additional faculty fellow in residence (at least one; there were several in which there would be more than one other faculty member). Each would have a House Dean, who would be an administrative officer full time. In addition to helping to run the house in the ordinary sense of administering the House Dean would also be a source of information, counseling, guidance to the students in that house—a liaison to all the services of VPUL and other offices for students throughout the University. Each would have Graduate Associates; we would double the number of graduate students living in residence—not only providing a richer mix of older students with experience that we want our students to have or at least have access to, but also a source of support for the graduate students as well, which we think is important. We also would also distribute the Resident Advisors more evenly across the College Houses.

So these communities have an infrastructure of faculty and staff and students. The most important aspect of each of these houses, which differ from one another physically and in size and in many other ways, is that each will have a certain set of basic services available through them that will be uniform throughout the houses. This is known as the “Wheel Project” and it involves, already the distribution of help in mathematics and in writing into the residences, and information technology, the famous ITAs who help students hook up their computers at the beginning of the year and fix and deal with problems that arise during the year.

There's also been a piloting of library support. There's also been an undergradu-

ate group called EFFECT that was piloted last year and has continued this year—a group of students who are engaged in research in various parts of the University, who are proselytizers of research and who give papers and tell students how to get involved in research.

We're talking about adding other help services through the Wheel Project throughout the residences. One of the features of this kind of service provision is that it operates 24 hours a day, seven days a week. Second, it's based on the electronic network, which means that it's not only available to students in residence but to all students who are hooked into our network and who can reach these help services through the residences. Students who go through the college houses will be able to stay involved if they wish, even if they live off campus; will be able to participate in the houses to which they belonged when they were on campus. And a very high percentage, virtually 98% or so of our freshmen, live on our campus so they will all have had this experience. And they will be able to continue to participate in the life of the house.

The governing organization of the houses is based on House Councils. They are, as I like to call them, basically student republics. They provide leadership opportunity, an opportunity for creating and sustaining—and changing, enlarging, or shrinking—programs and determining activities.

The present living and learning programs will continue to exist as nested in these houses. One of the problems of existing living/learning programs is that as they grow and shrink they can create problems for themselves because they have commitments—rental commitments and so on—so that if they shrink they become too weak to survive but if they grow they push against their existing facilities. By nesting them in the larger college houses, we will allow for their growing and shrinking as student interest waxes and wanes, but also for forming and unforming in accord with student interest. And, the increase in the infrastructure of staffing in the residences will give more support to the living and learning programs than they have ever had before.

So we have a strong belief that the residential system, the new college

house system, will provide greater variety; it will continue to have choice; students will be able to move from one to another at will, as their desires for certain kinds of housing change. It will provide a framework for the physical renovation of these properties, and for the expansion of the system if that becomes an option or desired goal. It will provide students with leadership opportunities in running these houses, with the guidance and assistance of the faculty and the staff in the houses.

This fall, once we had announced the program and figured out that we actually could do it, the two groups that became the leaders in are the VPUL Office and Business Services, which has responsibility now for the management of the residences and also is helping with assignments. Working together, we've produced the information necessary to go to students so they'll all understand what this system is about and what the characteristics of each of the houses is. We are in the process of beginning recruitment of the faculty masters; many of the masters are already in place but we need a few others, and we have already identified several people who are interested. We will be recruiting house deans starting in January. We have just about completed recruiting of a staff person in residential life on the VPUL side to manage the staff and the development of new house councils in the high rises. We're working with students in the Residential Advisory Board, with the Undergraduate Advisory Board for the whole 21st Century Project

### To Become a Faculty Master

The Provost's Office announces the availability of five Faculty Masterships for Penn's College Houses. Hamilton, Harnwell, Harrison, Stouffer and Ware College Houses all seek new Faculty Masters beginning in the 1998-99 Academic Year. Candidates are normally appointed by the Provost for a three-year term and must be tenured members of the standing faculty. The positions are live-in, and the University provides unfurnished apartments with modern conveniences, including cable and high speed data connections, parking, moving expenses, and evening dining in the College House dining rooms. At the conclusion of their terms, Faculty Masters receive a scholarly leave of one term at full base pay, which may be converted to a research fund equal to one-half of their base pay.

While the duties of each Faculty Master will vary from College House to College House, central responsibilities of each Faculty Master include the following: He or she provides intellectual leadership and helps develop the College House as an educational resource for the university, helps promote academic programs in the residence, and builds strong and supportive house communities. The Faculty Master also develops the faculty associates program; works with Graduate Associates, Resident Advisors, and the College House student government to help develop a sense of community among students and between students and faculty; works with the House Dean to ensure that academic and cultural programs are a priority; and serves as a member of the Residential Faculty Council.

The application deadline is January 23, 1998. Faculty Members should send a current c.v. and letter describing their interest in becoming a College House Master to:

Dr. Christopher Dennis, Director  
Academic Programs and Residence Life  
3901 Locust Walk, Suite 112  
Philadelphia, PA 19104-6180

to get students directly involved in the formation of what I called the student republics in the houses.

All of this is now ongoing. We expect that by the end of the spring everything will be in place and ready. Students will have made their choices, both our continuing students and the incoming freshmen, and this system will be in place on the first of September 1998. It is an unbelievable achievement of the people who did this work: David Brownlee, Al Filreis, Chris Dennis, Val McCoullum, Steve Murray, Larry Moneta, were the working group over the summer. Thanks go, also, to the many students, faculty and staff over the last few years who helped shape the vision that these folks brought to concrete reality. It was a very hard job to do, very complicated, and they have done a magnificent job and are to be thanked.

### Coordinating the 21st Century Project

I was quite happy to announce yesterday that Steve Steinberg, who is the executive director of the Penn National Commission that the President chairs, has agreed to be an interim coordinator of the 21st Century Project for us. We have a system that will allow him to be the person who understands and keeps an eye on all the different parts of the project, which are staffed individually. Steve Steinberg is a long-term member of this community. He's been here since 1978, he has a Ph.D. in philosophy, he continues to teach, he has served the President and the Provost of this institution throughout his time here, he knows this institution well, he's one of our principal advisors about the rules and regulations of University Council (I think he's memorized the entire set of bylaws) and he's exactly the right kind of person to do this coordination for us and I'm really delighted that he is willing to do it.

### Other Aspects of the 21st Century Project

We've established an undergraduate research center, which I think of as very similar in some respects to the Career Planning & Placement Center. It is a center that will coordinate information about research projects and get it to undergraduates, advise undergraduates about research opportunities throughout the University, provide them with information, and provide faculty with access to students who might be interested in their research activities. This is temporarily located in Houston Hall. When Houston closes it's one of the offices we will move, and we are now finalizing those plans as well.

We have started up the Foreign Language Across the Curriculum program. We have courses this fall in commercial Chinese, contemporary Russian through film, and contemporary French politics, each taught in the target language. This will expand in the spring, so this program is getting under way and doing very well.

We have a pilot program in Speaking Across the University (SATU), a program of rhetoric and public speaking, on the same model as Writing Across the University (WATU). We've got a program now training the students who will be attached to courses in which the SATU program will be lodged in the spring. We're getting faculty to sign on, and to make public presentation and speaking part of their course requirements.

We have developed a whole series of interdisciplinary courses: Creating, Managing and Presenting the Arts (Wharton/College); Cognitive Neuroscience, Engineering/College; Technology and Engineering, Wharton/Engineering; Applied Health Services and Policy Research, Nursing/College; and Logistics, Manufacturing and Transportation, Wharton/Engineering. These are all examples of programs; they don't exhaust the list, but it gives you an idea of the multidisciplinary programs, both majors and minors, that we are developing under the 21st Century Program.

### Area Studies and Globalization

I'll turn briefly to internationalization.

One of the goals we've had in the *Agenda for Excellence* is the strengthening and rethinking of area studies. Area studies were a product of the Cold War, and were supported by the Federal government very generously over quite a long period of time, 30 or 40 years. But the Cold War is over, and the Federal grants are drying up. We need to rethink the role and the structure of area studies.

The Ford Foundation has instituted a program called "Crossing Borders—Revitalizing Area Studies," inviting 150 or more universities to apply. Penn was one of 30 institutions to get a \$50,000 planning grant. We

will have this grant for the next 15 months, and be able to compete then for a Stage Two grant, which would be a major grant in support of area studies in the University.

The key to our approach to this has grown out of our internationalization conferences. As you may know, I have held an internationalization conference each year that I've been Provost. As the *Agenda for Excellence* and its six academic initiatives were defined, we focused the international conferences on one of the six initiatives each time. Out of the one on international health programs, we discovered that the area studies and the health schools that were engaged abroad had enormous things in common, and they *needed* one another. Remarkable connections were made, and out of this conference grew the international health forum, which is a standing group of people across the University—both area studies people and health school people—who are engaged abroad, and particularly the African interest group which unites African area studies program with the health schools that have programs in sub-Saharan Africa. We used that as the foundation for our Ford proposal. We were the only institution in the United States that actually linked area studies to professional programs. This is, I think, a direction in which Penn has a unique advantage and in which we will really rethink and redevelop area studies in a whole new framework.

The third annual Provost's Conference which was held in March of 97 was focused on the urban agenda and the effects of globalization on major cities, and produced a whole set of research agendas and topics which are being absorbed into the urban agenda as we develop that as one of the six initiatives.

In addition, in the past year we have vastly increased our World Wide Web resources in international programs. If you want to see a remarkable page look at the African Studies, which is *the* major site in African Studies in the world today. In May of 1997—just in that one month—there were over 736,000 hits on the Penn African Studies web page. My favorite story there is about somebody in Indonesia who came through the page looking for someone somewhere who knew something about the artificial insemination of camels; and through the web page they linked up with someone in Ethiopia who was a specialist in that. They made the connection that was needed for the transfer of knowledge and information from Ethiopia to Indonesia.

There's an international page in the School of Dental Medicine which announces the School's designation as a WHO collaborating center in oral and infectious disease, education research and care. There's a "Wharton in the World" web page; and of course the University of Pennsylvania Museum of Archaeology and Anthropology, which is probably our most international unit, has a web page which reports on all of its programs around the world. So electronic communication both within Penn and *for* Penn is a very important component of our international programs.

We have new affiliations that are either in place or being negotiated: L'Ecole des Etudes en Sciences Sociales, L'Ecole Polytechnique, the University of Utrecht and the University of Zimbabwe are important new collaborative sites that we are developing.

### A Final Word

Finally, I'd like to thank everybody for your words of farewell and to say farewell myself, at least to the provostship. This organization [University Council] has been a remarkable one. We didn't have one where I came from, and watching a community come together and deal with every possible kind of issue in a forum like this has been extremely instructive and in many cases uplifting—and always interesting.

I deeply appreciate the opportunity that Judith Rodin gave me in appointing me as provost of Penn. This is an extraordinary institution. I have—as you well know because it's reported in the *D.P.*—been visiting various places around the country and I can testify that by comparative analysis, Penn is one of the truly great universities in the world today; and it has been a real honor and a pleasure to serve you. And serve is what a provost does; it is I think what all of us in the administration do. It is a service to knowledge and to the students, to the faculty, to the future of this institution; and it has been an extraordinary experience for me. I take away wonderful memories and much more experience than any person deserves to get from a three-and-a-half-year stint in a job. And I hope that I get an opportunity to take that experience to the next level of my career. So thank you very, very much.

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

## Actions Taken by the Senate Executive Committee Wednesday, December 10, 1997

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

a. Martin Pring (physiology/medicine), the Senate Nominating Committee's candidate for Secretary-elect, has been declared elected.

b. Attention was drawn to the chair's [December 9, 1997, Almanac](#) column, written at the request of SEC, providing further information on the continuing discussion on intellectual property.

c. Special University Council meeting on the outsourcing of Facilities Management to Trammell Crow was well run and a real moment in University history. Graduate-professional students petitioned for and organized the special meeting. It was noted that the Trustees received the proposal from Council to suspend plans for the outsourcing. All Council constituencies have submitted their appointees to the Special Committee on Consultation that was called for by resolution at the meeting. The committee chair is to be appointed upon agreement of the Council Steering Chair and the President. Work of the committee is to be completed in April 1998.

d. Faculty Exit Questionnaire pilot program has begun and some questionnaires have already been returned to the Faculty Senate Office where all records will be kept in confidence. The Committee on the Faculty will analyze the returns, and the questionnaire will be improved per pilot study findings.

e. Cost Containment Subcommittee of the Senate Committee on Administration has been gathering data and plans to report to SEC in February. Faculty members are Louis Girifalco (materials science & engineering), Abba Krieger (statistics) and Solomon Pollack (bioengineering). This subcommittee also comprises the faculty membership on the University Committee on Cost Containment which recently held its first meeting of the year. Administration members are John Fry (executive vice president and committee chair), Barbara Lowery (associate provost), Mike Masch (executive director budget and management analysis), Lisa Prasad (executive director office of the executive vice president), and Thomas Stump (executive director budget and administration SEAS).

f. A joint report will be prepared this year, rather than individual reports, by the Senate Committees on Administration, Faculty, and Students and Educational Policy and submitted to the administration for response.

g. A motion was introduced as an expression of concern about statements against a faculty member in connection with a student-athlete's eligibility. SEC had an extended discussion that focused on a variety of issues: should the obvious be expressed; freedom of speech was at issue; primacy of the academic mission; damaging impact of erroneous claims made in the press; and, breach of the Buckley law on privacy of student records. Since the report of the Provost's review committee had not yet been issued, the motion was tabled.

f. As recommended at the last SEC meeting two Faculty Senate liaisons to the Faculty Club Board of Directors have been appointed, Gary Hatfield and John Keene.

**2. Academic Planning and Budget Committee and Capital Council.** Past Faculty Senate Chair Peter Kuriloff reported that during the last several weeks the committee met to discuss the following issues: health care benefits, multi-year budgeting, review of the Annenberg Center, long-range strategy for development and alumni relations, review of the Institute of Contemporary Art, the School of Social Work's external review, and the 21st Century house system.

There was no report on Capital Council.

Professor Kuriloff expressed concern about the absence of genuine consultation in the committee, and that presentations of decisions are made at each meeting with no prior discussion with this committee. He said that in the past, issues were brought to the committee before decisions were made.

**3. Informal discussion with the President.** A SEC member, noting strong faculty interest, asked how the University might encourage entrepreneurial business efforts adjacent to the University. President Rodin said vigorous efforts are being made to take an integrated approach and

create an eclectic array of shops throughout the campus area including startup merchants, crafts, funky and upscale businesses. The President believes that a large successful bookstore will attract and sustain small bookstores. She also said the University is working towards enrolling an increasing number of merchants on the PennCard.

Another SEC member expressed faculty concern regarding the growth and possible instability of the Penn medical complex, citing the rapid growth and recently announced major cutback of the Allegheny health system and the HMO that got into trouble. The President stated that the health care environment in Philadelphia has changed considerably in the last year. Considerable energy will be exerted in restraining future growth and holding back costs. Regarding concerns about proliferation of many kinds of faculty in the health system and ensuring standing faculty rights and privileges, the President deferred to the Deputy Provost and Associate Provost, who are looking into these matters as are the Senate Committee on the Faculty and the Senate Committee on Students and Educational Policy. Responding to a question on the effect on the University of the Penn Health System master trust indenture, the President replied the health system does its own bond structure investment separate from the University. President Rodin further stated that if there were vast deficits in the health system it would effect the University's bond rating. She had recently met with Moody's and they are neither concerned about the health system's bond rating nor the University's.

President Rodin explained that the new provost will be a key player in strategic planning and that the search committee for a new provost would be asked to be mindful to find a strong provost. In response to a question on whether an internal or external candidate would be sought, the President said she will be agnostic.

A question was raised about the structure and strength of the position of provost. A SEC member pointed out that most of the Provost's budget is tied up in entitlements and the Senate had recommended that savings from reengineering of the University be shifted into the Provost's Office. President Rodin stated that incremental changes in resources are needed in order to provide an opportunity pool for the Provost and this will be done.

Regarding the appointment of an SAS dean, the President expects to make an appointment soon.

**4. Report from Faculty Liaisons to Trustee Committees.** Faculty liaisons to the Trustee Committee on External Affairs, Ted Hershberg and Rebecca Maynard, and faculty liaisons to the Trustee Committee on Student Affairs, Helen Davies and James Laing, described the recent trustee committee meetings they attended.

**5. Senate Nominating Committee Chair.** Larry Gross was elected committee chair by acclamation.

**6. Senate Committee on Committees.** Nominations were made and a ballot was circulated for seven members to be elected. The Senate Chair and Chair-elect serve *ex officio*. Senate Chair-elect John Keene was elected committee chair.

**7. Informal discussion with the Provost.** In response to a question from a SEC member Provost Chodorow expressed his views on the major strengths and weaknesses of Penn. He compared the culture of Penn to that of the University of California. Penn faculty have more personal freedom; at UC the Faculty Senate has more say over the lives of the faculty. The Provost stated that UC faculty salaries are public and this openness did not appear to generate expressions of anger. Faculty at UC receive merit increases only after a rigorous review.

On behalf of the faculty, the Senate Chair thanked the Provost for his service to the University and wished him luck.

SEC gave Provost Chodorow an extended round of applause.

**8. University Council Committee on Committees.** SEC voted on nominees for the five faculty members to represent the Faculty Senate on the Council Committee. The Faculty Senate Chair-elect serves as a voting *ex officio* member.

**SEC Actions** *continue next page*



**9. Criteria for New Provost.** Several criteria were raised during an extended discussion on criteria for the search committee to bear in mind. The majority of SEC expressed that a Provost from inside the University is a great plus. The individual should be loyal to Penn and the academic mission of Penn should be primary. The Provost should: be a scholar; have the ability to exert academic leadership; be a person with vision; be a listener, willing to consult; be an able administrator but respect academic rather than corporate initiatives; be familiar with the contemporary university scene; but first and foremost keep the model for improving Penn as Penn rather than other schools.

SEC members were asked to submit their nominees for six of the twelve faculty positions on the provost search committee (the president appoints six faculty) to the Faculty Senate Office by 5 p.m. Tuesday, December 16, accompanied by a supporting paragraph. The Chair, Past Chair and Chair-elect were authorized to develop a short list of nominees that will be discussed and voted on by SEC at a special SEC meeting scheduled for *Wednesday, January 14, 1998*, from 3-4:30 p.m. SEC also agreed that should the task require completion in a shorter time-frame voting will be by e-mail.

**10. Retirement and Benefits Subcommittee.** The report was deferred.

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

**To: Members of the Standing Faculty**  
**From: Vivian C. Seltzer, Chair**

## **Nominations for Offices Requested**

In accordance with the Rules of the Faculty Senate you are invited to suggest candidates for the posts and terms stated below, with supporting letters if desired. Candidates' names should be submitted promptly to Larry Gross, Chair of the Senate Nominating Committee by telephone at 898-5620 or by e-mail at [lgross@pobox.asc.upenn.edu](mailto:lgross@pobox.asc.upenn.edu).

The following posts are to be filled for 1998-99:

*Chair-elect of the Senate (1-yr term)*

(Incumbent: John C. Keene)

*Secretary-elect of the Senate (1-yr term)*

(Incumbent: Martin Pring)

*Four At-large Members of the Senate Executive Committee (3-yr term)*

(Incumbents: Helen C. Davies, Jean Henri Gallier  
Paul R. Kleindorfer, Mark Stern)

*One Assistant Professor Member of the Senate Executive Committee (2-yr term)*

(Incumbent: Wanda Mohr)

*Three Members of the Senate Committee on Academic Freedom and Responsibility (3-yr term)*

(Incumbents: Larry Gross, E. Ann Matter,  
Ruth J. Muschel)

*Three Members of the Senate Committee on Conduct (2-yr term)*

(Incumbents: Vivian L. Gadsden, John A. Lepore,  
Hermann Pfefferkorn)

*Two Members of the Senate Committee on the Economic Status of the Faculty (3-yr term)*

(Incumbents: Roger M. Allen, Samuel H. Preston)

## **Nominating Committee Elected**

The Senate Executive Committee's slate of nominees for the Senate Nominating Committee was circulated to the Senate Membership on November 4, 1997. No additional nominations by petition have been received within the prescribed time. Therefore, according to the Senate Rules, the Executive Committee's slate is declared elected. Those elected are:

*Charles E. Dwyer*, (associate professor education)

*Murray Gerstenhaber* (professor mathematics)

*Larry Gross* (professor communication), *Chair*

*Grace Kao* (assistant professor sociology)

*Andrew Postlewaite* (professor economics)

*Phyllis Rackin* (professor gen'l honors in English)

*Warren Seider* (professor chemical engineering)

*Steven J. Sondheimer* (professor ob-gyn)

*Thomas Sugrue* (associate professor history)

## **OF RECORD**

*In April, I forwarded to the Faculty Senate a proposed revised policy on the Employment of More than One Family Member that was developed by an ad hoc faculty committee chaired by Associate Provost Barbara Lowery and subsequently approved by the Council of Deans. The Senate Committee on the Faculty suggested several changes in the proposed policy, including a broadened definition of what constitutes a family, which were accepted by the President and me. The policy follows below and is effective immediately.*

— Stanley Chodorow, Provost

## **Employment of More Than One Family Member**

University policy permits the employment of more than one member of a family (defined as being related by blood, marriage and former marriage, or adoption, or defined as partners recognized under University benefits policy), whether or not the persons concerned are in the same academic or administrative department. The University's primary concern in such cases of appointment, as in all others, is that faculty or staff members are the best candidates with respect to the requisite qualifications for employment. The University has a parallel concern, however, in the avoidance of a conflict of interest or the appearance of such conflict, where an employee's professional decisions or actions pertaining to the performance of his or her job would be colored by considerations arising from a family relationship with another employee. The University also recognizes that the appointment of two or more family members, especially within the same department, could generate pressures and prejudice among colleagues. To guard against such conflicts and abuses, the following rules must be observed:

### **A. Family Members Appointed to the Faculty**

1. No faculty member shall participate in any way whatsoever in the decision to employ, promote, reappoint, or terminate the appointment of a member of his or her family on the Standing Faculty or the Associated Faculty.

2. Any proposal to employ as a faculty member a person who is related to a member of the faculty or administration must be brought to the attention of the dean before an offer of appointment is made. In cases where there is a potential conflict of interest in the professional relationships of family members or with respect to other employees of the University arising from the family relationship, the department chair must outline in writing the steps being taken to avoid or manage conflicts of interest or the appearance of such conflicts, subject to approval by the dean. Deans will report such arrangements to the provost in the course of normal administrative oversight.

3. No faculty member shall participate in any other decision, including determining the salary, teaching and/or administrative assignments, and space assignments, directly and individually affecting a member of his or her family on the Standing Faculty or Associated Faculty.

### **B. Family Members Appointed to Non-faculty Positions**

Faculty members should take care to avoid conflicts of interest or the appearance of such conflicts in the employment of, and in any ongoing University-related professional relationship with, a family member in a non-faculty position. All decisions regarding such employment should be conducted in strict conformance with the Human Resources Policy.

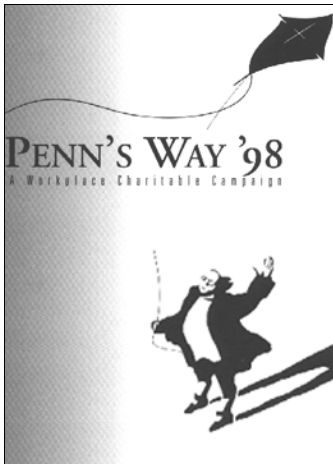
### **C. Reporting**

In the course of normal administrative oversight, department chairs or other heads of department will report periodically to deans, and deans will report to the provost, on steps that have been taken to avoid or manage conflicts of interest or the appearance of such conflicts among faculty members and/or academic administrators who are related as family. In each case, the faculty members and/or academic administrators who are subject to such reports shall receive copies of such reports on a timely basis.

These requirements extend to part-time faculty appointments whenever such a person may exercise decision-making power over the employment and/or administration of a family member employed by the University.

# On the Importance of Giving...

By John McCalla



**Time is running out** to reply to those beckoning booklets full of pledge forms from the Penn's Way '98 campaign. Faculty and staff who wish to contribute to the United Way of South-eastern Pennsylvania and/or the Center for Responsible Funding should have their forms in by Dec. 19.

Because it is the season of giving, we asked some Penn people why they think it's important to give. Here's what they said:

"As most are aware, in our affluent society, there are some who are not benefiting from the advantages of the majority. One need only walk through Center City today to observe the less fortunate sleeping on grates to mitigate the cold as winter nears. If people have a sense of compassion, they would be moved to ameliorate the situation and to assist others similarly in need of a helping hand."

—Robert Austrian, M.D.  
Professor and Chairman Emeritus  
Department of Molecular and  
Cellular Engineering



"Giving to Penn's Way is important to me because it gives me the opportunity to support my favorite charities. It also makes me happy to know that I have made a difference in some way."

—Banoo N.  
Karanjia  
Coordinator, Penn  
Children's Center



"I see time, talent and treasure as gifts from the Lord of Heaven and Earth and I think it appropriate for those of us privileged to

be faculty or staff at this great University to share the gifts we have been given. I expect that at the Last Judgment our checkbooks will be a more important piece of evidence than our resumes. Penn's Way is a practical method of making charitable contributions by payroll deduction and I appreciate Penn making this opportunity available."

—Duncan Van Dusen  
Associate Secretary of the University

"It is more blessed to give than to receive. That is what the good book says. And, it is so true. I receive joy and pleasure when I give. Whatever is given by an individual may seem to be an infinitesimal amount considering the whole sum; however, it can be monumental to a recipient. When people do their part, it can make them feel powerful to provide assistance to someone or agency in need. By giving, faith can be restored to those who are less fortunate. Giving is never negative; it is always positive. Wharton has always had a sense of community responsibility. Whatever I can give from my personal limited resources, I will continue to give through Penn's Way to the charity of my preference."

—Anna Bond  
Business Administrator  
Wharton Undergraduate Division

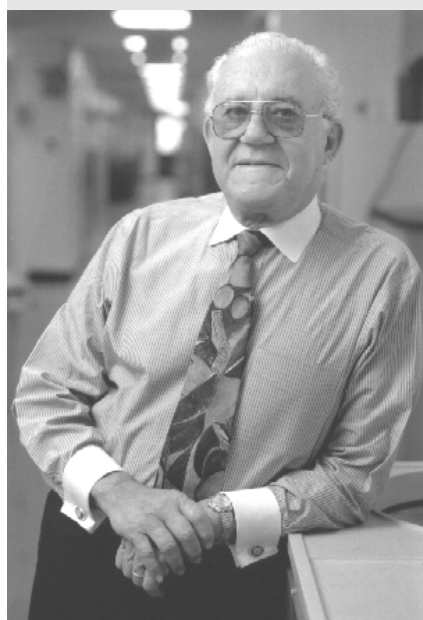


"There are many times during the year that a person could use a helping hand; however, the Penn's Way program certainly provides an opportunity for everyone to at least make a contribution

once a year. It would be nice if everyone viewed it as a privilege to be able to help someone in this small way and certainly the Penn's Way program can serve as the vehicle to accomplish this."

—Flonia Freeman  
Manager, Facilities Services  
Physical Plant Department

"It is a very important thing for us to show our generosity and demonstrate that we are



caring for our brothers, our fellow human beings who are not as fortunate as we are. And an excellent way for Penn faculty and staff to do that is to give to Penn's Way."

—Juan Graña  
Administrator  
Department of Biotechnology and Biophysics  
Diabetes Research Center

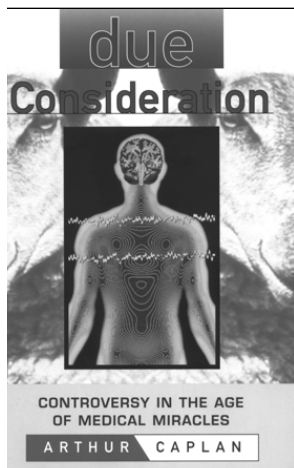


As Penn faculty publish books, an occasional column appears on these pages to inform the University community of new releases.



## Reader-friendly Bioethics

In keeping with the Center for Bioethics' edict of "taking bioethics out of



the academy and on to Main Street," Arthur L. Caplan offers a punchy, conversational examination of moral dilemmas created by scientific advances in his new book, "due Consideration: Controversy in the Age of Medical Miracles"

(Wiley & Sons).

Selection titles such as "Bah cloning" and "My Genes Made Me Eat It" indicate the Caplanesque style of explaining cutting-edge biomedical technologies and their social, legal and ethical implications.

Caplan, director of Penn Health System's Center for Bioethics, offers strong opinions and thought-provoking explorations of moral issues related to abortion, birth control, genetics, cloning, assisted suicide and managed care.

— John McCalla

## Beyond Orientalism

In a remarkable tribute to a colleague, scholars honored the work of Professor Wilhelm Halbfass in the new book "Beyond Orientalism: The Work of Wilhelm Halbfass and its Impact on Indian and Cross-Cultural Studies" (Rodopi). Editors Eli Franco and Karin Preisendanz collected essays from more than 20 scholars from around the world.

"Beyond Orientalism" celebrates Halbfass' writings, which challenged the traditional Western view of Asia and the Middle East. Specifically, Halbfass' work

challenged Edward Said's book "Orientalism," considered to have set a biased tone 20 years ago.

The contributing scholars represent a wide variety of academic fields, including Indology, philosophy, theology, anthropology, cross-cultural studies and political studies, reflecting the many dimensions of Halbfass' studies.

In an introductory essay (he also wrote four other essays in the book), Halbfass discusses the relationship between knowledge and power, and how the word "Orient" came to signify the biased Western perspective of the East. Because of Halbfass' work, academic departments dropped the word "Oriental" from their names, including Penn's department of Oriental studies, which became the department of Asian and Middle Eastern studies in 1992.

— Henri Tetrault

## Saving Schools

Money can and does improve inner-city schooling when used properly.

The role of money in public schools is the subject of "From Cashbox to Classroom: The Struggle for Fiscal Reform and Educational Change in New Jersey" (Teachers College Press) by William A. Firestone of Rutgers, Penn GSE Professor Margaret E. Goertz and Gary Natriello of Columbia.

By investigating schools in New Jersey, the book attempts to answer some fundamental questions about problems in American public education. The authors ask: How is money allocated for education? Where does the money go? What is it used for? Is the educational system effi-

cient and fair?

"From Cashbox to Classroom" states that research supports the public's assumption that students from predominately white suburbs often receive a better education than their inner-city counterparts. But the research challenges the assumption that giving more money to inner-city schools is throwing good money after bad.

— Henri Tetrault

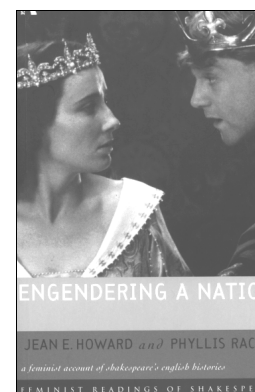
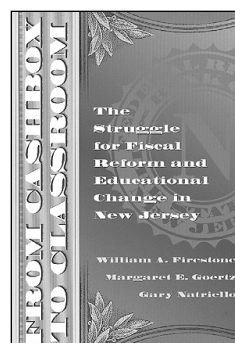
## Feminists View Shakespeare

Penn professor of English Phyllis Rackin and Jean E. Howard of Columbia University trace England's movement from a kingdom to a nation, relating the political evolution to transitions in gender roles, in their new book "Engendering a Nation" (Routledge).

The authors examine Shakespeare's history plays, which often involved national politics all wrapped up in gender relations. "The history plays ... helped produce what are now regarded as 'traditional' gender relations and the divisions between what we now call the public and private domains," the book states. "The interconnections between Englishness, aggressive masculinity and closeted womanhood that emerge so clearly in Branagh's film of 'Henry V' are present in Shakespeare's text."

Rackin and Howard transcend a narrow feminist view. Rather than simply judging Shakespeare's positive and negative female characters, they look at both the sexes and examine how Shakespeare constructed masculinity and femininity in a broader context.

— Henri Tetrault



## Doughty Law Librarian Fought Fire and Highway Robbery



The 1910 European adventures of a former librarian of the Biddle Law Library fit no stereotypes, but perhaps that's why they make good reading.

Marjaret Center Klingelsmith, who served as librarian from 1897 to 1931, traveled to Europe in 1910 in search of rare books for the collection. This information comes from her report of her trip, housed in the Biddle Law Library's Rare Book Collection.

Klingelsmith found several copies of Lyndwood's "Provincial," dated 1501. The asking price of \$120 prompted her to write the dean of the Law School for advice. While awaiting his reply, she attended another dealer's auction where another copy of the 1501 "Provincial" was on the block. Although the original boards were somewhat worm eaten and "hung by threads of leather to the text," she bid and purchased the book for a mere \$9.

Klingelsmith also reported that while visiting the book shop of Wildly and Sons, she was required to descend to the dungeons of the building, her path lit only by gas jets.

"I came into contact with the gas jets and did not know I was on fire until I found myself inhaling the fumes of burning millinery, and then proceeded to put myself out," she said.

We learned all this from Merle J. Slyhoff, a librarian in Biddle's rare book collection, who wants others to know of the treasures there.

Slyhoff, whom we quoted loosely, wrote it up for the October 1997 Orrery, the University of Pennsylvania library newsletter, and we pass it on to you.

## The Ultimate Compass A Holiday Rhyme

We find as we near New Year's time  
That we are moved to speak in rhyme:

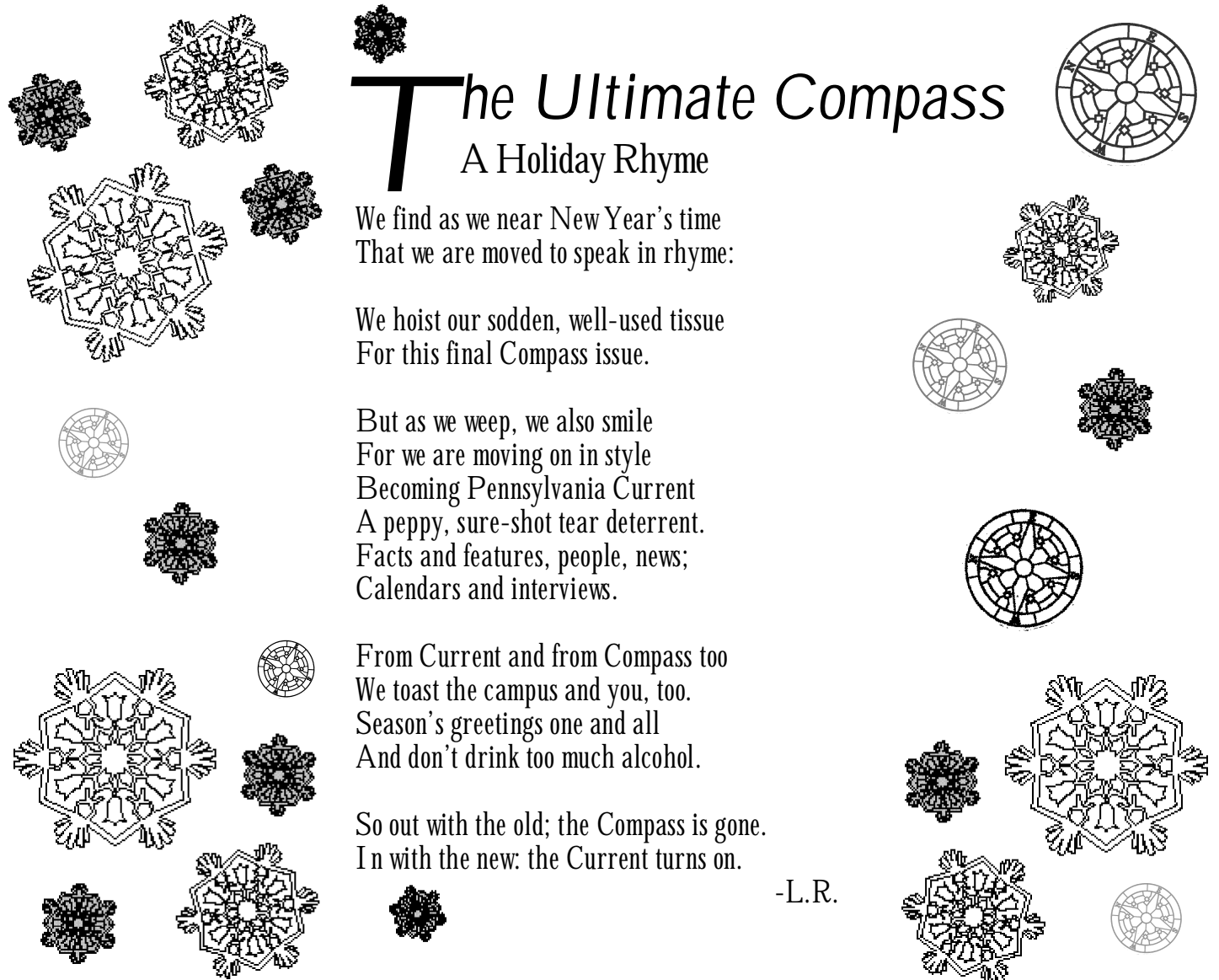
We hoist our sodden, well-used tissue  
For this final Compass issue.

But as we weep, we also smile  
For we are moving on in style  
Becoming Pennsylvania Current  
A peppy, sure-shot tear deterrent.  
Facts and features, people, news;  
Calendars and interviews.

From Current and from Compass too  
We toast the campus and you, too.  
Season's greetings one and all  
And don't drink too much alcohol.

So out with the old; the Compass is gone.  
In with the new: the Current turns on.

-L.R.



See **January at Penn** Calendar

**ALCOHOL INSERT**  
goes in middle of  
calendar spread



See **January at Penn** Calendar

**ALCOHOL INSERT**  
goes in middle of  
calendar spread

# 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/](http://www.upenn.edu/hr/). Current employees needing access to the web, may go to the Computer Resource Center at 3732 Locust Walk with your PENNCARD to obtain a list of computer labs on campus available for your use.

In addition, almost every public library in the

Delaware Valley now provides web access. In the near future, as our office remodels the Job Application Center, we hope to have computers available for current employees and others to peruse the current job openings. Openings are also mailed to approximately 50 community sites weekly.

**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 from the week of December 8-12, 1997

### SCHOOL OF ARTS & SCIENCES

Contact: Anna Marcotte

**DIRECTOR VII** (121966AM) Provide oversight for Linguistic Data Consortium (LDC) & Language Analysis Center (LAC); exercise responsibility for planning, operations, University & external relations, financial performance & human resources. **QUALIFICATIONS:** MA/MS or PhD in Linguistics, Computational Linguistics or related field; 7 to 10 years experience in technical management, preferably in academic environment; 5 to 7 years experience in developing linguistic databases; strong conceptual & analytical skills; strong verbal & written communication skills; ability to prepare project reports, technical papers & funding proposals; demonstrated leadership & management skills; proven organizational planning & project management skills; knowledge of techniques for developing & distributing multilingual electronic databases involving text, audio & image; proficient with computer system hardware & software for UNIX & Windows; proficiency with Unidoc, SGML, HTML, C, Perl, SQL & Java. **GRADE:** P10; **RANGE:** \$48,822-64,066; 12-11-97 Linguistic Data Consortium

**PROJECT MANAGER I** (121967AM) Direct research project regarding estimating African American mortality; use indirect demographic techniques to infer data; construct database for estimation & prepare research

publications; supervise research assistants. **QUALIFICATIONS:** PhD in Demography or extensive background in direct estimation methods; minimum 1 year related experience; demonstrated ability to publish in demographic journals; good knowledge of SAS programming language or equivalent. **GRADE:** P5; **RANGE:** \$29,664-38,677; 12-11-97 Sociology

**SECRETARY IV** (121942AM) Provide faculty support; type, proofread & compose correspondence, documents & academic materials; handle inquiries; interpret policies/procedures; perform scheduling & maintain department calendar; assist in preparing dossiers; coordinate grants; maintain bulletin boards. **QUALIFICATIONS:** HS diploma; 2 years clerical/secretarial experience; type 55 wpm; knowledge of Microsoft Word, Excel & HTML for Macintosh; excellent communication & organizational skills. **GRADE:** G9; **RANGE:** \$17,614-21,991; 12-8-97 Biology

### DENTAL SCHOOL

Contact: Ronald Story

**RESEARCH SPECIALIST I** (121948RS) Design & execute experiments involving molecular & cellular immunology; supervise & teach technicians & students in lab skills involving molecular biology; assist in preparation of manuscripts. **QUALIFICATIONS:** BA/BS; 1 to 3 years experience; skills in plasmid preparation & isolation, gene cloning, PCR, & lymphocyte assays. **GRADE:** P2; **RANGE:** \$22,351-29,098; 12-9-97 Pathology

### EXECUTIVE VICE PRESIDENT

Contact: Sue Hess

**ACCOUNTANT/FINANCIAL ANALYST I** (121953SH) Monitor, approve & reconcile financial transactions for Facilities Division; interface with University's financial & accounting systems; develop financial reports including budgets, cash flows & analysis of accounts. **QUALIFICATIONS:** BA/BS in Accounting; 3 years experience as financial analyst; excellent computer skills including use of databases & spreadsheets. **GRADE:** P6; **RANGE:** \$32,857-42,591; 12-5-97 Facilities Management

**ACCOUNTING SYSTEMS ANALYST** (121933SH) Assist in maintenance of General Ledger; provide assistance to FinMIS end users; assist in running of daily & monthly closing processes; serve as FinMIS technical resource; complete ad hoc assignments as required. **QUALIFICATIONS:** BA/BS in Accounting, Finance or Economics or equivalent experience; knowledge of spreadsheets required; knowledge of FinMIS preferred; excellent communication & interpersonal skills required. **GRADE:** P4; **RANGE:** \$24,986-35,123; 12-8-97 Comptroller's Office

**ADMINISTRATIVE ASSISTANT III** (40 HRS) (121957SH) Exercise judgment, creativity & ability to prioritize various assignments & work for various members of department; type & proofread; organize & maintain office records & files; create new systems as needed; arrange events & meetings; compose correspondence, reports & forms; may participate in planning of routine to

complex computerized office systems; respond to inquiries that require interpretation of department policies & procedures; perform other related duties as required. **QUALIFICATIONS:** HS diploma, business curriculum; 2 years experience at AA II level or comparable background; knowledge of office procedures, practices & methods; type 50 wpm; knowledge of Project Management procedures & policies. **GRADE:** G11; **RANGE:** \$23,425-29,723; 12-5-97 Facilities Management

**ASSISTANT CONTRACT MANAGER** (121952SH) Provide management of outsourcing contract, ensuring full compliance with terms set forth in agreement; interface with representatives of University to gauge levels of customer satisfaction & ensure corrective measures are taken by outsourcing organization. **QUALIFICATIONS:** BA/BS degree; 5 years of operations & maintenance experience; advanced computer skills. **GRADE:** P6; **RANGE:** \$32,857-42,591; 12-5-97 Facilities Management

**ASSISTANT UNIVERSITY ENGINEER** (121955SH) Prepare upgrading construction standards for electrical, mechanical & plumbing systems for all buildings within University; oversee building designs to meet program objectives & compliance with all standards; oversee performance (efficiency, reliability & program/customer satisfaction) of all mechanical & electrical systems; recommend operating & maintenance practices. **QUALIFICATIONS:** Graduate of accredited school of Mechanical or Electrical Engineering or proven equivalent experience; 5 years experience in utility generation & distribution, including electrical power, steam & chilled water; 5 years experience in HVAC field concentrated in academic & laboratory buildings; 5 years experience in facilities management; familiar with buildings' controls, control strategies & energy management. **GRADE:** P9; **RANGE:** \$43,569-57,217; 12-5-97 Facilities Management

**ASSOCIATE COMPTROLLER** (121922SH) Oversee University financial reporting; coordinate program management for FinMIS; provide budget planning & monitoring for Office of the Comptroller; coordinate accounting issues with Schools/Centers; participate on various University planning/advisory boards; supervise Accounting & Financial Systems organizations. **QUALIFICATIONS:** BA/BS in Accounting, Finance or Economics required, MBA or CPA preferred; minimum 10 years progressively responsible managerial experience in public accounting or in research university; strong verbal & written communication skills required. **GRADE:** P12; **RANGE:** \$65,611-80,031; 12-11-97 Comptroller

**ASSOCIATE DIRECTOR IV** (121938SH) Serve as technical resource on functional team supporting FinMIS & related systems; participate in & serve as liaison between Office of Comptroller & user groups & other organizations as required; participate in implementing & evaluating FinMIS system policies; test & evaluate technical solution implications on business processes; document technical processes completed within Comptroller's Office. **QUALIFICATIONS:** BA/BS in Accounting or equivalent experience required; 5 to 7 years of accounting experience in university environment required; ability to manage multiple tasks; excellent interpersonal & communication skills required; ability to present materials to

### 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.

# OPPORTUNITIES at PENN

non-technical users. **GRADE:** P8; **RANGE:** \$39,655-52,015; 12-8-97 Comptroller's Office

**CAPITAL PLANNER** (121956SH) Provide integrated view & oversee structured process for planning & prioritizing University's capital needs; collect, review & prioritize needs as identified; analyze initiatives regarding improvement of campus quality of life. **QUALIFICATIONS:** MA/MS in Architecture, Architectural Engineering or related discipline required; MBA highly desired; strong background in capital planning desired; minimum 6 years experience in planning & budgeting with involvement in design of new construction & major renovation; knowledge of principles & practices of architectural design & construction; ability to present ideas effectively in written & graphic form. **GRADE:** P10; **RANGE:** \$48,822-64,066; 12-5-97 Facilities Management

**CONTRACT MANAGER** (121960SH) Provide management of outsourcing contract, ensuring full compliance with terms set forth in agreement; interface with representatives of University to gauge levels of customer satisfaction & ensure corrective measures are taken by outsourcing organization. **QUALIFICATIONS:** BA/BS in Engineering or Architecture with Master's Degree in Business Administration; minimum 10 years experience in operations & maintenance of large higher education institution; minimum 3 years hands-on experience with outsourcing; excellent interpersonal & communication skills. **GRADE:** P11; **RANGE:** \$56,135-70,246; 12-5-97 Facilities Management

**DIRECTOR III** (121961SH) Manage & direct multidimensional skills development center; formulate objectives & initiatives; coordinate training for University staff, institutional partners & School-to-Career students; maintain collaboratives with area employers, government agencies, CBOs, health care providers & educational institutions; teach skills development seminar; supervise & manage staff; implement center resources; prepare fiscal plans & budgets; support working group & advisory committees; assist participants in meeting "basic" skill requirements & attaining job placement in local & University community. **QUALIFICATIONS:** BA/BS; 5 years experience with track record of program management & curriculum design; experience with School-to-Career, post secondary proprietary schools, AFDC, private & public sector training programs; program development, budgeting & supervisory experience necessary; extensive PC skills, preferably with WordPerfect, Lotus 1-2-3, Microsoft Access, PowerPoint, E-mail & Internet applications; knowledge of Human Resources; familiarity with University & its constituencies highly desired; knowledge of workforce development initiatives & labor market practices & trends; knowledge of service learning & higher-education community-school partnerships; grant preparation experience desired; ability to function with high degree of independence as well as collaboratively with faculty, administrators, CEO & institutional contacts; strong interpersonal, verbal & written communication skills. **GRADE:** P6; **RANGE:** \$32,857-42,591; Executive Vice President

**DIRECTOR VII** (121954SH) Provide administrative planning, financial accounting & budgeting for Facilities Division; provide financial oversight of all capital/deferred maintenance projects; prepare divisional fiscal budgets; establish complete set of accounts; interface with budget office, Office of the Vice President for Finance & Vice President for Audit & Compliance. **QUALIFICATIONS:** BA/BS in Accounting, MBA in Finance or Management; 7 years experience in accounting, budgeting or finance related positions; higher education familiarity highly desired; excellent computer skills, especially with databases & spreadsheets, required. **GRADE:** P10; **RANGE:** \$48,822-64,066; 12-5-97 Facilities Management

**DIRECTOR VII** (121939SH) Lead technical resources of functional team supporting FinMIS & related systems; serve as liaison to ISC organization; participate & serve as liaison between Office of the Comptroller & user groups & other organizations as required; develop & conduct technical training as required; participate in implementing & evaluating FinMIS system policies; direct Office of the Comptroller desktop strategy; supervise professional staff. **QUALIFICATIONS:** BA/BS in Informa-

tion Systems; 7 years technical systems experience required, large financial system implementation & administration experience preferred; working knowledge of University accounting standards highly desired; excellent interpersonal & communication skills required; ability to present technical materials to non-technical users. **GRADE:** P10; **RANGE:** \$48,822-64,066; 12-8-97 Comptroller's Office

**LANDSCAPE ARCHITECT** (121958SH) Provide Master Planning support to University Architect; implement campus landscaping master plan program; deliver professional landscape architectural/horticultural services for physical development of University campus master plan & its landscaping program; this includes setting University guidelines for street furniture, street-scapes & University gateways. **QUALIFICATIONS:** MA/MS in Landscape Architecture from approved college or university; strong background and/or degree in horticulture & planting design is also necessary; minimum 6 years of progressively responsible experience in field of landscape architecture, with involvement in design of new construction & major renovations; professional registration or certification highly desired; experience in Macintosh computer graphic & database programs, as well as AutoCAD V.13 & PC-based programs; thorough knowledge of principles & practices of landscape design & construction, urban design & planning; skill & resourcefulness in project planning; ability to present ideas effectively in written & graphic form & to describe & interpret drawings to others. **GRADE:** P8; **RANGE:** \$39,655-52,015; 12-5-97 Facilities Management

**SERVICE REPRESENTATIVE I** (37.5 HRS) (121972SH) provide pre-sales support for Apple & PC compatible computer products; give product demonstrations; operate computerized register system; provide post-sales customer service support. **QUALIFICATIONS:** HS diploma required, some college preferred; computer & customer service support experience desired; strong knowledge of computer lines; ability to handle fast-paced retail environment; *some weekends required.* **GRADE:** G10; **RANGE:** \$20,637-25,713; 12-11-97 Computer Connection

**VICE PRESIDENT, FACILITIES PLANNING & CONTRACT MANAGEMENT** (121959SH) Establish Facilities Management strategy; guide planning effort relating to University buildings & infrastructure & manage oversight over outsourcing contract. **QUALIFICATIONS:** MA/MS in Engineering or Business Administration or equivalent; minimum 10 years experience in planning, construction, operations, or maintenance in higher education or other institutional settings; experience with outsourcing & contract management; strong verbal & written communication skills. **GRADE/RANGE:** UNGRADED; 12-5-97 Facilities Management

## GRAD SCHOOL OF EDUCATION

Contact: Ronald Story

**ADMINISTRATIVE ASSISTANT III** (121941RS) Provide high-level administrative & clerical support to senior staff team responsible for management of major multi-year project involving senior leadership (principally presidents & provosts) of 135 colleges & universities; coordinate complex travel arrangements; schedule & monitor appointments; coordinate meetings & conferences on & off campus; handle inquiries relating to project; screen incoming correspondence; prepare correspondence for signature; assist with production of project mailings; perform data entry, database queries & create customized reports from database maintained in SAS & Excel; task work-study students; assist with related duties as assigned. **QUALIFICATIONS:** HS diploma, some college preferred; minimum 6 years increasingly responsible secretarial experience; knowledge of & experience with word processing & spreadsheet software necessary (Macintosh environment); familiarity with databases essential; ability to work independently; ability to coordinate multiple tasks & prioritize workload; ability to work with diverse personalities & to meet deadlines under pressure; good communication & organizational skills; *end date 6-30-99.* **GRADE:** G11; **RANGE:** \$20,497-26,008;

12-8-97 Institute for Research on Higher Education

**RECEPTIONIST III** (121940RS) Answer incoming calls & route messages using customized phone message E-mail application; schedule & maintain meeting room & staff availability calendars using Meeting Maker application; route incoming faxes using network fax server; perform database queries to retrieve contact information; field routine telephone requests for information concerning programs; sort & distribute incoming mail; prepare labels for outgoing mail, including overnight deliveries; assist with preparation on bulk mailings; greet visitors; perform monthly supply inventory; perform light typing tasks & other tasks as needed. **QUALIFICATIONS:** HS diploma, some college preferred; 2 years related experience or educational equivalent; knowledge of Eudora E-mail & Macintosh environment preferred; excellent verbal & interpersonal skills required; ability to work in fast-paced environment. **GRADE:** G8; **RANGE:** \$16,171-20,240; 12-8-97 Institute for Research on Higher Education

## MEDICAL SCHOOL

Contact: Anna Marcotte/Lynn Nash-Wexler

**ADMINISTRATIVE ASSISTANT II** (40 HRS) (071060AM) Provide support to department Chairman; maintain faculty & office files; create new filing systems; assist in departmental projects & meeting preparation; handle scheduling; create & edit forms, slides & reports; answer & screen calls; type & proofread. **QUALIFICATIONS:** 4 years secretarial experience; ability to type 65 WPM; experience with Macintosh computers, Word & PowerPoint; ability to handle multiple tasks & high volume of work; good organizational skills; knowledge of office policies & procedures. **GRADE:** G10; **RANGE:** \$22,013-27,427; 12-11-97 Rehabilitation Medicine

**BUSINESS ADMINISTRATOR III** (40 HRS) (121934AM) Develop budgets & reports; perform complicated financial analysis & present findings; monitor grant budgeting & expenditures; evaluate activity; prepare & process payroll; may support purchasing & accounts payable; use & design databases & spreadsheet applications. **QUALIFICATIONS:** BA/BS in Accounting or Finance required, experience may substitute, MBA preferred; 3 years experience in Cost Accounting or equivalent experience; knowledge of University & sponsor requirements needed; extensive FinMIS & SALMGMT experience; excellent communication skills; computer proficiency, especially with databases & spreadsheet applications; *position contingent upon grant funding.* **GRADE:** P4; **RANGE:** \$26,986-35,123; 12-11-97 Institute for Human Gene Therapy

**INFORMATION SYSTEMS SPECIALIST II** (40 HRS) (121947AM) Advise, setup, maintain & troubleshoot LANs, HTML Web sites, communications & application software, hardware upgrades & accessories in diverse scientific computing environment including PC, Macintosh & UNIX platforms; assist & instruct scientific users in DOS, Windows, Macintosh & UNIX applications; provide some high level software & scripts where required; ensure computer information security. **QUALIFICATIONS:** BA/BS in Biological Science or equivalent; 2 years experience in hardware/software/network troubleshooting & development in DOS, Windows etc. platforms; experience with hardware installation & checkout necessary (SCSI connections, drives, video & sound, modem & fax cards, processor, memory upgrades etc.); Internet/FTP access experience; familiarity with software applications under Microsoft Office, Corel WordPerfect, Adobe, etc. **GRADE:** P5; **RANGE:** \$29,664-38,677; 12-9-97 Institute of Neurological Sciences

**RESEARCH COORDINATOR** (37.5 HRS) (121971LW) Delaware Decision Support System: hold community meetings with stakeholders to finalize system; define data crosswalks; design structures for data storage & reporting; maintain local area network-based relational database software & programming reports; train executive staff to use query tools; HCFA project: provide administrative support for National meetings; develop literature reviews; develop annotated bibliographies; write reports with faculty & staff. **QUALIFICATIONS:** MA/MS & 2 years experience in healthcare field required; experience with



# OPPORTUNITIES at PENN

SPSS required; background in behavioral healthcare, including information systems & policy development highly desired; *position contingent upon grant funding*; *end date 12-31-98*. **GRADE:** P3; **RANGE:** \$24,617-31,982; 12-11-97 Psychiatry

**RESEARCH COORDINATOR JR** (121945LW) (121946LW) Perform recruitment, retainment & tracking of subjects; perform survey questionnaires, body assessments & interviews; assist in protocol planning; perform data collection, management & analysis; maintain subject log. **QUALIFICATIONS:** BA/BS in Science or Social Science; 1 to 3 years experience in research projects; *position contingent upon grant funding*. **GRADE:** P2; **RANGE:** \$22,351-29,098; 12-9-97 Psychiatry

**RESEARCH COORDINATOR JR** (40 HRS) (121970LW) Research coordinator; perform literature searches; prepare grant proposals; design data collection tools; collect & enter data; manage data files; assist with data analysis & manuscript preparation. **QUALIFICATIONS:** BA/BS in research related field; 1 year related experience; strong verbal & written communication skills; computer proficiency. **GRADE:** P2; **RANGE:** \$22,351-29,098; 12-11-97 Family Practice

**RESEARCH SPECIALIST JR** (40 HRS) (121944LW) Responsible for day-to-day animal care support for Transgenic Core; ensure smooth & efficient operations of transgenic production colony; maintain inventory; track animals through use of computer database management system; sex & wean mice; monitor animal health; identify mice by ear tagging; serve as liaison with investigators to coordinate animal transfers, animal dissection & tissue harvest; assist faculty with compliance with personnel & environmental safety procedures, including those pertaining to animal care, radiation & biohazard safety; work with limited supervision in conjunction with other Core personnel. **QUALIFICATIONS:** BA/BS in scientific field & knowledge of biology required; experience with animal husbandry preferred; ability to work independently; excellent organizational skills; computer proficiency; familiarity with database/data management software highly desired; strong verbal & written communication skills; ability to interact with multiple constituencies; *required to work in mouse colony for minimum of 20 hours per week; must be available for emergencies; weekend hours required on scheduled basis (Saturdays & Sundays), to be offset by compensatory time off through the work week as authorized by Core Director; position contingent upon grant funding*. **GRADE:** P1; **RANGE:** \$20,291-26,368; 12-9-97 Institute for Human Gene Therapy

**RESEARCH SPECIALIST JR/I** (121962LW) Operate Oglounucleotide Synthesizer; perform molecular biological procedures, particularly isolation of DNA for sequencing; conduct complex projects independently; develop new protocols; assist in lab maintenance, ordering, record keeping & perform library searches. **QUALIFICATIONS:** BA/BS in science related field; RS JR: 1 year lab experience required; RS I: 1 to 3 years lab experience required. **GRADE:** P1/P2; **RANGE:** \$20,291-26,368/\$22,351-29,098; 12-11-97 Genetics

**RESEARCH SPECIALIST I** (40 HRS) (101639LW) Responsible to Principal Investigator for conducting scientific research in microbiology; project involves development & analysis of campulobacter vaccine. **QUALIFICATIONS:** BA/BS or equivalent from 4 year educational institution; 3 to 5 years technical laboratory experience in microbiology, molecular biology & animal models. **GRADE:** P2; **RANGE:** \$22,351-29,098; 12-10-97 Pathology

**RESEARCH SPECIALIST I** (01126LW) Under limited supervision perform assessment of brain-damaged patients with clinical & experimental paper & pencil tasks; participate in design, development & production of new tasks; perform data analysis with statistical programs; perform data entry into database library; perform graphic searches; assist in writing method section of papers; maintain lab equipment & inventories. **QUALIFICATIONS:** BA/BS in natural science area; 1 to 3 years lab experience; computer proficiency desirable. **GRADE:** P2; **RANGE:** \$22,351-29,098; 12-11-97 Neurology

**RESEARCH SPECIALIST II** (40 HRS) (121937LW) Conduct independent research that involves molecular

biology & cellular immunology; train & supervise new personnel in project; analyze data & prepare written reports. **QUALIFICATIONS:** BA/BS required, MA/MS preferred; 3 years of independent research experience; knowledge & skills in molecular biology, bacterial genetics, chromatography & cellular immunology; skill to work with Class III infectious agents. **GRADE:** P2; **RANGE:** \$24,617-31,982; 12-11-97 Microbiology

## PRESIDENT

*Contact: Sue Hess*

**ADMINISTRATIVE ASSISTANT III** (40 HRS) (05668SH) Schedule & coordinate meetings; maintain office calendar; assist with arrangements for special events; prepare standard, complex & confidential materials; operate Macintosh computer; prepare various letters for Dean & CEO; update address listing; staff special events as necessary; oversee administrative support for Institutional Events; process invoices & budget forms; responsible for calendar management; develop & maintain database for Institutional Event tracking; maintain database of Endowed Professors. **QUALIFICATIONS:** HS diploma required, BA/BS preferred; 4 years experience in office setting; alumni relations and/or special events experience highly desired; strong organizational & secretarial skills; excellent interpersonal skills; ability to work on several projects simultaneously under extreme deadlines; willingness to staff events & put in overtime; must be reliable, resourceful, energetic & team players. **GRADE:** G11; **RANGE:** \$23,425-29,723; 12-8-97 Development & Alumni Relations

**ASSOCIATE EXECUTIVE VICE PRESIDENT FOR GOVERNMENT RELATIONS** (081327SH) Serve as liaison to federal, state & local government (with emphasis on federal relations) to build relationships with both legislative & executive branch officials on University's behalf; assess policy development & seek opportunities that may impact Medical Center; relay information to management for analysis & reaction; formulate Center positions & represent them aggressively on behalf of Center & University & in conjunction with associated organizations & coalitions; interact with Medical Center & University's core leadership in finance, planning, public relations, legal affairs & clinical practices; serve as member to University's Government, Community & Public Affairs staff; report to Chief Executive Officer of Medical Center & Health System as well as to Vice President for Government, Community & Public Affairs. **QUALIFICATIONS:** Advanced degree; minimum 5 years experience in health care policy formulation, either at legislative, executive branch or independent agency level. **GRADE/RANGE:** UNGRADED; 12-11-97 Federal Relations

## Human Resources Q & A

- *Do you have a question about employment at Penn?*

You can e-mail your question to [askhr@pobox.upenn.edu](mailto:askhr@pobox.upenn.edu). We hope to answer the most frequently asked questions in this space soon in order to keep you up-to-date about Employment at Penn!

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

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

**STAFF RESEARCHER I** (121968LW) Conduct research & analysis projects; compile detailed research profiles & reports for staff in Center using departmental & external information sources; prepare analyses that assess giving ability of potential donors; interpret information & assist individuals in using department's library; oversee projects & serve on committee at Director's request. **QUALIFICATIONS:** BA/BS in related field and/or equivalent work experience in research & writing required; knowledge of fund raising principles & experience in using computer databases desirable; strong verbal & written communication skills; good analytical & interpersonal skills. **GRADE:** P2; **RANGE:** \$22,351-29,098; 12-11-97 Development & Alumni Relations/Research & Analysis

## PROVOST

*Contact: Ronald Story*

**BUSINESS MANAGER III** (121964RS) Provide financial & administrative duties for administrative & revenue generating departments within division of Information Systems & Computing (ISC); report to Director of Fiscal Operations & Comptroller's Office; prepare detailed reports that include projections & expenditures; interact with ISC Directors regarding budget & administrative needs; contact vendor for pricing, invoicing & problem resolution; process on-line payroll including payroll for work-study students; maintain billing system for distributive personnel; supervise administrative staff; interface with other University departments; ensure adherence to & administration of University policies & procedures; work on special projects as designated. **QUALIFICATIONS:** BA/BS in Finance, Accounting or Business Administration; 5 years experience in business operations & accounting; supervisory experience; knowledge of University's FinMIS, Pillar & Salary management systems highly desired; knowledge of accounting standards & practices; strong customer service skills. **GRADE:** P6; **RANGE:** \$32,857-42,591; 12-10-97 ISC Finance Administration

**CLERK V** (121943RS) Perform typing, filing & copying; answer telephones; act in emergencies as shipping & receiving clerk; act as backup cashier/receptionist at Museum entrances & as attendant for galleries; maintain records of equipment & supplies; maintain visitor attendance records along with daily deposit & contributions from cash registers, totaling approximately \$40,000 annually; maintain \$200 petty cash fund & disburse funds as needed for staff & delivery expenditures; dispense keys, temporary parking stickers & tools to staff; maintain & issue key cards for security doors in Museum; enter all key cards into computer security system; prepare time cards; escort & supervise maintenance workers & repairmen to non-public storage & academic wing areas in Museum; responsible for supervision & payroll of cashier/receptionists. **QUALIFICATIONS:** HS diploma required, some college preferred; minimum 1 year secretarial experience or demonstrated ability; ability to type with speed & accuracy; knowledge of word processing or ability to learn; excellent interpersonal skills to deal with both staff & public. **GRADE:** G8; **RANGE:** \$16,171-20,240; 12-9-97 Museum

**FISCAL COORDINATOR II** (121975SH) Assist in budget preparation; gather data; prepare initial projections; serve as primary contact for vendor; process Procurement transactions, travel reimbursements & journal entries; maintain & update database for billing systems; reconcile departmental budgets; perform property management for University equipment. **QUALIFICATIONS:** BA/BS required, degree in Accounting, Business or equivalent preferred; 3 to 5 years experience in fiscal operations or equivalent; working knowledge of university accounting systems. **GRADE:** P2; **RANGE:** \$22,351-29,098; 12-11-97 ISC Financial Administration

**INFORMATION SYSTEMS SPECIALIST III** (121932RS) Maintain, administer & coordinate department NT servers, including workgroup file & print services; provide first-level configuration & maintenance for desktop/laptop/home computers for more than 40 staff members, including Macintosh & Windows 95/NT systems; provide hardware, software & applications support for office

# OPPORTUNITIES at PENN

of Vice Provost for Computing; test, evaluate, recommend & acquire office automation software, hardware & communications components; maintain database of hardware & software; work with department business office in developing requirements for these purchases; provide staff with appropriate training & direct support on all aspects of office system environments; support audio-visual needs of department staff, particularly for computer-based demonstrations & presentations; participate in other ISC or campus-wide special projects, typically in area of office systems planning & implementation, as required; supervise student workers. **QUALIFICATIONS:** BA/BS or equivalent experience; minimum 5 years experience with variety of computer systems with minimum 3 years supporting end-user computing in networked environment (current knowledge of NT required), preferably in academic setting; solid understanding of networking protocols (IPX, TCP/IP, PPP & AppleTalk); primary technical problem resolution skills with Windows 95/NT & Macintosh operating systems; broad-based knowledge of desktop computer hardware, operating systems (Windows 95, Macintosh & NT), software & peripherals; strong verbal, written, interpersonal & organizational skills; ability to work independently & as part of team; *position may involve some evening or weekend hours.* **GRADE:** P7; **RANGE:** \$36,050-46,814; 12-9-97 ISC Support-on-Site

**LEAD, CONSOLE SUPPORT** (121951RS) Operate MVS or support consoles; respond to MVS-AIX-JES2 messages & conditions; monitor execution of MVX & AIX system consoles; follow problem determination procedures which include documentation & notification of appropriate personnel; perform orderly startup & shutdown procedures; perform power on reset for MVS environment; responsible for completion of shift reports for all failures; maintain inventory; maintain working knowledge of all environmental systems, all equipment, preventative maintenance, etc. **QUALIFICATIONS:** HS diploma, computer tech training; 5 years experience of MVS & JES2 experience; 2 years experience AIX-UNIX console support; working knowledge of auto process control software to monitor MVS, RS6000 environment & determine failures on processes or connectivity & take corrective action; knowledge of IBM PCS in LAN environment; familiarity with common PC software; understanding of environmental monitoring; good supervisory skills; *varied shifts.* **GRADE:** G13; **RANGE:** \$25,132-33,270; 12-8-97 ISC Operations

**MANAGER PRODUCTION CONTROL** (121949RS) Manage ISC Production support; oversee completion of all MVS/AIX processing; establish & maintain operational standards/procedures; represent group with respect to system development methodology; confer with & advise subordinates on administrative policies, technical problems & priorities; responsible for production scheduling; provide DASD conversion support & DASD space management; establish project plans; enforce ISC OPS standards/quality control; supervise & train staff. **QUALIFICATIONS:** BA/BS; 5 to 8 years management experience of 10 employees in MVS environment; previous project/management experience; AIX experience highly desired; excellent planning & organizational skills; capable of supervising multi-platform/multi-operating systems; ability to analyze production systems; in-depth knowledge of MVS job control, systems utilities & procedures; working knowledge of JES2, CICS, ZEKE & Jobscan. **GRADE:** P8; **RANGE:** \$39,655-52,015; 12-8-97 ISC Operations

**PRODUCTION SUPPORT ANALYST** (121950RS) Ensure timely completion of MVS & UNIX production batch applications; provide first level support for resolving any system or job application failure; analyze newly developed systems; recommend & implement most effective data flow; directly accountable for reviewing AIX scripts, MVS JCL/PROCs that are pending production implementation; enforce production standards; fully understand MVS turnover process; maintain high level of proficiency with IBM utilities, JCL & third party software. **QUALIFICATIONS:** HS diploma; 3 to 5 years diversified data processing experience; 2 years production control experience; experience with TSO/ISPF panels & functions; knowledge of AIX tech processes & procedures required; strong knowledge of MVS job control

language, system utilities & procedures; working knowledge of IDCAMS, JES2, CICS, MVS functions; PC skills; familiarity with Microsoft Office; knowledge of auto scheduling; *varied shifts.* **GRADE:** P4; **RANGE:** \$26,986-35,123; 12-12-97 ISC Operations

**STAFF ASSISTANT II** (121969RS) Assist in designing & overseeing Partnership program & help supervise two VISTA staff who work on program; evaluate project, suggest changes & look for opportunities to expand, promote & partner program with organizations outside University; help organize steering committee meetings & run 4 other large events for program. **QUALIFICATIONS:** BA/BS degree in Public Policy or related field; 1 to 3 years experience desired in service learning & volunteer management; strong writing & communication skills necessary; working knowledge of Windows 95 & Office 97, particularly Microsoft Access. **GRADE:** P2; **RANGE:** \$22,351-29,098; 12-12-97 Provost Interdisciplinary/Center for Greater Philadelphia

**SYSTEMS PROGRAMMER III** (121963RS) Design & develop Network Management System in support of University network (define, design, code, test & document); provide expert support in operation of Network Management tools to ISC Networking technical staff; perform general Network Engineering duties; track advancements in new systems & networking technology & provide reports on findings; help to establish standards & evaluate hardware & software products for use in network infrastructure; resolve complex network problems relating to applications; operate systems, protocols & hardware. **QUALIFICATIONS:** BA/BS in Computer Science or related Engineering field and/or 3 years experience in design & implementation of network analysis & manage-

ment software & hardware in Internet-connected environment; expert-level knowledge of SNMP-based network management systems; knowledge of & hands-on experience with TCP/IP & native networking for DOS, Windows & Macintosh computers; some knowledge of & hands-on experience with networking hardware such as routers & Ethernet switches strongly preferred; some familiarity with UNIX operating system; strong verbal & written communications skills; ability to work as member of team. **GRADE:** P8; **RANGE:** \$39,655-52,015; 12-10-97 Network Engineering

**SYSTEMS PROGRAMMER III** (121965RS) Develop hardware & software systems (define, design, code, test & document) in support of University's 30,000 node IP data network; track advancements in new networking technology & provide reports on findings; resolve complex network problems relating to applications, operating systems, network protocols & hardware. **QUALIFICATIONS:** BA/BS in Computer Science or related Engineering field and/or 3 years experience in Internet-connected environment; experience with PC & Macintosh TCP/IP configuration; protocol analysis experience; knowledge of & direct experience with routers, hubs, bridges, modems, terminal servers, LAN switches, Ethernet & FDDI; strong knowledge of UNIX; strong C programming skills; strong understanding of TCP-IP networking; strong AWK, PERL and/or SED skills; strong analytical skills & structured approach to problem solving; knowledge of SNMP-based network management systems; strong verbal & written communication skills. **GRADE:** P8; **RANGE:** \$39,655-52,015; 12-10-97 Networking Engineering

## WHARTON SCHOOL

Contact: Anna Marcotte

**ASSISTANT DIRECTOR III** (121982AM) Oversee delivery of corporate program; review P&L's; propose program budgets; manage details of client relationships; assist with project design & consulting; arrange meetings; interface with outside resources; manage portfolio of program clients. **QUALIFICATIONS:** HS diploma required, BA/BS preferred; 2 to 5 years experience coordinating educational or management training programs; strong PC & software experience; strong organizational skills; extensive customer service & communication skills. **GRADE:** P4; **RANGE:** \$26,986-35,123; 12-12-97 Executive Education

**COORDINATOR II** (121981AM) Manage logistical support for executive education programs; work with clients, faculty & program manager to ensure program needs are accomplished; take initiative to solve problems independently; organize & complete financial & administrative requirements. **QUALIFICATIONS:** HS diploma required, BA/BS preferred; 2 to 3 years experience coordinating training or educational programs; strong PC & software experience; strong customer service experience; excellent communication & organizational skills. **GRADE:** P2; **RANGE:** \$22,351-29,098; 12-12-97 Executive Education

**INFORMATION SYSTEMS SPECIALIST IV** (121984AM) Provide front-line support to users for planning, developing/implementing & supporting information management systems; develop training & support structures; participate in evaluation, programming, testing & implementation of new software packages or system enhancements; manage desktops & LANs. **QUALIFICATIONS:** BA/BS degree required, preferably in CIS or MIS or equivalent experience; 4 to 5 years progressively responsible experience in computing support, including programming, system analysis & end-user computing support; strong expertise in Windows 95 and/or NT desktops; Novell or NT server experience desired; working knowledge of C & other programming languages such as PASCAL; familiarity with UNIX & Windows RDBMS products, such as Oracle or Access & query/report tools such as SQL, SAS or Business Objects; working knowledge of UNIX; WWW programming highly desired; ability to coordinate multiple projects simultaneously & communicate effectively; *resume must be received at fax #215-898-1395 by 12-19-97.* **GRADE:** P8; **RANGE:** \$39,655-52,015; 12-12-97 WCIT

## Classifieds

### FOR SALE

**Nissan Stanza '83**, 4-dr. hatchback, 5 speed, stereo, 77K miles, 10/98 inspection. Original owner, impeccably maintained. Avail. mid-Dec. \$1,100. (215) 387-5520 or 898-0653.

**1995 Toyota Camry LE**, 4 door Sedan, 4 cylinder power windows, sunroof, A/C, gold trim, AM/FM radio cassette, 57,000 miles. \$12,500. Estate Sale. Ask for Mary Day 662-6161, 662-7444; Evening (610) 494-5865.

### VACATION

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

### VOLUNTEERS WANTED

#### Genetic Research Studies

- Healthy African American men and women 18 years of age and older are sought to participate as matched controls in a multiethnic research study. Eligible volunteers will be paid \$50. For more information about this study please contact Nancy at (215) 573-4583. University of Pennsylvania Health System.

- Volunteers are sought who have had Anorexia or Bulimia and who have a sibling, cousin, or other relative who also has had an eating disorder. Eligible participants will be compensated \$100. For further information about this study please contact Nancy or Chris at (215) 573-4583.

### LAB EQUIPMENT AVAILABLE

#### REMEDY at Penn

([www.med.upenn.edu/remedy](http://www.med.upenn.edu/remedy)) has a chest freezer 3'h x 5'1" for donation to any Penn/CHOP research lab or affiliated project. Andrew at 573-3308 or 563-1695 evenings; [krakowsk@mail.sas.upenn.edu](mailto:krakowsk@mail.sas.upenn.edu).

To place classifieds: (215) 898-5274.



A special Penn tradition is finding what friends and loved ones want to do, and making them a year-long gift of the opportunity to do it.

## Gift Ideas for People Who Love . . .

**. . . Anthropology/Archaeology:** Those who treasure the past will be delighted with a full year's membership in the *University of Pennsylvania Museum of Archaeology and Anthropology*. Those special people will enjoy free admission, Museum Shop discounts, and *Expedition Magazine*; and they will be kept up-to-date about the latest discoveries from the Museum's world-wide fieldwork and research. The gift membership will be packaged in an Egyptian-style decorative tin. Individual membership is \$45, household \$50. Information: 898-4026.

**. . . Art:** All members of the *Institute of Contemporary Art* receive free admission to the exhibitions, invitations to preview opening receptions, a calendar listing lectures, programs, tours, and special events, private "Curator's Perspective" tours of each exhibition, 10% discounts on ICA catalogues and prints, lectures, symposia, performances, family workshops and special events. Students, artists, senior citizens, Penn faculty and staff \$20; individuals \$35; dual/family \$65; other membership categories from \$100 to \$1000, with additional membership bonuses for each. Information: 898-7108.

**. . . Books:** Members of *Friends of the Library* are invited to a variety of special events and receive the publication *Bibliotheca*. Membership fees: student \$10, regular \$35, sponsor \$100, patron \$250, benefactor \$500, Benjamin Franklin Society \$1000, or life membership \$1500. Benefactor, Ben Franklin and Life members receive a year of book borrowing privileges. Information: 898-7552.

**. . . Cookies:** A variety of gourmet cookies from *An American Kitchen*, mailed in a special Penn box tied with a Penn ribbon and accompanied by a gift card, can satisfy a craving for biscotti, brownies, or other fancy treats, even lactose or wheat-free. These orders support the *Association of Alumnae* and its scholarship program for Penn women. Order forms can be faxed to you for easy shopping; call 898-7811.

**. . . Dance:** The Dance Celebration, presented by Dance Affiliates and the *Annenberg Center*, will present six different companies during the spring semester, with two in January—*Parsons Dance Company* and *O Vertigo*. You can buy a set of four Select Tix vouchers for \$40. Each ticket you buy when you redeem the voucher will cost only \$10, a \$2 saving off the regular student price. Select Tix can be ordered by phone with a credit card. Call 898-6791.

**. . . Films:** International House's *Neighborhood Film/Video Project* sells discount passes for their screenings, \$20 for four shows. Information: 895-6542.

**. . . Flora:** Give a membership to the *Morris Arboretum*, the state of Pennsylvania's official arboretum and you'll receive a gift certificate good for 10% from the gift shop. With membership comes: free admission, 15% course discounts, the quarterly newsletter, all the plant sale benefits, access to the Reciprocal Admissions Program, gift shop discounts, invitations to events and lectures, and use of the shuttle for the dis-

abled. Your gift will be 'announced' with an Arboretum tote bag. Membership fees: Student \$20, Regular \$45, Franklinia \$65, Chestnut \$125, Holly \$250, Oak \$500, and Laurel \$1000.

Or for your favorite rose-lover, give a copy of *The Encyclopedia of Roses* or *Gardening with Roses* (\$29.95 each) by Arboretum rosarian Judith McKeon. For that person who wants to know about local flora, how about a copy of *The Vascular Flora of Pennsylvania: Annotated Checklist and Atlas* (\$50) by the Arboretum's director of botany Dr. Ann Rhoads and William McKinley Klein, Jr. All are available by calling the Morris Arboretum Gift Shop at 247-5777 (ext. 0).

**. . . Flowers:** Pre-planted Holland bulbs—amaryllis, crocuses and paperwhites—mailed to your special friends and relatives by the *Association of Alumnae*, are guaranteed to bloom into a spectacular holiday splendor and support the Association's activities. Order forms can be faxed to you for easy shopping; call 898-7811.

**. . . Food:** *Dining Service* offers ten-meal coupons for convenient meals on campus—breakfast \$43, lunch \$72 and dinner \$108. Another option is to give a Value Card, in any denomination, for use at CHATS. Information: 898-7585.

*The Faculty Club* is offering a special as an incentive to join: faculty and staff who have not been members get the first year of membership free; you could make a deposit into a declining balance account for the new member to enjoy meals at the Club's cafeteria or Hour Glass restaurant. Information: 898-4620.

*Hillel Foundation* offers a Jewish Activities Card for \$25, good through the end of May, for their Kosher meals which are served daily. Information: 898-7391.

**. . . Sports and Fitness:** *The Class of 1923 Ice Rink* has a discount book of 10 admission passes to any public skating session for \$40 with a PENNCard. Is Santa bringing ice skates this year? Why not stuff a stocking with skating lessons? Six weeks of group lessons, beginning January 4, are available for ages 5 through adult in a variety of skill levels. The registration deadline is Dec. 28. Cost \$75. Information: 898-1923.

*Levy Tennis Pavilion* memberships are \$10 students and spouses, \$20 faculty, staff and spouses, \$35 alumni, \$65 public, \$25 senior citizens, valid through August 1998. Information: 898-4741.

*The Nautilus Fitness Center* in Hutchinson Gym, with two full circuits of Nautilus equipment, is the perfect gift for those who have made a New Year's resolution to get in shape and exercise. Membership through May 22 is \$50 for students, \$70 for faculty, staff and affiliates,

\$50 for community members. Information: 898-8383.

*The Men's Basketball Club* offers various gift levels from \$25 to \$1000 with benefits that increase with the level. Information: 898-9231.

**. . . Theatre:** *The Annenberg Center* has two gift options for theater-lovers. Buy gift certificates for upcoming productions or, buy a student four Select Tix vouchers for \$40; the student can use the vouchers—each good for one ticket to any performance in the 1997-98 season to see four different shows or take a group of friends out for an evening of theater. Call the box office at 898-6791 for more information.

**. . . the World:** *International House* lists "Ten Valuable Reasons" for becoming a member. Members receive reduced admission to all International House programs, a 10% discount on purchases over \$10 at the Bazaar Shop, a 10% discount on meals at the Gulf Coast Restaurant, discount parking at 36th and Market, the *International House Newsletter and Calendar* with advance notice of upcoming programs and Members Only events, free admission to holiday parties, exhibits, lectures and the Annual President's Reception, priority seating at concerts and priority access for meetings and functions in the Yarnall Conference Center, participation in discussions on current issues and the opportunity to join conversational English classes, the opportunity to purchase an International House Passport, and the chance to meet with graduate students and visitors from over fifty countries studying at Philadelphia universities who live at International House. Individual Member \$30, Student Member \$25, Family Member \$50, Contributing Member \$100, Sustaining Member \$250, World Member \$500, International Member \$1000 or more.

— M.S. and M.F.M.



*Freedom Repertory Theatre's production of Black Nativity is at the Annenberg Center now through January 4. See the January at Penn calendar for show times.*



### The Alumni Society

Okay, it's not really a shop: It's the *Sweeten Center*, the Penn General Alumni Society headquarters. But at holiday time it is a popular place to shop for friends and family who went to Penn or otherwise feel close to it. Jewelry and desk accessories are high on the list of useful items featuring University insignia. There are cuff links \$17.50, money clips \$7.50, tie bars \$7.50, and dagger bookmarks \$8. Marble paperweights with the Penn shield come in black \$10 or green \$13. Black marble bookends are \$60, desk clocks in a dome shape \$27.50 and pyramid \$40, and there is a polished brass business card case at \$10. Any member of the Penn community would be thrilled with one of the several styles of men's or ladies' Penn watches (one is metallic with leather straps, \$99.95).

The Alumni Society also offers wearable Penn paraphernalia, such as the embroidered sweater \$65 S-XL, \$67.50 XXL, short-sleeved polo shirt \$39-\$41, navy and white turtlenecks \$30-\$32, and two varieties of Penn baseball caps \$18. For denim aficionados: a long-sleeved denim shirt \$45-47.25 or an embroidered denim jacket with tan sleeves \$70.

Worth dropping into Sweeten Center for is a color lithograph of College Hall Green by David Keeling, taking in the view from Fisher Fine Arts Library to College Hall itself, with the Ben Franklin statue at center stage. Lithographs are printed on museum quality vellum and are all hand-signed by the artist. Two versions are available: an open edition print (10" x 16", \$35) and one of a 1,500 piece limited edition (18" x 30", \$130). The same lithograph is also available double-matted behind glass in a handsome wooden frame (overall 16" x 21" for the open edition, \$75; overall 24" x 36" for the limited edition, \$195).

One very special item that has to be ordered ahead is the Pennsylvania chair (\$295 including shipping and handling), available in both straight up (known as "academic") and rocker models. The familiar polished black wooden chairs are adorned with the Penn crest in either hand-stenciled silk screen or laser seal, and can be ordered with either black or cherry arms.

Those interested can contact the Alumni Center by phone at 898-7811, or stop at the Sweeten Center, 3533 Locust Walk. — G.K.



### Sansom Street Sampler and the Shops at Penn

If specialty coffees are your recipient's cup of Java, try shopping at *Starbucks*. Jump start a friend for under \$10 with a pound of the upscale coffeehouse's own Christmas Blend. Or if variety is the spice of life, there's the "6 for the Season Sampler" to keep coffee breaks interesting. The shop has a lot of little gifts that are perfect as stocking stuffers or just to brighten someone's day at the desktop, such as seasonal thermoses and tumblers; bags of candy (\$5), 95-cent coffee clips to keep bagged coffee fresh, and a holiday greeting card that includes a latte coupon (\$2.95). Higher on the food-for-thought chain is the coffee press (\$28), and for the undecided there's a \$10 gift certificate, or a set of five \$3 coupons for \$15.

Give the gift of dining-out this season. *Le Bus* offers gift certificates for dinner-for-two, or for a specified dollar amount. Its eclectic dishes are served deli-style which makes for a casual, yet delicious culinary experience.

To step inside *Avril 50* is to experience the smells and tastes of other worlds—as well as the magazines—without leaving campus. Why not share the news of other nations with a friend and give them a gift certificate? Or coffees by the pound (\$12) or half-pound (\$6). *Avril 50* also carries aromatic loose teas, from Earl Grey to passion fruit, averaging \$5 per half-pound, with some from Japan a bit higher (\$12 per half pound). While stuffing your stockings, stuff your face with chocolates from Belgium, Holland, Germany, England and Switzerland for under \$4. Calendars and engagement books make timely and sophisticated gifts, and *Avril 50* has them both, as well as pretty paper to wrap it all up in. Their elegant seasonal stationery \$12.95-\$15.95 complete any holiday package.

Expect to be swept away in a whirl of almost indescribable housewares, jewelry, art objects and everything in-between upon entering the *Black Cat*, that anything but average boutique on Sansom Street. The store meanders from room to room in a real Philadelphia rowhouse lovingly converted to a playhouse for those hooked on shopping. In the dining room/sitting room, you'll find picture frames \$25-\$40, colorful wine glasses and serving trays, and aromatherapy candles to adorn your home for the holidays. The kitchen has everything from an anatomically correct cow-motif tea set to placemats shaped like dogs or cats. The nursery is full of toys and puppets as well as Christmas tree ornaments at once quaint and exquisite. In the bathroom complete with a tub full of frog toys, a toilet brims with rubber duckies, and the best-smelling soaps and bath products are ready to be giftwrapped. Most of their merchandise, such as art d'vine boxes made by street kids in Brazil, colorful knit booties by Bosnian refugees, distinctive "yarta" hats by Tibetan refugees, or aromatic cinnamon boxes from Vietnam (to name a few) are "Whole World Products" which indicates fair treatment and payment of the workers who produced them. The earrings at *Black Cat* are all hand-made by local artists and, for \$25-\$65, make beautiful as well as thoughtful gifts. Be prepared to spend quite a bit of cash in this place, but rest assured that you're getting more than your money's worth. — T.B.

Advancements in computer technology now open up the range of gift possibilities at holiday season as surely as a blockbuster movie will hit the holiday screens. With so much out there, it's easy to get confused or even discouraged when shopping for that computer buff on your list. Luckily, *Software Etc.* is shopper-compatible. With Mac and PC entertainment to educational and self-improvement programs, *Software Etc.* has something for anyone with a computer. To make things easier, they offer gift certificates in multiples of \$10, \$25 and \$50 for those hard-to-shop-for people. (Kids these days are pretty vocal about what they like and dislike in computer games, so why disappoint them?) But if you have the will to choose, *Play Station* games are heating up the season with the coolest graphics, while *Nintendo* and *Sega* games still remain the popular all-around leaders. They have them all, in a \$20-60 range. There's also a selection of pre-owned games that fits shrunken budgets. This year you can even stuff your loved ones' stockings for under \$5 with a CD ROM ranging from gardening and golfing tips to financial planning guides; *Nintendo* Beanie-Babies are also available. The "Etc." in the store's name could stand for the *Japanimation* Videos new to their stock of sale items—or maybe the virtual pets on a keychain they sell behind their counter, or their *Sega* digital watches. All of that plus an in-store *Nintendo 64* demo interactive CD entertainment unit makes a trip to *Software Etc.* fun and painless.

Shopping for clothes *without* Greek letters or the word PENN printed on them? *The Gap* is one of the few places left on campus where you may find them. Being a part of a big chain lets *The Gap* work to your advantage providing gift certificate options for any amount which may be redeemable at any *Gap*, *Gap Kids*, *Baby Gap* or *Gap Outlet*. Quick, easy and convenient shopping seems to be the motto: all of their staff have undergone special "holiday training" to accommodate the shopper on the go. Checklists delineate gifts under \$40 for men and women. If you visit *Gap* on-line at [www.gap.com](http://www.gap.com), you'll learn that fleece is very big this season and the *Gap* have decked their halls with everything from fleece jackets and pullovers to scarves and even trousers! Fleece slippers at \$24-28 make a great gift for dad, and at \$12.50 the *Pro Fleece* hats and gloves are red hot upscale stocking stuffers. *Gap* merchandise is mostly casual and sporty, but there are some elegant gift sets that seem tailor made for "Secret Santa" or "Pollyanna" purposes. This year, the *Gap* introduces "GapScents" with "dream" (a unisex scent), and "Blue No. 655" for him and her. *GapScents* come in gift sets from \$12.50 to \$29.50, where in an attractive silver mesh carrying case they package such items as votive candles, fragrant bath beads, terry wash mitts and bars of glycerin soap. Of course, if boxers and PJ's are more your style, they've got those, too!

To feel decadent this holiday season, indulge your urge to shop for beautiful and exotic things at *Smile*. Guilt-free shopping is possible with jewelry priced from \$15 to \$150, and earrings in the range of \$12 to \$32. *Smile* showcases decorative items from all over the world: Indonesian

wood-carved puppets under \$20; wooden horse statues from Thailand for \$29 and \$45; affordable hand-crafted silver and semi-precious stone work from Mexico. And especially for the holidays, Smile features festive cherub candlesticks and blue wine glasses filled with aromatic candles (\$16), a ceramic musical angel (\$25), and seasonal painted miniatures. With such romantic and fascinating things as essential oils from Africa, carved stones holding perfume solids, brass and wooden wind chimes in all sizes, and scarves unique in design—all within reach—shoppers definitely have a lot to smile about.

Here's a gift idea: a haircut (\$24) for dad, a manicure (\$12) for mom, a pedicure (\$20) for little sis, and a waxing (\$9) for Aunt Josephine? Well, she's *your* Aunt Josephine, so you decide. *Metro Hair* performs all of the aforementioned services plus coloring (\$25) and offers gift certificates for each one. Their special deal—a manicure and pedicure for \$25—is a nice way to reward yourself after an intensely laborious day of shopping.

But (let's hear it for equal time), another place to find gifts of beauty and personal comfort is *The Saturn Club*, which has discounted gift certificates for facials and manicures. Facials, regularly \$40, are half price on Wednesdays and Saturdays. Manicures are \$5 (instead of \$12) on Mondays. Full price gift certificates are available for pedicures, waxing, and hair styling (\$25-\$30 for a cut and blow-dry).

If you thought *9 & Co.* sold only shoes, think again and check out the jackets and bags. This store is as "funky" as it gets around campus since Urban Outfitters closed down. And whether you're shopping for your sassy teenage daughter or a "with-it" 30-something boss, a gift certificate from *9 & Co.* should work. In lieu of stockings, there are clear plastic tote bags (\$5) to be filled with your choice of "stocking stuffers" such as Santa Claws kitten print T-shirts, hair mascara, stockings (the kind you wear) or their own hot-pink hair care products. Coming back to the real world, you could get your mailman a shoe-shine kit—in its own clear plastic drawstring case; it's a thoughtful way to say season's greetings and, for \$10, it'll make your holiday as well.

Don't forget to stop by *Footlocker*, though. It may be one of the smaller stores along the Walnut Street shops at Penn, but it has a good selection of athletic shoes and apparel. Stuff a stocking with brand name head bands, sweat bands or socks. If there's a Michael Jordan admirer on your shopping list, they have right stuff to put a twinkle in his or her eye—from Air Jordan sneakers and jerseys to Michael Jordan Perfume and even boxers.

Anything and everything you might possibly need pertaining to gift-giving—from ribbons and wrapping to greeting-cards and the actual gift itself—you'll find at *University of Cards*. The place is more of a universe than a university, really; it's brimming with rubber duckies, wind-up toys, key-chains, stuffed animals, mugs, candle paraphernalia, chocolate, jelly beans and, of course, cards. It's like Willy Wonka meets FAO Schwartz with a little Hallmark thrown in for good measure. If you're a minimalist who finds beauty in simplicity then this is definitely *not* a place for you (though Winnie-the-Pooh connoisseurs will find an entire display case dedicated to Pooh's world via stuffed animals, picture frames, miniatures and—my personal favorite—the charming Pooh snow globe). You may have to be a little bit on the wild side to appreciate some of the other items the U. of Cards has to offer: Aside from being the only headquarters for Ty Beanie Babies on campus, the shop carries things like snack bowls shaped like cows and pigs that moo or oink whenever you reach in for a cookie or potato chip. Don't forget to bring a sense of humor along with your credit card. —T.B.

## Changes to the 898-0834 Modem Pool Affecting SLIP and PPP Users

Starting on February 1, 1998, SLIP and PPP services will be discontinued on the low-speed (14.4) modem pool. From then on, that pool will support only CLI (command-line interface) connections. This change is one more step towards reducing the size and use of that pool as its equipment ages and begins to fail. The goal is to make it easier to support users and to move the Penn community towards higher speed access to the net.

At the same time, new equipment on the high speed modem pool will make it possible to allow variable time limits on sessions in place of the universal one-hour limit that has been in place for the last year. The four-hour limits that have been available on the low-speed pool will now be available on the high-speed pool except at the most congested hours of the week.

Unfortunately there will be inconvenience for those who use the low-speed pool for these services. SLIP will be eliminated entirely and both SLIP and PPP users will need to reconfigure their systems to dial the new numbers. The purpose of this announcement is to help you understand and prepare for what you will have to do in order to upgrade your access to the net.

The PPP modem pools are:

— 215.573.4777

(The main PPP pool will have variable session limits beginning February 1.)

— 215.573.9773

(The "PPP Express" pool will continue to have 30 minute session limits.)

If you need help reconfiguring your computer, faculty and staff can find help in their school, center, or department. Students can contact their local support provider. A list of local support providers is available on the web

([www.upenn.edu/computing/view/support/](http://www.upenn.edu/computing/view/support/)).

The new session limits will be based on whether you dial in at "peak" or "off-peak" hours:

— If you dial in during peak hours (6 p.m. to midnight), you'll have a one-hour session limit beginning from the time that you login.

— If you dial in during off-peak hours (midnight to 6 p.m.), you'll have a four-hour session limit *unless* your session extends into peak hours. All sessions extending beyond 6 p.m. are terminated after one hour.

The rules and frequency by which ISC might change the definitions of peak and off-peak hours, and the session limits associated with them, are detailed on the remote access web page ([www.upenn.edu/computing/remote/](http://www.upenn.edu/computing/remote/)). The remote access planning page will contain information about planned future additions to the number of modems in the various pools ([www.upenn.edu/computing/remote/remote.html](http://www.upenn.edu/computing/remote/remote.html)).

An additional 120 modems will be added to the main PPP pool to meet the expected increase in demand. Both the PPP and the PPP Express pools allow connections at speeds up to a 33.6 Kbps maximum; you may dial in at speeds lower than the maximum.

### Reconfiguring Your Computer

To assist you in reconfiguring your computer to access PennNet via PPP using the high-speed modem pools, Penn provides the following documentation. (Windows 3.1x users and Macintosh users will also need the software installers noted below.)

— *PPP for Windows 95*

The documentation is available from the CRC and on the web.

([www.upenn.edu/computing/help/doc/dialup/winppp95.html](http://www.upenn.edu/computing/help/doc/dialup/winppp95.html))

— *PPP for Windows 3.1x or Windows for Workgroups 3.11*

The documentation is available from the CRC and on the web.

([www.upenn.edu/computing/help/doc/dialup/winppp.html](http://www.upenn.edu/computing/help/doc/dialup/winppp.html)) The EUSI v3.00 diskette is available from the Computing Resource Center (3732 Locust Walk).

— *PPP for Macintosh*

The documentation is available from the CRC and on the web.

([www.upenn.edu/computing/help/doc/dialup/macppp.html](http://www.upenn.edu/computing/help/doc/dialup/macppp.html)) The PPP for Macintosh installer diskette is available from the Computing Resource Center (3732 Locust Walk).

Please note that multiple, simultaneous logins to Penn modem pools are not permitted. Also, be sure to monitor your connection time to avoid a terminated session; the system cannot issue an alert before terminating your session when you've reached the session limit.

### The ISP Option

Modem users who require a level of service that Penn cannot provide are encouraged to investigate fee-based services such as DCANet ([URL: http://upenn.dca.net/](http://upenn.dca.net/)). Please note that commercial Internet Service Providers (ISPs), such as DCANet, cannot be used to reach many Penn services that have access controls: e.g., FinMIS, some Library services, some school and departmental services, and NetNews via a graphical browser. See the domain name restrictions page for details

([www.upenn.edu/computing/remote/nonpenn.html](http://www.upenn.edu/computing/remote/nonpenn.html)).

— Michael A. Palladino, Executive Director Networking Information Systems & Computing



## Looking at Food Services, Research Support and Other Operations *by John A. Fry*

*[At Council on December 3, Executive Vice President John Fry outlined the next steps scheduled in employee turnover under the Trammell Crow preliminary agreement, including blanket discontinuation of University positions in facilities management and residential operations followed by Trammell Crow offers to at least 70% of those affected. For a report on the outcome of that stage, see *Almanac* December 9, and for an update on the number who accepted the offers, see page 2 of this issue. Mr. Fry's report to Council continued as transcribed below and lightly edited for space and clarity.]*

### Trammell Crow Transition

Regarding next steps in the transition, we are working very, very hard on reshaping the way in which we deliver facilities services on this campus. Right now, as many of you know, services are delivered through functional departments—a maintenance department, a housekeeping department, a grounds department. What we're doing is rethinking that, and organizing all of our services basically around the clients who receive those services—in this case the schools, the centers and the residences.

We're designing physical geographies, or zones, in which to deploy our people, and that will be through a series of facilities managers who will be assigned responsibility and accountability for groups of buildings as well as local customer interfaces to make sure that anyone who resides in a building has an individual or group of individuals that he or she can go to and make sure that the service—whether a basic housekeeping issue or a small or large construction project—have the answers for them. We're trying to make this as convenient for people in the field as possible, and go to a model which we think is much more customer-focused.

We also are going to attempt to house as many of our people out in the field as possible to give them a sense of local ownership, of joining the school and center personnel and trying to foster a sense of teamwork. There are a number of other things that we're doing, as we really hope to deploy the Trammell people in a much different and much more effective way than they have been deployed in the past.

### Other Programs in Review

You also requested that I spend a little bit of time talking about some future initiatives, things that have begun and are ongoing as well as some things that we plan in the future. I'll be glad on a regular basis to come back and update you on this list of activities as well as others. But let me just start with a few today.

#### Food Services: Quality, Convenience

First, food services. A little bit of background: We spend about \$40 million annually on food both on and off campus at the University—about \$14 million on the Residential Life

side, \$2.5 million in Houston Hall Food Court, \$4.5 million on Campus Catering, about \$12 million on the street vendors trucks and carts, and the balance on restaurant leases on Penn-owned property, vending machines, concessions for the athletic complex and others. It's a very sizable amount of money that we spend every year on food, and what we wanted to do is to take a look at how we deliver food services, primarily from a quality and convenience standpoint. We also obviously are interested in maximizing the cost-effectiveness but we are very concerned about making sure that we continue to provide services that meet the needs of students, faculty and staff, all of whom, as you know, keep very, very different hours and we need to be flexible as a result.

Last fall we hired a consulting firm, Coryn and Fasano, to develop a campus master plan for food services. We did a series of leadership interviews with many of the constituencies represented in University Council, including focus groups and surveys where we touched over 1500 people through the process. We formed a steering committee; they've been convened four times to understand the various findings and recommendations from Cornyn and Fasano as well as to begin exploring with us the various options that we have. I believe a meeting is being scheduled next week, which will be the fifth meeting. We'll continue to meet until early next semester as we bring forward recommendations.

Basically what we're finding from the analysis is that we have about 4000 seats on campus, for about 50,000 people who eat every day. That's clearly inadequate. Our on-campus food facilities as a result require major renovations and improvements—about \$13.5 million as we've calculated by going through each of the facilities and taking a look at the size and the quality of the space.

As I've indicated, food quality and convenience are more important to constituencies than any other factor including price; it's actually, surprisingly, a relatively price-insensitive market compared to the weight that people place on quality and convenience. We also have some other factors to contend with. The Residential Communities initiative will eliminate mandatory board plans. That means we need to provide more and better options for our resident students. And we have burgeoning off-campus providers, both the vendors and other retailers who are coming in—which we actually think is a positive thing, because we think it's going to create more competition for our on-campus providers. So it's a very interesting context.

To understand what's provided externally in the market we've issued a request for information from a number of different providers of food services. We've basically found through that market exploration there are two types of providers. The first is a sort of a higher quality catering/dining-type set of operations which tend to be smaller, more entrepreneurial; and then the larger, multi-functional food services organiza-

tions, the more traditional ones that have served university campuses. We're now requesting more information from those two types of providers, as well as asking our own Dining Services staff what they can do to help us to leverage purchasing power—to think about extending hours and other things that we think would better satisfy their customer. In effect we're asking all our own internal groups to act as one of the basic groups that we will be considering to provide dining services in the future.

We will be going through a process with the committee where we bring in the results of these inquiries; we'll discuss the pros and the cons of the various models, and then we'll be coming back with a recommendation to the president, probably early part of 1998, on where we go from here.

So that's a quick update on dining. A number of others I want to mention quickly:

### Research Services

This is obviously something that touches most of our faculty. We have a plan to begin to consolidate various research administrative processes across the campus, begin to join those into one streamlined organization, give them one common space—right now they're fragmented over several—and begin to invest in technology that's going to provide better information on grant opportunities, on the whole pre-award process, as well as to make the whole post-award process a much less complicated one for investigators to navigate. We also need to do a lot more in terms of providing reports that accurately track expenditures for people who are managing their grants, and we want to give the schools and others who are managing those grants a fair amount of independence in terms of reporting, using report formats that they feel comfortable with. So you'll see a lot of emphasis on trying to streamline and make easier the whole research administration process.

We have two pilots going. One, which is finishing up in the School of Engineering, is focusing on the post-award administration of sponsored projects. SAS is now scheduled as the next pilot. The School of Medicine is just completing an internal study of their own grants administration procedures, and they, too, will become a pilot. Those three are obviously some of the largest users of research administration services. Through these pilots we're hoping for some quick and early steps forward.

### Acquisitions: Costs and Diversity

I've talked to Council before about our ongoing initiatives in streamlining and getting better value for our purchasing initiatives. As most of you know, we spend over \$600 million a year purchasing goods and services. To date we have total savings and cost-avoidance of \$9.2 million through renegotiation of contracts. We've actually gone out and rebid a lot of work that we're involved in right now. We saved \$2.7 million on temporary services, \$1 million on office sup-

plies, \$600,000 on facilities supplies, \$600,000 on lab supplies, and a series of smaller gains in other commodities such as office supplies duplication, copier paper, industrial gases. No area is too small for us to look at, because there are all sorts of opportunities. We've also targeted travel, copiers, printing and computers. We believe conservatively that there are savings opportunities there of \$7 million. So without the loss of a job, this is about a \$16 million improvement in our cost position. All of those dollars stay locally, so they can be redeployed for more useful purposes by schools and centers.

**Area Economic Opportunity:** An emphasis in this whole effort is to make sure that in the process of purchasing goods and services we attempt to fully utilize minority-owned and West Philadelphia businesses. I did some numbers on that. Actual purchasing levels in West Philadelphia-based business have grown from \$10 million in FY93 to \$25 million in FY97. We're tracking ahead of the goals we've set for ourselves there. We're using 320 West Philadelphia firms as current vendors, so we feel good about the progress in West Philadelphia.

On the minority-owned business purchasing, we had \$4.4 million worth of business in FY91. We now have \$35 million worth of business with minority-owned firms in FY97—again tracking well ahead of the goals we had set for ourselves this year. Using Sansom Common as an illustration, we have something called an equal opportunity program committee which is comprised of University representatives, public officials, and community leaders. This group meets every two weeks, on our site, and we're working with the project developers, the construction managers, Barnes & Noble, the hotel operators, and everyone who has anything to do with purchasing for the project, to think of ways in which we can source more business to these types of organizations. To date we've awarded 16 major subcontracts on the project. Sixty percent of those have been awarded to women-owned businesses and minority-owned businesses, many of whom reside in West Philadelphia. That's about \$8 million, or 31% of the total contract value of Sansom Common, to minority-owned businesses, and \$7.5 million or 29% of the total contract value to women-owned businesses. So we're very serious about this effort in procurement; it's not just about saving money, it's also trying to create economic opportunities for those organizations.

A few other quick things.

### Student Administrative Services

If you've been over to the Franklin Building lately you've seen a lot of construction. What we're trying to do is create a state-of-the-art customer/student-friendly service that will bring together all the major areas that students need to utilize—the registrar, the cashier, the PennCard Center, the Penn In Touch after-hours facility, Student Financial Services—into one sort of easy-to-use facility that will make it as painless as possible for students to access these services. Through Penn In Touch and other technological upgrades we've tried to eliminate the reasons why students have to go over to the Franklin Building in the first place, but if they do have to go over to solve a problem, we're trying to create a situation where the first person you interact with is the person who can solve the problem—that

we don't have to pass you through sixteen different channels and three weeks of different bureaucracy. This also creates a number of job growth opportunities for our employees in Student Financial Services, because in effect they're becoming financial counselors, learning skills across many different disciplines. But you'll see, over the next several months, a much more professional and pleasing aesthetic environment combined with much more streamlined services in those areas.

### Telephones: Joint Venture with HUP

A quick word on campus telecommunications. We are examining the benefit of purchasing new telephone switching systems versus extending our current Bell Atlantic contracts. We're doing this in a joint effort with the Hospital of the University of Pennsylvania. We haven't had many efforts of that kind in the past, and we think it's important wherever possible to joint venture with the health system. What's relevant here is that we are very confident that over the next five years we will save \$3 million to \$6 million by simply going through this bidding process; by looking at basically becoming self-operating through using our own switch, versus continuing to contract with Bell Atlantic. That's a significant amount of savings that again can be redeployed to local users. In addition, we've decided to renegotiate our long-distance carrier contract and that is \$400,000 per year for three years. Again, no jobs lost, just simple good, hard, periodic negotiating.

### Human Resources: Training Initiatives

The last thing I want to mention on the reengineering side is a series of things that we're trying to do within Human Resources. I've been going out about every two or three weeks and meeting with groups of 25 to 30 employees and talking to them in open, off-the-record sessions about their concerns, their views on quality of life, and what we can do to make things better for them, particularly at a time of great uncertainty regarding job security. To date I've seen about 150 people. I plan to do these as long as I'm here, because it's the kind of forum that really keeps us sharp on the kinds of issues we need to be sharp on. I sit with the President after each of these and brief her on the major points, so she's aware of what we're finding.

One of the most significant things—and I think Donna Arthur would back this up—is that people are concerned about what we're doing regarding staff learning and education processes. What are we doing to invest in people's professional growth and development—both from an assessment and professional development planning standpoint as well as delivering a series of programs that would meet their needs? Donna referenced the Skills Development Center, which will begin in January 98 to develop and deliver continuing education and training to Penn employees and to community residents. Services will focus on building technological capabilities for those employees, customer service abilities, and key professional skills. Again, this is not only for the Penn employee, it is also for neighbors who wish jobs at higher education institutions such as Penn, and for Welfare-to-Work people who would like to participate in this program. So we're opening it up to all of West Philadelphia, not just our Penn employees. And

we have great participation, not only from a number of our constituencies (the PPSA and A-3 Assembly; Jeanne Arnold from the African American Resource Center; the Center for Community Partnerships with Ira Harkavy), but also the West Philadelphia Partnership, University City High School, and the People's Emergency Center are all partners as well.

### Questions & Answers

**Matthew Ruben:** I commend the EVP on some of the latter parts of report, particularly the community initiatives, and I hope the Skills Development Center flowers and turns into something significant. Two things, first dining: Is part of the strategy for the redoing of the in-house facilities to try to capture more market share from the total area?

**Mr. Fry:** I think it's to try to be as competitive as possible, knowing that we're going to be basically competing with entrepreneurs who will be trying through their facilities and their menus to try to capture as much share from us. My feeling is that we don't want to sit back and let that happen, we want to be as competitive as possible. And to do that we need to be flexible, so I think what you'll see is much more in the way of late-night venues, much more flexibility and choice, and also much more sort of appealing facilities, to make it easier for people to access them. So we're really looking to raise the level of competition in terms of the in-house food services.

**Mr. Ruben:** So the presumption would be that more market share would proceed from that, then?

**Mr. Fry:** There would be hopes that we would be more competitive and at least retain if not maybe even increase our current level of market share.

**Mr. Ruben:** I think I get that. The second thing is on the first item in your report, Trammell Crow. As you know GAPSA submitted questions to you—actually, it's a month ago today—and we'd like to know if you can give us a date here when we can expect a response from you, because some of the questions are too long to go into at this moment, but we would rather get a date from you now for a response rather than me start asking you the questions now.

**Mr. Fry:** First of all, the reason I didn't respond in writing is that I think I've been responding in public over the last several weeks; you know, at the Budget and Finance meeting that we had, which you attended, I went through a fairly extensive presentation, but I'll be glad to put those in writing to you and I think you can have them by Friday.

**Scot Kaplan:** Some of the things you were reviewing sound somewhat understandable to me, one of those that price factor is not a big issue for the people being polled. I was one of the people polled, I'm one of the people in the dining program; I would say the lion's share of the people you have sampled are probably undergraduate students. In that case I don't think price would ever be a factor; I don't think the dollars are coming out of their pocket so I don't think that they have a full understanding of what the price structure is for the meals.... Obviously quality is an issue that they're going to be facing. There have been some things tried which are reasonably good...being able to bag your lunch



and things like that.

But part of the poll that I received was availability of dining services on the weekend; and I think that the information provided wasn't applied correctly. I read the survey and the survey said if Dining Services were provided on the weekends would you utilize them, and certainly I would—I'm a fine arts graduate student and I'm here on the weekends, and accessibility of dining services is limited on the weekends. That's not really an option. Unless I specifically sign up for a full dining service, *plus* dining services on the weekends. I was seeing in the newspapers that dining service attendance on weekends is minimal. If I could apply some of my dining services meals to the weekends I think that would increase; so I think the answers to the survey questions need to be applied a little differently.

Also I've heard a lot of different things about monetary savings through outsourcing and through hard, fast negotiations. I'm curious about where those savings are being applied.

**Mr. Fry:** Most of those savings, for example in procurement, are basically applied back to the school and center budgets, as dollars that [say] the biology department doesn't have to spend on certain supplies: where it used to have to spend \$2 to do something and now can spend \$1.60, it saves the 40 cents. So our hope is that most of this filters right back through the schools and centers by just basically having more flexibility in their budgets.

Those savings that are *centrally* generated are basically being applied to *Agenda for Excellence* priorities by the President and the Provost. That's my commitment. For example, we negotiated with MBNA an upfront payment of about \$4.5 million on the Campus SmartCard, and the President decided that a part of that use can go for all-new campus lighting. So all the lighting you see in Superblock and that you'll be seeing on the core campus and down in the University Museum/Franklin Field area, and then eventu-

ally north of Walnut, is completely paid for through sort of a third party payment that didn't come out of anyone's budget. It gives us the flexibility in this case to enhance campus safety, which is clearly a priority of the strategic plan, without impacting anyone who might receive less money in their operating budget.

So as much as possible we're trying to live by two principles: the first is that savings generated go back to local budgets, and secondly, anything that's centrally generated goes to fund strategic planning priorities, many of which are academic, many of which are public safety or quality-of-life related.

**Deborah James:** I'm on the food services committee. I went to a meeting a couple of weeks ago and I understand we're meeting next week. Vending came up in this meeting and we talked quite a bit about it. If this committee is not supposed to make its recommendation until the early part of next year, how is this vending ordinance going ahead without us?

**Mr. Fry:** We don't control vending; it's not a service that we provide. Within the scope of the [Cornyn-Fasano] study are all of the services that are basically Penn-provided—catering, residential dining services, and the athletic concessions and things of that nature, where we either provide them directly or we contract for them. The vending situation is clearly a situation that third-party providers are out there providing vending. We believe after a tough start that we've gotten our consultation straight on vending, and have worked very hard over the last four months to try to run an open and information-rich process to give us a sense of what people feel as we move the whole thing forward. So we've been doing consultation, but with other groups. But the \$12 million I quoted as part of the \$40 million that's spent is what's coming out of the pocket of Penn faculty, staff and students, in this case to go to vendors. We just felt it was an important statistic to understand the size of

this market. It's a huge food services market out there that we frankly feel we haven't managing proactively and strategically. We've been just sort of letting it happen.

**Alex Welte:** It seems to me that the food committee should in fact be discussing the vending ordinance because Penn is writing the ordinance. Penn does not provide the vending but Penn seems to be writing the laws. In that case it would be appropriate for a committee that is concerned with food issues to have input on that, and it does seem to me problematic that that's been circumvented. I was told by someone that there was an attempt to have that discussion at that committee, and it was not possible to have that. I think that is a problem. It's not a natural division of "Penn's not providing vending therefore we don't discuss it"; Penn's actively involved in affecting vending in terms of the competition between the different food services, the ones Penn provides and the ones that the vendors provide.

**Mr. Fry:** I don't see a problem with having Jack Shannon come to the food services meeting next week, presenting the vending ordinance, walking through that, and having people look at it and ask questions about it and comment on it; because it is still in process and there is still room for input—plenty of time for that. So that won't be a problem.

**Mr. Welte:** There is a meeting next week?

**Mr. Fry:** I think it's December 8.

**Mr. Welte:** Are we to assume the vending ordinance will not be before [City] Council by that date, that in fact the discussion will have some potential to affect what's going to be submitted?

**Mr. Fry:** My understanding is that the vending ordinance will be introduced before the end of the calendar year, and that it will be then debated and discussed in City Council the latter part of January, early February.

## Death of Athletics' Jerry Ford, an Architect of the Ivy League

The University of Pennsylvania athletic family recently lost one of its very own when former Penn Athletic Director Jeremiah Ford II passed away at the age of 87. Mr. Ford, who suffered from Alzheimer's disease, died on December 6 in Rogers, Arkansas, where he had lived in a nursing home for the past two years.

Mr. Ford's place in Quaker athletic history began nearly 70 years ago when he entered Penn as an undergraduate at the University of Pennsylvania. He was a member of the football and baseball squads for three years (freshman were ineligible) and was known for his outstanding running ability. As a senior, he led the Quakers to a 27-13 victory over Wisconsin. He later was rewarded by being named the Class of 1915 Award winner (for that member of his class who most closely approaches the ideal Pennsylvania athlete).

Mr. Ford returned to Penn in 1937 to serve as the Supervisor of Freshman Athletics, freshman football coach, and assistant

instructor in English. He served in this capacity for four years, before World War II called.

Mr. Ford returned to his alma mater in 1953 as Director of Athletics and he helped form what is known today as the Ivy League. During his tenure as AD, Mr. Ford was chairman of the Ivy League Administrative Committee and a member of the Executive Council of the Eastern College Athletic Association, and the Executive Council of the NCAA.

During his 14-year tenure as athletic director Mr. Ford helped Penn and the Ivy League move toward academic ideals, and he along with the other seven peer schools helped define the true concept of student-athlete. Mr. Ford's 1953 appointment led to the official alignment of the Ivy League in 1956 when the Council of Ivy Group Presidents went into effect.

An article written by Jerry Ford over 30 years ago (October 1966) resonates for athletics today: "In the Ivy Group, my mother lode, and institutions of like persuasions, he has had some attention paid to him as an

athlete. Steps have been taken to protect us from him and him from the world. One might say we have deodorized him, decommercialized his arena, and chosen for him his peer group—the group in which we can hate enough to beat each other but trust enough to schedule each other. But even in our rarified atmosphere more must be done to educate him through his athletic experiences. We have to change an institutional attitude here and there, and eliminate a whole series of outmoded regulations and procedures to realize the full promise an Ivy president's official statement, 'Participation in athletic competition is appropriately a part of the American educational process.'"

Jerry Ford was a man who always kept the proper balance of athletics and academics in its proper perspective. He is survived by his wife Rita, and children, Jeremiah M. Ford III and Sally Knapp.

—Shaun May, Office of Communications, Recreation and Intercollegiate Athletics

## Special Checks of Residences

*Dear Faculty, Staff and Students,*

Winter Break 1997 (12/20/97 to 01/11/98) is approaching quickly. Traditionally, this is a time of lower occupancy and greater opportunity for crime. Therefore, in order to reduce the opportunity for crime (burglaries, criminal mischief, etc.), the Division of Public Safety is offering to conduct Special Checks of Residential Properties during the following time period:

*5 p.m. on Friday, December 19, 1997 to 7 a.m. on Monday, January 12, 1998*

Faculty, staff and students who live in the following geographical boundaries—the Schuylkill River to 43rd Street and Baltimore Avenue to Market Street—may list their residence with the Penn Police Department for Special Checks during the period it will be vacant.

Penn Police officers will periodically check the exterior of the property for signs of criminal activity or security breaches. If any problems are discovered, the officers will take appropriate action ranging from arresting the perpetrator to conducting an interior check of the property with subsequent notifications to the listed occupant.

If you would like to list your residence for Special Checks during Winter Break 1997, please pick up an application at the Penn Police Headquarters, 3914 Locust Walk, or the Special Services Unit, 206 S. 40th Street. You need to complete and return the application to either location *prior* to vacating the premises. Below you will find safety tips and security tips to help keep your time away from Penn a safe and happy one. Wishing you peace and joy this Holiday Season.

— Susan A. Hawkins, Director, Special Services

## Safety and Security Tips for Winter Break 1997

To keep this Holiday Season happy and joyous, and the New Year full of hope and promise, here are some safety tips to keep in mind:

*If you are leaving Penn for Winter Break:*

- Secure or remove all valuables (i.e., jewelry, computers, stereos, televisions, etc.). All valuables should already be engraved with your Social Security or other identifying number. Engravers are available at the Special Services Unit office (206 S. 40th Street, 898-4481).

- Close and lock all windows; close all shades, drapes and blinds. Lock and bolt entrance doors to rooms or apartments.

- Use timers on lights and on a radio or television to give your residence the appearance of being occupied.

- Register your residence with Public Safety for Special Checks during the Break.

- Your answering device message should *never* indicate that you are not at home. Always use plural nouns even if you live alone (e.g., "we're not available to take your call right now"). Don't use your name(s).

- Make sure that your exterior lighting works and turn all lights on. Preferably, exterior lights should be on a timer or photoelectric cell. If not, contact your landlord with regards to installing these security devices *before* you leave for Break!

*Attention*, to those who live between these geographical boundaries:

33rd to 49th Streets,  
Market to Woodland Avenue.

The *Lighting Rebate Program* through the West Philadelphia Partnership makes 50% reimbursement for the purchase and installation of new energy-efficient exterior lighting on residences. Call 898-1946 and leave your name/address on the tape to get detailed information about the program, which runs until 12/31/97.

*If you are remaining at Penn during Break:*

- Use one of the ten automated teller machines (ATMs) located inside University buildings and avoid withdrawing money at night. Check the amount withdrawn only after you are safely

inside your office or residence. Never display money in a crowd.

- Carry only necessary credit cards and money.

- Carry your wallet in an inside coat pocket or side trouser pocket. Carry your handbag tightly under your arm with the clasp toward your body. Never let it dangle by the handle.

- Keep your wallet or handbag closed and with you at all times. Never place it on the seat beside you, on the counter next to you or under a seat when dining.

- Be aware of your surroundings and the people around you. Trust your instincts. Stay in well-lighted and well-travelled areas.

- Walk with your head up, shoulders back and your eyes scanning the people around you.

- Use the "buddy" system or the Penn Transit System when travelling at night. From non-University exchanges, dial 898-RIDE for the vehicular escort service or 898-WALK for the walking escort service between the hours of 6 p.m. and 3 a.m. daily.

*Please note:* The Penn Transit System will not be operating from 12/24/97 (Wed.) to 1/2/98 (Fri.). However, full vehicular escort services will resume on 1/3/98 (Sat.). PennBus will resume service 1/5/98 (Mon.).

- If you are expecting guests or workers, do not open your door until you know it is the right person(s). Always ask to see identification of callers you don't know.

- If accosted, don't resist! Don't panic! Stay calm and get a good description of the assailant (i.e., race, sex, approximate age, height, weight, clothing description, direction travelled, etc.) and report the incident to the *police* as soon as possible.

- Know the locations of Penn's Blue Light Emergency phones. Open the box, lift the receiver or push the button to talk.

- Report any suspicious behavior or activities *as soon as you can*: where, what, who, when and how.

- Know your Emergency Telephone Numbers.

## Key Numbers for Safety

Emergencies On Campus:	511
Emergencies Off Campus:	573-3333
Non-Emergencies:	898-7297/7298
Special Services Unit:	898-4481
24-hour line	898-6600
Penn Investigators:	898-4485

Philadelphia Police Department	
18th Police District, 5510 Pine Street	
Emergency Telephone Number:	911
General Business Number:	686-3180
SEPTA Police Department	
Emergency Telephone:	580-4131

## International Programs Fund:

### Deadline January 20

The University of Pennsylvania's endowment fund for international programs provides support for area and international studies within the context of Penn's *Agenda for Excellence*. The fund will be used as seed money to initiate projects or experimental programs on a short-term basis, not to maintain ongoing programs. The International Programs Fund will primarily support faculty activities. Faculty are encouraged to conduct collaborative research with colleagues abroad, especially where Penn has formal cooperative agreements. Awards will normally be in the range of \$10,000-15,000.

General criteria for evaluation include:

- the quality and importance of the proposed research project (or the project's potential for developing a substantive research agenda);

- relevance to one of the six University academic priorities of Penn's Agenda for Excellence (preference will be given to multi-school initiatives);

- recognition as a priority of applicants' home schools (preference will be given to projects receiving matching funds from the deans);

- the appropriateness of the budget requested in terms of the project proposed;

- potential for further external funding (normally awards will be contingent on the pursuit of additional matching funds).

Not eligible are standard faculty salaries, program support, student tuition, physical plant and equipment. Support for a research assistant will be considered only if the proposal is related to the student's specific research interests.

**The Application Process.** Applications for 1998 awards are due on or before January 20, 1998. Submit an original and three copies to Dr. Joyce M. Randolph, Director, Office of International Programs, 133 Bennett Hall/6275. Awards will be made on a competitive basis by the provost, with the advice of a faculty committee.

Proposals should take the form of mini-grant applications three to four pages long (up to seven pages with attachments). Each should include:

- name(s) of principal investigator(s) or project leader(s), department, school, campus address (with building code), campus telephone number, e-mail address;

- title of proposal;
- amount requested;

- brief description of project; objectives, significance in strengthening the University's international dimension; design, procedures, implementation, time frame;

- amount and source(s) of current funding; other pending proposals for the same project; prospects for future funding;

- budget, listing items in order of priority;

- participating faculty, including those at institutions in other countries, with mention of their relevant experience;

- one-page biographical sketch of the investigator listing educational background, academic positions held, and five recent publications;

- letters of support from the investigator's department chair and dean (mandatory).

Refer to the Research Foundation Guidelines for projects involving the use of any of the following: human subjects or animals, hazardous or biohazardous materials, radiation.

Investigators will be required to submit a report on actual use of the grant money, research results and contribution of the funded project to the University's international dimension.

For more information: Dr. Joyce Randolph at the address above; by phone (215) 898-4665; fax 898-2622, or e-mail: [randolph@pobox.upenn.edu](mailto:randolph@pobox.upenn.edu).





Melvin Tony, James Tony and John Chikigak, all from Alakanuk, Alaska, travelling on the Yukon. *Always Getting Ready: Yup'ik Eskimo Subsistence in Southwest Alaska*, an exhibition of black and white photographs taken by James H. Barker between 1973 and 1992, opens December 20 at the University Museum's first floor Sharpe Gallery. The exhibition explores the Yup'ik Eskimos and their annual cycle of activities, from spring seal hunting to winter dancing; they are people whose lives are governed by natural elements. The photos and text will remain on view through March 1.

## 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 **December 1, 1997 through December 7, 1997**. Also reported were **Crimes Against Property**, including **21 total thefts (including 6 thefts of bicycles & parts, 5 burglaries & attempts, 3 thefts from autos, 3 criminal mischief & vandalism, 2 theft of auto, and 2 forgery & fraud)**. Full crime reports are in this issue of *Almanac* on the Web ([www.upenn.edu/almanac/v44/n16/crimes.html](http://www.upenn.edu/almanac/v44/n16/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 **December 1, 1997 through December 7, 1997**. The University Police actively patrols from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

### Crimes Against Persons

**38th to 41st/Market to Baltimore:** Robberies (& Attempts)—1; Threats & Harassment—1  
12/06/97 1:16 AM 38th & Walnut Currency taken by unknown person  
12/07/97 4:30 PM Hopkinson Dorm Unwanted phone calls received

**38th to 41st/Market to Baltimore:** Robberies (& Attempts)—1; Threats & Harassment—1  
12/02/97 4:57 PM Delta Tau Delta Unwanted phone calls received  
12/02/97 7:05 PM 3900 Blk. Spruce Backpack taken from complainant

**41st to 43rd/Market to Baltimore:** Robberies (& Attempts)—1  
12/03/97 9:04 PM 4102 Spruce St. Suspect with knife took currency from complainant

**Outside 30th to 43rd/Market to Baltimore:** Robberies (& Attempts)—1;  
Aggravated Assaults—1

12/01/97 7:30 AM Tioga El stop Complainant's handbag and contents taken  
12/06/97 3:50 PM Unit Blk. S. 4th Male assaulted by known actor

### Crimes Against Society

**41st to 43rd/Market to Baltimore:** Disorderly Conduct—1  
12/05/97 7:33 AM 42nd & Walnut Disorderly male/taken to Southwest Detectives.

## 18th District Crimes Against Persons

8 Incidents and 1 Arrest were reported between **December 1, 1997, and December 7, 1997**, by the 18th District, covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

12/01/97	5:45 PM	4800 Windsor	Robbery
12/02/97	7:00 PM	3900 Spruce	Robbery/Arrest
12/03/97	8:45 AM	4300 Chestnut	Robbery
12/03/97	9:50 PM	4102 Spruce	Robbery
12/04/97	11:55 AM	4000 Market	Robbery
12/06/97	1:10 AM	3800 Walnut	Robbery
12/06/97	7:30 PM	4200 Delancey	Robbery
12/07/97	10:15 AM	4131 Chestnut	Aggravated Assault

## Update

DECEMBER AT PENN

### CHANGES

For the month of December, the Christian Association has made the following changes to their schedule of events:

*Early Morning Prayers*; 8-8:55 a.m., *Wednesdays*, Conference Room

*Sister Circle*; noon-1 p.m., *Wednesdays and Thursdays*, Conference Room

### AAA Holiday Party: December 19

The African American Association of Administrators, Faculty and Staff Holiday Party will be on December 19, 4-6 p.m. in the 3rd floor Lauder Fischer Board Room, 256 S. 37th Street. Please bring a food item or beverage to share with others. We look forward to seeing you.

— *Rashida Abdu and Gloria Gay*  
Co-chairs, Networking Committee, AAA

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

*Pilot and Feasibility Grant Program*  
*1998 Competition: Reminder*

Penn's Center for Molecular Studies in Digestive and Liver Disease reminds investigators that it seeks applications to its Pilot and Feasibility Grant Program (*Almanac* November 4). For applications and information: Lisa Kaiser at 573-4264 or [kaiserl@mail.med.upenn.edu](mailto:kaiserl@mail.med.upenn.edu).

**Deadlines:** *Almanac's* next publication date is January 13, and the deadline for its calendar updates is *January 6*. The deadline for the February At Penn calendar is *January 13*.



*Almanac*

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

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# The Abramson Vision: Family-Centered Cancer Care and Research

Last week at the School of Medicine, Penn announced the creation of The Leonard and Madlyn Abramson Family Cancer Research Institute at the University of Pennsylvania Cancer Center—with a \$100 million gift that is the largest single contribution for cancer research to an NCI designated comprehensive cancer center.

It is a gift that is unprecedented not only for its magnitude, but for its intent. As the *Philadelphia Inquirer* put it, in a December 13 editorial praising the couple's gift,

The Abramsons' \$100 million gift to the University of Pennsylvania will go not for buildings, but to recruit talented scientists with a mandate to attack the five leading cancers: breast, lung, prostate, ovarian and gastrointestinal tumors.

The research is to be linked to medical education and personalized, compassionate care—a point stressed by Mrs. Abramson, who has battled breast cancer with the help of Penn doctors for a dozen years.

The Abramson Family Foundation is a trust fund directed by the husband and wife team of Leonard and Madlyn Abramson. The Abramsons have been supporters of cancer research, as well as numerous other causes, for over a decade—endowing, among many other things, two professorships and a multi-year grant to Penn's Bone Marrow Transplant Program. Mr. Abramson is the founder and former chairman and CEO of U. S. Healthcare, Inc., which he built into one of the nation's largest and most successful managed care organizations before selling it to Aetna in 1996. Madlyn Abramson is a trustee of the University of Pennsylvania, as well as a member of the Health System's Board of Trustees and the Graduate School of Education's Board of Overseers.

And, she is now chair of the board of the new Abramson Cancer Center Research Institute. Its director is Dr. John H. Glick, the Leonard and Madlyn Abramson Professor of Clinical Oncology who has directed the Penn Cancer Center for more than a decade—and Mrs. Abramson's physician. She spoke freely of that first-hand experience at the press conference and in an advance release announcing the gift.

"Leonard and I are committed to supporting ground-breaking research that has the potential to reduce or eliminate the physical and psychological impact of cancer on patients and their families," said Mrs. Abramson. "We believe passionately that patient care can best be improved through a clearer understanding of the underlying causes of cancer; hence, our support of promising investigations by Abramson researchers. The University of Pennsylvania Cancer Center was chosen by our family because of its demonstrated excellence in both research and clinical care, as well as our shared vision for the future.

"The Abramson Institute's research findings will serve as the foundation for delivering the best possible care to patients—from disease prevention to diagnosis and treatment," she added. "As a cancer survivor for 12 years, I understand the importance of patient centered approaches in research and clinical activities. To that end, personalized and compassionate care will be the goal of all Abramson Institute efforts."

Trustees Chairman Roy Vagelos, himself a research scientist, spoke of his special appreciation for what the Abramsons are doing: "It takes courage and initiative to make things happen, and the Abramsons have plenty of both."

After outlining in detail the approach the Center will take to take state-of-the-art clinical programs and service excellence to a new levels, Dr. Glick said, "Our goal is to treat every patient as if they were a member of our own family in an environment where compassion and caring are emphasized and parallel the development of new technologies and innovative treatments. There is no longer any question about whether we can and will cure cancer. The question now is, 'When?'"

"This altruistic gift is a testament to Leonard and Madlyn Abramson's extraordinary philanthropic vision and their personal dedication to help all members of the cancer community," said President Judith Rodin. "It will significantly increase opportunities to break new ground in the war on cancer—especially in the areas of cancer genetics and molecular diagnosis, from which future research and patient care advances will occur. All inroads we make will benefit cancer patients today—and tomorrow."

The Institute is set up to enhance and further—but not duplicate—current Cancer Center research and treatment programs. It will support leading-edge cancer research through the recruitment of outstanding scientists and physicians from around the world and the design of innovative patient care paradigms. And, the Abramson gift propels the University of Pennsylvania Cancer Center—already one of the nation's top cancer centers—to the next level of research and patient-focused care.

The gift, said Medical School Dean William N. Kelley, CEO of Penn's Health System "transforms Penn's Cancer Center."

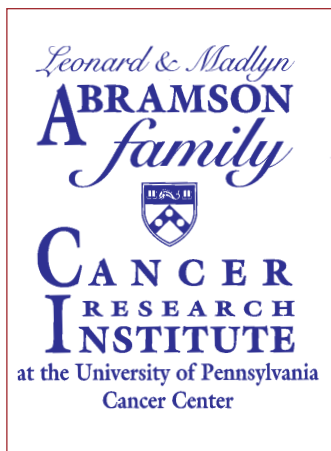
Madlyn K. Abramson, right. A former remedial reading specialist, she received her bachelor's and master's degrees from Penn, both in education.



Leonard Abramson, above. The founder of U.S. Healthcare (now Aetna U.S. Healthcare), is the author of a recently published book, *Healing our Health Care System*.



Dr. John H. Glick, above. He heads the Abramson Institute, where scientists will focus on cancer genetics, preclinical animal models, detection technologies, tumor diagnostics and novel therapeutics. They will target their research and clinical efforts toward the five most commonly occurring cancers: breast, lung, prostate, ovarian, and colon cancer.





UNIVERSITY of PENNSYLVANIA

# Almanac

Tuesday,  
December 16/23, 1997  
Volume 44 Number 16

## Dean of SAS: Dr. Preston of Sociology

Dr. Samuel H. Preston, an internationally known expert in population studies who has been on the faculty here for almost 20 years, has been chosen as Dean of the School of Arts and Sciences. He is expected to take office January 12, succeeding Dr. Walter Wales, who has served as interim dean since Dr. Rosemary Stevens returned to full-time teaching and research in September 1996.

"Sam is the ideal person to lead SAS into the 21st Century," said President Rodin in announcing the selection. "We are extraordinarily lucky that, having scoured the nation to find a great new dean for SAS, the search committee ultimately located right here at Penn the best candidate I can imagine. I applaud the committee's efforts."

Dr. Preston, a native of Bucks County, took his baccalaureate degree *magna cum laude* at Amherst in 1965 and his Ph.D. in economics at Princeton in 1968. He then taught at Berkeley as assistant professor of demography until 1972, when he joined the sociology department of the University of Washington as associate professor and, at 28, director of the Center for Studies in Demography and Ecology. He became full professor two years later. In 1977 he accepted a two-year assignment as acting chief of the United Nations Population Trends and Structure Section.

Joining Penn as professor of sociology in 1979, he has served as director of the Population Studies Center here for most of the past 15 years, twice chaired the Department of Sociology and also served twice as chair of the Graduate Group in Demography. He is currently serving as Moderator of the University Council—a role he will now yield.

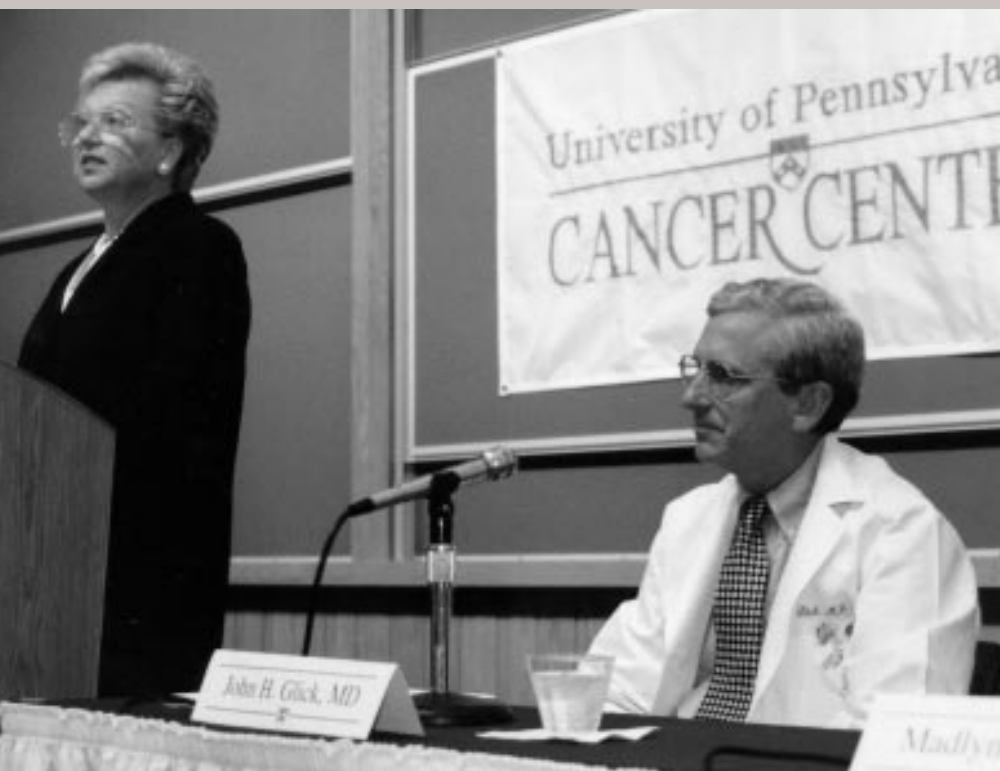
(continued on page 2)



Samuel Preston

## The \$100 Million Abramson Gift

... see back page



Mrs. Abramson, left, chairs the new Institute and Dr. Glick, seated above, is its director.

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**Centerspread: January at Penn**

**Pullout: Alcohol and Civility at Penn:  
Faculty, Staff and Students  
Look at Problems and Remedies**

## A Council Discussion: Alcohol and Civility at Penn

**Dr. Judith Rodin:** Let me start by saying that there is certainly nothing new about drinking on college campuses. What *is* new and different, and what is getting extraordinary national attention, is the very significant increase in binge drinking.

Penn is not alone in this; you have only to open a newspaper or a magazine to find headlines like *Newsweek's* "Drinking and Dying: a death at MIT puts campuses on edge." They report that in August a student at Louisiana State University died from binge drinking. At MIT two weeks earlier a student died from binge drinking. Some five months ago, a fire at North Carolina University in a fraternity house claimed the lives of five students—four of whom, the coroner believes, were too drunk to try to escape.

There have been many incidents across campuses in America of riots—alcohol-related riots—in the last several months, including two melees in September at the University of New Hampshire. Here at the University we had several weeks in a row of alcohol-related assaults reported. At the beginning of the year, a number of students were brought to HUP after binge drinking in what I think really were near-death episodes.

The MIT event most surely could have been at Penn. Investigators at the Harvard School of Public Health published a study recently—Penn was one of the institutions surveyed, but the data are national data so I won't be able to comment on the Penn statistics in particular—but they say that 44 or 45 percent of the students report binge drinking, which is drinking more than five drinks at one time, usually quickly. Whether that's a lethal dose or not depends on your weight and gender and a variety of other health-relevant characteristics. But for some people, that *is* a lethal dose. They report that it happens across all segments of university communities, but the incidence is greater in fraternities and sororities. Again, according to the Harvard data for a national sample including Penn, 84 percent of fraternity and sorority students report binge drinking—50-some percent who live in the dormitories and 40-some in off-campus housing.

We are, I think, facing what I believe is a life-threatening set of events at the University. Students are abusing themselves by binge drinking, encouraging one another to do it, and so abusing one another in a serious way—and then demonstrating their inability to restrain themselves in an increase in episodes of highly aggressive, alcohol-related assaults that we are seeing escalate on campus.

I don't have an answer. There is no single solution. There are many constituencies that are arguing crack down, and there are other constituencies that are arguing get more help and support, both in the residences and in the fraternities. We have talked, and many of you have talked, about a variety of solutions. In this discussion you will hear the wisdom of my colleagues, in terms of the thinking that has gone on and the ideas that we have generated so far.

Today, the Massachusetts Legislature announced that it will ban alcohol on all state campuses in Massachusetts. At the beginning of the week, I received a letter from three international fraternities—Sigma Nu, Phi Delta Theta, and Phi Gamma Delta, the fraternity at which the MIT student died—saying that they are recommending that presidents ask their fraternities and sororities to go alcohol-free.

I am not here to propose solutions. I am fearful for your safety. Last year you looked at me when you were worried about the safety and security issues and you said, "Do something." And we tried. This year, I am looking at you, the students in particular, and I am saying, "Do something." Help us to figure out what to do. There is no right answer. If we close down parties on campus, you may drink in unsafe areas off-campus and come home at five o'clock in the morning, so I'm not sure that's the solution either. We all need your help. Let's do some collective and creative thinking together.

**Kate Ward-Gaus:** I work in the Office of Heath Education, a division of Student Health Services here at Penn. My role is coordinator of alcohol and other drug education programs on campus, and in that capacity I'm the advisor to the peer education program, the Drug and Alcohol Resource Team, otherwise known as DART.

### *Alternative programming— 'alternative' to what? Socializing with excessive alcohol use is the norm?*

I'm also co-chair of the Alcohol and Other Drug Task Force with Barbara Cassel, the Associate Vice Provost for University Life, and I am here representing all of those capacities.

As we begin this conversation I have to echo much of what Dr. Rodin has already said and I want to thank her for convening this group. This is unique. I have the opportunity to talk with colleagues who do alcohol-and-other-drug programming on college campuses not only here in the Philadelphia area but also throughout the Ivies. And it is a remarkable step that we take by sitting in this room this afternoon and discussing this in this format.

At first glance it might seem that we take this step because of the MIT and LSU incidents; but as Dr. Rodin said, we have situations on Penn's campus that require that we do this—not only looking at what we have done but what we can do, what we need to do, to move forward creatively. Our many different programs and initiatives echo the efforts other people have made that have proved helpful to a certain extent. But it's becoming clear to me that more needs to be done.

One thing I'd like to talk about is how we define binge drinking, because in the education sessions that we have through DART it can often become a sticky point: People use the term when

someone goes for a long time without drinking and then drinks a lot—and that is certainly one understanding—but the understanding that is used in research on this is drinking five or more in a row for men, four or more in a row for women. This afternoon what we're going to define as the problem, the thing that is most troubling, is the consumption of large amounts of alcohol that puts a student at risk for serious health problems and/or compromises their judgment, causing them to act in uncivil ways, and/or be a target for someone else's egregious behavior.

*[Discussing strategies the U.S. Department of Education suggests, she noted that in the late 'eighties, as a result of the Drug-Free Schools Act and on D.O.E. funding, Penn like most campuses created a task force to develop policies and programs—but most others disbanded theirs once policy and programs were in place. Penn did not, and has received national recognition for keeping the task force as a vehicle in which every segment of the University can come together on a regular basis.]*

*[On D.O.E. suggestions about resource allocation she noted that Penn stands out in providing services; yet, given fears that near-miss situations could become the next tragedy...]*

So let us look at environmental strategies. We have a wealth of social, recreational, community service, performing arts, and other extracurricular activities. And yet, we often refer to them as our "alternative programming." Alternative to what? Socializing with excessive alcohol use is the norm? Then that is the environmental belief that I want to challenge and I want us to challenge today. I want us to consider a norm that is based on health, responsibility, and consideration of one another and ourselves.

**Maureen Rush:** I'm Director of Police Operations. About two weeks ago I was awakened about four-thirty, quarter-to-five in the morning, and it was one of the supervisors from the Division of Public Safety, Penn Police, who told me that a student had just been attacked by another student and had the entire back of his head split open. Twenty-two stitches it took to put him back together. It was touch and go at that point. The young student was taken to HUP emergency room; he was obviously in the best hospital in the world he could be in, and fortunately for him, there's a happy ending.

But, as Dr. Rodin said earlier, we could have been MIT, we could have been the front page of the *Inquirer* the next day, we could have been the lead story on *Action News*. That same weekend there were four other incidents where students were attacked by fellow students.

The big problem last year was crime, namely armed robberies. And as Dr. Rodin said, the community came to the University and said, "Do something." As a result many, many resources were poured into the University environment—additional Spectaguard and police officers were hired, and many resources across the University in addition to Public Safety reacted. And the

solution did not come from just Public Safety or from the administration; in fact, the Undergraduate Assembly and GAPSA were intensively involved in the solutions. Faculty and staff members started to come to more safety presentations and, overall, the result was that it wasn't just one entity that solved that problem. It was a community of people coming together both on and off campus: landlords, business people and internal Penn community members.

I think the same problem exists this time except that the enemy, if you will, is not the outside. The enemy is within, which is probably a little more puzzling to respond to. But I think that the solution again is not one entity, but a multitude of types of people who can respond and bring their specialties. The panel up here are going to talk from different perspectives, and yet the same perspective—and hopefully that will be the same as from the student groups that will be working with us.

I'd like to state just briefly what Public Safety's response has been to this year, basically starting at move-in Labor Day weekend. The Penn Police tried to close down parties by around 2 a.m. We are talking mostly about the off-campus parties, and let me explain to you why we were doing that. Number one, the fraternity and sorority affairs houses have always had a standing order that their parties will shut down by 2 a.m.; so what was happening last year was that the parties were shutting down on the campus and then people were going off campus to other parties. Obviously there were some fears for people walking around compromised by alcohol, leaving parties individually as opposed to in groups—at four, five, six o'clock in the morning, believe it or not. So by closing the parties down at 2 a.m. we did two things. One, we got the students to move *en masse*, leaving the parties in groups instead of alone, and at a time when augmented patrols are on duty. It almost looks like Veterans Stadium opening out because, unbelievably, some of these houses were holding 500 to 600 students, not just Penn students—Penn has become the choice location for all different types of people to come party, not just Penn but Temple, Drexel and Villanova, so we get to meet a lot of different students from all over the Philadelphia area.

The second reason is that the West Philadelphia community has implored the University community to look to their quality of life. Frankly, they are tired of people waking them up at three, four, five o'clock in the morning; they are tired of people becoming ill on their porches or using them as bathrooms. [*Neighbors*] approached Glenn Bryan from Community Relations, Carol Scheman's Office, and asked what we could do. So there's a committee working on civility issues within the West Philadelphia community.

In addition, the Division of Public Safety recently met with owners of all the restaurants and bars locally—La Terresse, White Dog, Smokey Joe's, just about any entity that serves alcohol. We invited the beer distributor who seems to be the choice beer distributor for the off-campus parties, Springfield, who unfortunately didn't show up but we are going to still try and have a conversation with them. We basically invited these groups as partners, not as an accusation that they are the problem, because, quite frankly, we don't really believe that they *are* the problem. They at least have bartenders trained by TIPS to see when people are intoxicated and

to flag them and not to serve them; so in fact there is more control within these establishments than there is at the off-campus parties.

The second step was a meeting with all the presidents of the fraternities last week at about 11:30 p.m. I wanted it to be at that hour so that they could meet face-to-face with the supervisors who are there when the parties are being shut down. Scott Reikofski set that up and Matt Baker, president of the Interfraternity Council, was there. It was a total success; there was a lot of recognition that as leaders in the Greek system they could become leaders on this issue—and actually help create change agents within the Greek system which could spill over to the other members of the student community. I know the UA has also met with President Rodin and they are also part of the solution.

Police officers have expressed to me the horrors that they have seen in the last couple of weeks, and their fear of ever having to take a student to the hospital and have him or her pronounced dead. To have to call those parents—there are people in this room who have had to do that for other reasons in the past, and

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*...no one went out  
that night intentionally  
trying to alter their lives.  
But lives were altered.*

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I don't think any of us want to do it because someone either drank to excess or became involved in alcohol-related behavior that ended up being criminal behavior. There are several students who have been arrested in the last couple of weeks on charges ranging from disorderly conduct to aggravated assault and other charges from the District Attorney's office. I think those students, whether they were the victims who ended up in the hospital, or are now going to be the victims for the rest of their life because they have a criminal record, will tell you that no one went out that night intentionally trying to alter their lives. But lives *were* altered.

Fortunately no one has totally, finally, ended their chances for waking up tomorrow and making better choices. And hopefully we won't have to meet that kind of problem in the future. I think we can, as a group, end this problem just as we took control and brought measurable changes last year to the crime problem.

**Dr. Ilene Rosenstein:** I'm the Director of Counseling and Psychological Services, which is a department within the division of University Life, and I was asked to speak to you about what we see at Counseling and Psychological Services, and what kind of interventions we've done and believe we should do more of.

Just to give you a pattern, we have about 2500 students who come in as individuals or couples for some kind of counseling during an academic year. The primary concerns that most of them present are actually academic.

We have a question on the problem checklist that asks "Are you concerned about the consequence of drug or alcohol use, self or other?" In 1996-97, 16% of those students who came in put "some to severe concern" about that, with 3% putting they were "very concerned" about their alcohol use. In 1997, meaning July 1 to yesterday, 10% came in saying they were "very, very

concerned." However, when you look at those stats, 50% are concerned about someone *else* who is using alcohol, not themselves—a boyfriend, a girlfriend, a roommate, someone they live with, someone who is in their fraternity or sorority. Only 20% were concerned with their own drinking and identifying it as a concern.

The clinicians' perceptions were much different. Substance abuse, or substance usage, was seen as interfering with what we call developmental tasks—picking a major, career decisions, social connections, being able to have ongoing relationships, academic achievement, and social skills. Few of them had clinical diagnoses of actual substance abuse or alcohol dependency. If that was given, it was probably graduate students who gave it. Last year we only had two people who were hospitalized for recovery.

We have a small group, a subgroup of students who've come in and said they feel very naive about their drinking. They don't remember what happened to them on a certain night... they have black-outs, they end up in places and they're not sure how they got there. Some are concerned that they experienced something sexual, either date rape or some kind of inappropriate sex without consent. Some have woken up with black eyes, or other kinds of things—not knowing if it was done by their boyfriend, who was equally drunk, or if they fell; and no one can tell them what happened.

The type of substance use in rank order are: alcohol, marijuana, cocaine, steroid abuse, speed, mushrooms, ecstasy, or prescriptions that are prescribed for somebody else (mostly antidepressants like Prozac) or diet pill abuse.

Last year we saw a real growth in consultation. Questions came from faculty and staff—and this is including residents—people saying, "I'm not sure what kind of abuse exactly, but I need help on how to confront it." Students called, asking "Is this a problem?" And we had numerous parents calling, saying they were amazed at the amount of drinking their child, and their child's Penn friends who came home with them over break, were indulging in.

We collaborate with many different departments on psychoeducational workshops. We do trainings with RAs, GFs, peer educators, administrators and faculty. We find that more faculty are asking our specialists on alcohol and drugs to come and do class presentations, particularly in schools that are helping professions. And more students are coming in asking for materials on alcohol and drugs, for papers that they're writing or even for dissertations. We have various groups—by the far the most popular is Adult Children of Alcoholics. We have many students whose *parents* are children of alcoholics. We have a care group which is a mandatory assignment group mostly coming from the Office of Student Conduct. And what's been concerning for Marilyn Silverberg, who runs the group, is that many of those students who come for the alcohol assessments are not the people who are having a problem. They've been caught walking across campus holding a can of beer, which may be an infraction, because they are underage, but they're not having alcohol problems in the way that we may expect.

One last thing is the ER count. Just for this year to date we've had 11 contacts already. The average age is 19, with the range of 18 to 24, and 72% are male. One was a graduate student. What brought them to ER? 18 shots of vodka in two

hours, a 20-year-old who did 13 shots of tequila and beer, are typical examples.

**Ron Jasner:** I'm Assistant Director of Risk Management. After hearing everything that we've heard, I'm going to be the one person here who is going to argue that we ought to crack down, and we ought to crack down hard. The unfortunate thing that I've seen here at Penn in my ten years, and also living in this community for the last eight, is that I haven't seen either an increase or a decrease in the number of these

incidents. I have yet to see any hard data that suggests that this is now a suddenly expanding problem. I would suggest to you that it has become more the flavor of the month in the media, and that we've been dealing with these issues for a very long time. The dramatic problem—the one we've always had and I think our student activities people will tell you, will show us—is that if we have activities, and alcohol is not involved, our students won't come. I think that's true on the undergraduate level, I think

that's true with respect to GAPSA events, I think that's true with respect to any employee events, and that the only way to really change that is to change the culture. That would be my position.

**Dr. Helen Davies:** I'm here as one of the faculty who lives in the residential system; I live in the Quad and during Spring Fling I have trouble with the puddles of vomit, and that's very disturbing. This year I have not seen quite as many beer cans, beer bottles, empty bottles of alcohol around as I have in the past, and I'm looking at this a little hopefully. I know that within the Quad system right now, the assistant deans are doing a tremendous job, together with the groups that come and talk about alcohol abuse, and this seems to be having some effect right now. One of the things that was mentioned that I feel most keenly is the particular vulnerability when women have drunk a lot, and the men they are with have drunk a lot, and we do see sexual abuse and rape—and these are issues that need to be brought to the fore so that we can do something about it. And the man on my right [Mr. Jasner]—I don't know him, but I'm agreeing with him more and more.

**Michael Kraver:** I'm President of Sigma Alpha Mu, and I'm here representing the Interfraternity Council. I understand everyone's looking at me because all of the reports about LSU and MIT are related to fraternities, and I understand that we shoulder some of the blame. I wouldn't suggest that's completely unwarranted.

But at the same time I'd like to stress what Ms. Rush said, that we have an elaborate system of distribution at our parties and all our bartenders are TIPS trained. Our parties are pretty much as safe as we can possibly make them—we've put in a lot of effort to ensure that.

I won't specifically comment on any changes until I've heard concrete suggestions, but I think what's very important here is that we need to avoid an adversarial system where it becomes the administration against the students. I know the article on that in the *D.P.* scared me, as president of a house, liable for whatever goes on there, and it scared just about everyone I've spoken to about it, because of its references to the LCB. I speak out of personal experience. Last year I had two disciplinary-related incidents—one of them dealt with through the Office of Student Conduct, and one through the LCB. And I think we should utilize the Office of Student Conduct as much as possible.

[Laughter.]

In October, a number of Penn students broke into my house, and assaulted a number of my housemates. Instead of going to the police, we dealt with it through the Office of Student Conduct and these students were punished accordingly, yet they avoided having a criminal record—because the Office of Student Conduct, unlike the LCB, looks out for the best interest of the students and they realize that, with the exception of a heinous offense, like the one Ms. Rush alluded to where the kid needed 20 stitches in his head, it's best to try to avoid giving any students here at an Ivy League institution a criminal record as much as possible. But then also in March I was one of the 33 students at the Palladium the night the LCB raided it. I'll tell you all honestly that I have been subpoenaed and tomorrow I have to go to court to testify for the State of Pennsylvania and, by the advice of my lawyer, I have to plead my fifth amendment

*Entered in the Record by the Chair of the Council's Student Affairs Committee*

## On Alcohol Consumption: Help Each Other Avoid Disaster

Prior travel plans make it impossible for me to join you in today's deliberations about alcohol consumption and incivility at Penn. I do, however, appreciate the opportunity to make a few remarks about this issue from my perspective as the Chairman of the Student Affairs Committee and as a practicing psychiatrist.

We on the Student Affairs Committee have been very concerned with the adverse consequences of excessive drinking at Penn, both on and off campus. We have heard from all sectors of the Penn community about the extent, nature and consequences of excessive drinking, including the all-too-frequent occurrences of accidental overdose, sexual and physical aggression, property damage and interpersonal violence. We have proposed that the University Council seriously address these concerns, and today's discussions fulfill our committee's first and foremost recommendation: to create a broad dialogue about problem drinking at Penn. Recognizing and framing a problem is an indispensable first step to finding solutions.

But what, if anything, is to be done about excessive drinking in and around Penn? To begin with, we need to establish who is responsible for doing what about the issue. This is far from obvious. Students attend college not only to master academic subjects and earn degrees, but also to become socialized into the world of modern adulthood. In our society, this includes learning to consume alcohol responsibly (otherwise known as "holding your liquor"). This unwritten curriculum is being taught in frat houses, student apartments, local bars and wherever else students go to have fun. Alcohol is an incredibly easy way to relax, relieve tension, fraternize, and alter one's consciousness. And it is extremely available, even for students who are "underage." So, for the time being, drinking alcohol is an integral component of college life. This is not likely to change much, even if strict prohibition laws were passed and enforced.

What could change, however, are the standard responses of the entire community to instances of excessive drinking, particularly those which clearly, negatively affect others. At the level of student social events, all forms of binge drinking, including "chugging" and playing games to increase alcohol consumption, should be actively discouraged. These are simply dangerous behaviors with huge risks associated with them. Students themselves should be pressuring each other to refrain from binge drinking. If fraternities and other sponsors of events where alcohol is consumed cannot effectively reduce these reckless activities on their own, designated monitors should be given even greater authority than they have to disband the parties.

Students who are noted to be binge drinking should be required to attend counseling sessions to help them stop drinking. Moreover, their parents should be notified of this, and their close friends should be given instructions for observing their alcohol consumption. Often, it is the pressure of peers that helps problem drinkers to stop. Currently, there is inadequate follow-up to instances of binge drinking (and its sequelae) unless the student has broken a major code of conduct. This must be changed in such a way as to emphasize the concern of the entire community for the health and well-being of the student in question. At the level of direct instruction, it is my opinion that the University should ask all students to read and discuss books like *Drinking—A Love Story*, by Caroline Knapp. This could be a part of the freshman orientation program, and it could be made a requirement for individuals and organizations who demonstrate excessive drinking. The activities of peer educators in the DART and FLASH programs should be further expanded to target specific sites where high rates of binge drinking occur.

In a recent teaching session I held with medical students about the ethical aspects of intervening with peers who are adversely affected by alcohol, a student recounted how a college friend of his, who had been known to drink excessively, was killed in his car after leaving a frat party. The student expressed deep remorse and regret for not having made more of an effort to help his friend contain his impulses to drink. I mention this story to underscore what is perhaps my most important point today: that binge drinking at Penn is a largely social phenomenon, and that students must make even greater efforts to help one another avoid the harm and disaster which can result from it. I encourage the students present here today to take a leadership role in creating a true community of concern which actively dissuades people from drinking themselves into oblivion.

—Anthony L. Rostain, M.D.



rights to ensure that I can be a lawyer if I want to one day.

We can go out any night and give 5,000 minors citations and ruin their lives. I don't think that should be our goal. I think that we should try to come up with some other system. In the [D.P.] article the owner of Cavanaugh's was quoted as saying something like "They might raid my bar and catch me serving to a minor and punish me for that, but that's going to do nothing to curb the binge drinking that's going on at the party down the street."

I think we need to try to stop the problem; in order to stop the problem we need to address the reasons, not why minors drink necessarily, but why *people* drink excessively. Without addressing that fundamental point anything else we try to do in terms of punishment or anything else is fruitless. I hope we can work out a compromise that solves the problem through a means other than creating a fearful environment on campus. We don't want students walking around afraid of everything they do. I don't know anyone who is looking to drink excessively to the point of creating a problem for themselves or anyone else; and I don't think that we should view the student body in that way.

**Victoria Tredinnick:** I have two points to make. One is about health and responsibility: that it's important for the University to continue to look at this as an issue of health and responsibility, not as a moral or legal question because drinking is certainly not the problem; the problem is abuse, or too much drinking—and insofar as we care about the values of a free society, I think that with that goes responsibility and that's where we should be putting our efforts. Further, a crackdown is simply not practical and pushing the problem underground will probably make things worse, but that's an opinion. The undergraduate experience—in *loco parentis* aside—is really about learning and growth, and the University has a real role to play in providing that sort of environment. The second point is just to say that the Provost's Residential College proposal is really excellent and comes at a very good time. I was a member of a similar residential living arrangement in the late 'eighties when I was in college, and it was really wonderful for giving us a sense of responsibility for the environment and for one another. I think that could begin to solve some of the problems.

**Noah Bilenker:** Binge drinking has been a hot topic around campus. It's also been a hot topic among my friends. We all have personal experiences: I don't know how many times I've heard a friend say, the morning after, "I'm never drinking again." I'm not sure whether that's a good or bad thing, because they got to the point where they got so sick that they made an absolute statement like that. I still can't get over the 18 shots in two hours, that I just heard here. And I'm just wondering how many repeats you get—I mean how many people have 18 shots in two hours and wind up in the hospital *again*?

When I first started driving it was a really icy winter up in New Jersey and my father took me out to a parking lot after a big ice storm, and we kept getting into skids on purpose, just to see how to get out of the skid. I think it's kind of similar with drinking: people are going to feel around and try to see what it's like, but we have to find some way to get them to know without going to such an extreme. People are going to

experiment; I know in European countries people have glasses of wine very often with dinner while growing up and they know what it's like. It's not like that here, and we know people are going to drink, people are going to experiment, so we have to have some kind of control of the environment. As Mike said, with the Greeks you have the ability to kind of educate. We have the ability to give mandatory DART sessions and education sessions and support networks. As Vicki said of the College Houses, support networks are very important. I know that the IFC is bringing in a speaker [who is] a recovering alcoholic.... I've had a lot of very useful dialog with Kate Ward-Gaus and the UA would like emphatically, with the help of the administration and the rest of the University community, to address this problem possibly with some kind of day-long educational event.

**Sharon Weinzimer:** I'm President of DART, the Drug and Alcohol Resource Team. DART is a volunteer student organization and part of the Office of Health Education. Through workshops, we facilitate small group discussions encouraging students to make educated, responsible, and safe decisions concerning their alcohol consumption. We hope to curb the excessive drinking of alcohol that occurs at Penn. We ask students to talk openly about decision-making and peer pressure, hoping they can recognize

### *There's no teachable moment west of 40th Street.*

their personal limits and goals, and the need for personal responsibility. We want to ensure that students can recognize the medical risks that accompany alcohol consumption and know exactly where to seek medical treatment. It is to our benefit that we have emergency treatment so accessible.

Previously DART has focused on the individual, challenging his or her decisions and actions regarding alcohol use, but recently we have shifted our focus to emphasize group responsibility, challenging students to think about their interaction with friends and hall-mates in situations that involve drinking. We are a great resource for information on alcohol first aid. Although we are concerned with the recent hospitalizations associated with alcohol abuse, we do see these numbers as progress that students are taking responsibility and are actively seeking medical attention. Also, DART workshops are mandatory for first-year residence halls and fraternity and sorority pledge classes. We are effective at reaching students that are particularly struggling with the increased freedom and increased responsibility students face in entering college as a whole, or entering the Greek system specifically.

As peer educators, and as students, we share the concerns of excessive alcohol consumption on campus. We have targeted what we are considering to be the high-risk groups through our freshman and pledge workshops. But there is a population of older students that we do not reach. They do not attend our workshops and our workshops are not designed for them. Although we agree that policy and enforcement are necessary in dealing with this problem, we feel that education is crucial and integral, but must also be coupled with students that are willing to take personal responsibility in decision-making.

**Tracy Feld:** I'm the Assistant Dean in Residence in Hill College House and I'm glad to have the opportunity to congratulate and thank Sharon and DART for the pivotal, vital, and excellent work that they have been doing. DART is one of the best resources available to us in residence for trying, particularly in a largely first-year house, to reach students with a healthy message about alcohol. We're really glad you're here.

I'm also really glad that we're *all* here. I wanted to say at the beginning that, boy, I don't want to make that call to parents—and we at Hill House have faced, in the past, situations where there but for the grace of I-don't-know-what, we could have easily been MIT. We had a situation in the not-too-distant past that was very similar to the situation at MIT, and the difference, as I understand it, is that the MIT student went home and closed his door and died. At Hill House, the student happened *not* to close his door, and got to the hospital, and then went on to stop breathing and went on a respirator. And lived.

So we're very concerned about binge drinking, and about the very real risk of death for students, and also about their compromising of their futures in other ways. But I do want to reiterate what's been said also about other risks to students—to their academics, to their being susceptible to violence, as perpetrators of violence and as victims of violence, victims of rape and other kinds of assault—students who are just making bad choices under the influence.

Many of those choices, we're left trying to help them sort out in the morning because they don't remember. I'll agree with Ron Jasner, this is an issue we've been working on for a very long time and we do not have the answer—and we really need students to help us find the answer. I think I might sound as if I'm disagreeing with Ron Jasner on another point, but he's used to that: I'm not sure about, and I'd want to explore what the idea of "cracking down" means.

I wanted to talk a little about the context and the role of the RA and the GF in residences in this dynamic. Our fabulous RAs and GFs are walking a very difficult line in residence today. In the case of alcohol we depend on them to be educators, we depend on them to provide alternative programming, but the most important thing that I depend on from my staff is that they will be a friend and that their students will trust them and will come to them when there is a problem. The other part of their role, though, is that they are asked to, required to, uphold the law. When they know of underage drinking in the residence, they're to put an end to it. And they do put an end to it, as evidenced by these huge parties that are springing up past 40th Street where we have no control: there's no teachable moment west of 40th Street. So I worry about Massachusetts, about the ban of alcohol, and it'll be interesting to see what that leads to. Since the tightening of the liability laws towards the end of the 'eighties, I have seen the drinking of students on this campus pushed further and further underground and farther and farther away from where we can have any impact, so "cracking down" poses a very real concern for me.

I celebrate the work that staff members are able to do because they're able to build the support of students. I also celebrate the instances in which students can impress upon their peers to behave responsibly. And I think, in the end, that's what we're going to be depending on.

# January

## AT PENN

### ACADEMIC CALENDAR

**8** Registration for Undergraduate Transfer Students; Through January 9.  
**12** Spring Semester Classes Begin.  
**23** Add Period Ends.

### CHILDREN’S ACTIVITIES

**22** *Talking Rocks*; discover the stories recorded in ancient paintings and engravings on cave walls and rocks, create your own picture messages. For ages 8-12; 10 a.m.-noon; University Museum; \$5 materials fee. Pre-registration required; call 898-4015 (Museum).  
**20** *The Writers House on Kid’s Corner at WXPN 88.5 FM!*; experts join kids on the popular radio show to explore poetry. Tonight’s topic: ballad; 7-7:30 p.m. (Writers House).

### CONFERENCE

**31** *Cancer in the Dog: 28th Annual Canine Symposium*; \$50; reservations required. Call 898-8862 (VHUP).

### EXHIBITS

**Admission, donations and hours**  
*Arthur Ross Gallery*, Fisher Fine Arts Library: free, Tues.-Fri., 10 a.m.-5 p.m., Sat. & Sun., noon-5 p.m.  
*Burrison Gallery*, Faculty Club: free, Mon.-Fri., 9 a.m.-6 p.m.  
*Esther Klein Gallery*, 3600 Market: free, Mon.-Fri., 9 a.m.-5 p.m.  
*Institute of Contemporary Art*: \$3, \$2/ students, artists, seniors, free/members, children under 12, with PENNCard, and on Sundays 10 a.m.-noon; Thurs., 10 a.m.-7 p.m.; Wed.-Sun., 10 a.m.-5 p.m.; closed: Mon. & Tues.  
*Meyerson Hall Galleries*: free, Mon.-Sat., 9 a.m.-5 p.m.  
*Morris Arboretum*: \$4, \$3/seniors, \$2/students, free/with PENNCard, children under 6; Mon.-Fri., 10 a.m.-4 p.m.; Sat. & Sun., 10 a.m.-5 p.m.  
*University Museum*: \$5, \$2.50/seniors and students w/ID, free/members, with PENNCard, children under 6; Tues.-Sat., 10 a.m.-4:30 p.m., Sunday (free), 1-5 p.m.; closed Mon. & holidays.

### Upcoming

**14** *Pennsylvania Treasures I*: Active artists over 65 years-old with a continuous history of work and production. Exhibiting artists include: Edna Andrade, Vivian Bergenfeld, Quita Brodhead, Bill Daley, Ruth Davis, Larry Day, Ruth Elgart, Tom Gaughan, Laura Goodman, Millie Greenberg, Sanford Greenberg, Mildrid Hurwitz, Ben Kamihira, Jerome Kaplan, Michael Lasuchin, Lee Lippman, Arlene Love, Sam Maitin, Pat Mangione, Charlotte Schatz, Louis Sloan, Doris Staffel, Rudy Staffel, Roswell Weidner and Mili Dunn Weiss. *Esther Klein Art Gallery. Through March 6.*

**17** *Glenn Ligon: “Unbecoming”*; paintings, drawings, prints, archival materials, photographs and installations that not only reflect the artist’s autobiographical search for his identity as a gay African-American but also comprise a broader investigation of race, culture, gender and sexuality. Preview reception, *January 16, 5:30-7:30 p.m.*; Institute of Contemporary Art. *Through March 8.*

### Now

*The First Juried Exhibition of Clay Monoprints*; an exhibition of clay monoprints curated by the technique’s innovator, Mitch Lyons; *Esther Klein Art Gallery. Through January 2.*

*Inside Out: Four Artists From Korea*; four contemporary artists from Korea whose work reflects the personal and political issues of Korean identity, in a variety of media, including installation, photography and video; Institute of Contemporary Art. *Through January 4.*

*The Fragrance of Ink: Korean Literati Paintings of the Choson Dynasty (1392-1910)*; from Korea University Museum; traditional scholar paintings from Korea’s last dynasty; 16th to 20th-century delicate silk paintings; hanging scrolls and screens; *Arthur Ross Gallery & University Museum. Through January 18.*

*Cultural Readings: Spanish Representations of the New World*; selected from the collection of the Jay Kislak Foundation; *Rosenwald Gallery; 6th Floor, Van Pelt-Dietrich Library Center. Through February 28.* (Friends of the Library).

*Roman Glass: Reflections on Cultural Change*; more than 200 examples of Roman glass and associated materials such as pottery and bronze from the first century BC, through the sixth century AD.; second floor, *Dietrich Gallery; University Museum. Through June.*

### Ongoing

*Ancient Greek World; Living in Balance: Universe of the Hopi, Zuni, Na-*

*Parsons Dance Company marks its tenth anniversary during Dance Celebrations’s 15th season at the Annenberg Center, January 8-10. See On Stage.*

photo by Lois Greenfield

*vajo and Apache; Ancient Mesopotamia: Royal Tombs of Ur; The Egyptian Mummy: Secrets and Science; Raven’s Journey: World of Alaska’s Native People; Buddhism: History and Diversity of a Great Tradition; University Museum.*

*Healing Plants: Medicine Across Time and Cultures; Works by Harry Gordon*; massive sculpture in wood, small pieces in granite; *Butcher Sculpture Garden, Morris Arboretum.*

### ICA Tours

Free with gallery admission.

**21** *Curator’s Perspective*; ICA associate director Judith Tannenbaum leads a tour of the *Glenn Ligon* exhibition; 5:30 p.m.; members and volunteers/free; guests \$5. 898-7108 for reservations.

**22** *Gallery Tour*; 5:15 p.m. *Ethnic Notions screening*; 6 p.m.

**29** *Gallery Tour*; 5:15 p.m.; *Thelma Golden talk*; 6 p.m.;

### University Museum Tours

Meet at the main entrance; 1:30 p.m. Free with Museum admission donation. For info, visit [www.upenn.edu/museum](http://www.upenn.edu/museum).

**10** *Highlights*; *Also January 31.*  
**11** *Southwest*  
**17** *Mesoamerica*  
**18** *Archaeology*  
**24** *China*  
**25** *Buddhism*

### FILM

**22** *Ethnic Notions*; (Marlon Riggs; 1987; 56 min) in conjunction with *Unbecoming*; 6 p.m.; ICA (*See Exhibits*).

### FITNESS/LEARNING

*CGS Special Programs*; registration required. For info, call 898-6479, or visit: [www.sas.upenn.edu/CGS/](http://www.sas.upenn.edu/CGS/).

*Jazzercise*; 5:30-6:30 p.m.; Mon., Tues. and Thurs.; *call for class location*; first class free; \$3.50/class, \$2.50 students; Carolyn Hamilton, 662-3293 (days), (610) 446-1983 (evenings).

### Writers House

All events take place at 3805 Locust Walk. For info call 573-WRIT or visit: [www.english.upenn.edu/~wh](http://www.english.upenn.edu/~wh).

**12** *Penn and Pencil Club*; creative writing workshop for Penn and Health systems staff; 5:15-7:15 p.m. *Also January 19* (with guest speaker TBA).

**20** *Talking Film: Film History Workshop*; with Ernie Vecchione; 7 p.m.

**28** *Publishing Workshop*; Loretta Barrett, Penn alumna and literary agent talks to Penn writers about the business of publishing your work; time TBA.

### MEETINGS

**14** *University Council*; 4-6 p.m.; McClelland, Quad; Penn ID required; observers must advance register with the Secretary’s Office at 898-7005 to attend.

**19** *PPSA Executive Board*; open to all A-1 observers; noon-1:30 p.m.; Bishop White Room, Houston Hall.

### MUSIC

**9** *Inkhay: Sounds & Rhythms of the Andes*; pre-Columbian and contemporary South American music and dance; 8 p.m.; \$16; students/seniors-\$14; I-House members-\$15; International House; 895-6588 for info (I-House Folklife Center).

**15** *The Virgin House Band*; jazz quartet; 8-10 p.m.; 3805 Locust Walk. *Also playing January 22* (Writers House).

**25** *Scottish Folk Music*; Charlie Zahm and Ted Fiddler perform traditional Scottish music in honor of Scottish poet Robert Burns on his 239th birthday; 2:30 p.m.; University Museum Galleries (Museum; Presser Foundation).

### ON STAGE

**Annenberg Center**  
Call box office, 898-6791 for tickets. Info: [www.libertyinet.org/~annctr](http://www.libertyinet.org/~annctr).

**2** *Black Nativity*; by Langston Hughes; holiday musical; Zellerbach Theatre, Annenberg Center. *Through January 4.* (Freedom Repertory Theater).

**8** *Parsons Dance Company*; with performances of *Nascimento, Sleep Study, The Almighty, The Envelope, Caught, and Closure*, all choreographed by founder David Parsons; 7 p.m.; Zellerbach Theater. *Also January 9, 8 p.m.*; and *January 10, 2 p.m. & 8 p.m.* (Dance Celebration/Main Series).

**12** *O Vertigo*; high energy dances including excerpts from the full-length *Don Quixote and Chagall*; 8 p.m. (Dance Celebration/Montreal Festival).

**22** *The Tale of Teeka*; drama about how domestic violence affects children; an adult Maurice returns to his childhood farm and recalls the painful loss of his pet goose; 7 p.m.; *Also January 23, 10 a.m. & 12:30 p.m.* (Montreal Festival/Young Adult Theatre).

### Writers House

All events take place at 3805 Locust Walk. For info: 573-WRIT or visit [www.english.upenn.edu/~wh](http://www.english.upenn.edu/~wh).

**21** *Philly Talks*; poetry reading and

panel discussion with Ron Sillman and Jeff Dirkson; 7 p.m.

**26** *Poetry Reading by Diane Cavallo*; 6 p.m. with dinner to follow. To RSVP for the dinner and/or reading,

e-mail [wh@dept.english.upenn.edu](mailto:wh@dept.english.upenn.edu).

**28** *Speakeasy: Poetry, Prose and Anything Goes*; open-mic performance night; 8:30 p.m.

**31** *Full Circle*; open-mic reading for Philadelphia poets; 8-10 p.m.

### RELIGION

*Penn Graduate Christian Fellowship*; 7 p.m., Wednesdays, Newman Center.

### Christian Association

The CA Chapel is open 9 a.m.-9:30 p.m. for private prayers and meditation.

*Holy Communion*.; noon-1 p.m., Mondays, Chapel

*Orthodox Christian Fellowship: Vespers and Discussion Series*; 7-9 p.m., Tuesdays, 3rd floor, Chapel

*Early Morning Prayers*; 8-8:55 a.m., Wednesdays, Conference Room

*Physical Plant Prayer Group*; 11:30 a.m.-12:30 p.m., Wednesdays, Chapel

*Quaker Meetin’ and Eatin’*; noon-1 p.m., Wednesdays, Auditorium

*Sister Circle*; noon-1 p.m., Wednesdays and Thursdays, Conference Room

*Buddhist Meditation*; 1-2 p.m., Wednesdays, Chapel

*Unitarian Universalists*; 7-9 p.m., first and third Thurs., Lounge

*Bible Study*; 7:30-8:30 p.m., Thursdays, Lounge

*Buddhist Meditation*; noon-1 p.m., Fridays, Chapel

### SPECIAL EVENTS

**24** *World Culture Day at the University Museum: Chinese New Year Celebration*; 17th annual event celebrating Chinese history, culture and the Year of the Tiger; children’s workshops, storytelling, cooking, arts & crafts, martial and healing arts demonstrations, and traditional Chinese Lion Dance and Firecracker Parade grand finale; 11 a.m.-4 p.m.; Museum (University Museum).

**29** *Women’s Jamboree*; literary and musical performances celebrating women; 8-10:30 p.m.; Writers House, 3805 Locust Walk; \$5 donation requested for WOAR (Penn Women’s Alliance).

### Faculty Club

Dinner seatings between 5:30-7:30 p.m. Call 898-4618 for reservations and information.

**21** *Chef’s Showcase Dinner*

**28** *Foods of the Forest Buffet*

### Martin Luther King, Jr. Commemorative Events

**18** *King’s Walk Banners* ; banner painting, students will gather to create visual reminders of the immortal messages of Dr. King; the banners will hang on Locust Walk during the week to inspire the University community; 2-6 p.m. (Program for Student Community Involvement).

*Martin Luther King, Jr. Anti-Violence Vigil* ;7:30 p.m., meet at the DuBois College House; meet at the Christian Association immediately following the Vigil for speeches and refreshments (Alpha Phi Alpha Fraternity, Incorporated).

**19** *Martin Luther King, Jr. Breakfast*, Keynote: Margaret Beale Spencer, Graduate School of Education, 9 a.m., DuBois College House (BGAPSA, BSL,UMC).

*Martin Luther King, Jr. Noontime Commemorative Program*, Keynote: Walter Palmer Palmer Foundation, School of Social Work, Martin Luther King, Jr. Essay Contest Winners, noon - 2 p.m. Penn Tower Hotel (African American Association of Administrators, Faculty & Staff).

*Martin Luther King, Jr. Lunch*; Penn Tower serves a special Holiday lunch buffet, noon - 4 p.m., Penn Tower Hotel restaurant: PT’s 387-8333 or 898-1492.

*Town Meeting*, facilitated by University of Pennsylvania’s Martin Luther King Commemorative Evening Program; keynote speaker: Bev Smith 3-5 p.m., DuBois College House (BGAPSA, BSL, UMC).

*University of Pennsylvania’s Dr. Martin Luther King, Jr. Commemorative Evening Program*, featuring keynote: Bev Smith, host of “Our Voices” seen on Black Entertainment Television (BET) and can be heard daily on the Sheridan Broadcasting Network. Also featured will be the Martin Luther King Community Service Awards recipients, Penn’s Gospel Choir and Rah Na Na Accapella Group 7:30 p.m., Annenberg School Auditorium.

**20** *The Man Behind The March: Bayard Rustin*; presentation on the life of Bayard Rustin, organizer of the 1963 March On Washington, 7:30 p.m. for location, call 898-5044 (Lesbian Gay & Bisexual Center at Penn).

*Eyes On The Prize, Part I & II* , showing of the award-winning video series which traces the Freedom and Civil Rights Movement in the U.S. from 1954-1965 10 p.m., RESNET Video Channel 11 (Penn Video Network).

**21** *GSE’s Annual MLK Celbration*; Earl S. Richardson, president, Morgan State University, GrD’76; 10 a.m., Room D 9-10, GSE (GSE Development & Alumni Relations).

*Eyes On The Prize, Part III& IV* , showing of the award-winning video series which traces the Freedom and Civil Rights Movement in the U.S. from 1954-1965, 10 p.m., RESNET Video Channel 11 (Penn Video Network).

**22** *Martin Luther King, Jr. Interfaith Program*, featuring Johnnetta B. Cole, president emerita, Spelman College, the Presidential Distinguished Professor of Anthropology, Women’s Studies and African American Studies at Emory University. Also featuring student reflections on Dr. King’s Ministry, Rah Na Na, and Penn’s Gospel Choir, 7 p.m., Meyerson Hall (Office of the Chaplain and Interfaith Council).

*Eyes On The Prize, Part V & VI*, showing of the award winning video series which traces the Freedom and Civil Rights Movement in the U.S. 1954-1965, 10 p.m., RESNET Video Channel (Penn Video Network).

**23** *Free Speech and Community*; a forum led by faculty which will explore free speech and a community’s need to support diverse members of the community; 2:30 p.m. for location call 898-3357 (MECHA, BSL, APSC, ACELA, UMC).

*Jazz for King & Poetry Too*; cabaret featuring Glenn Bryan’s renowned group, “Signature”. Also featured, poetry by Kamau Ma’atand Huie Douglas, 6 p.m., DuBois College House (African-American Resource Center, Penn Women’s Center, The DuBois College House).

**27** *Syphilis And Social Justice: What’s The Connection?* Robert Fullilove, a colleague of Dr. King and currently an associate dean, Columbia University’s School of Public Health, discusses the links between social policy and Sexually Transmitted Disease (STD) prevention in America, 7 p.m., Ben Franklin Room of Houston Hall (Student Health Service).

**28** *Civil Rights Leader: Cesar Chavez*; film from the Chicano Film Series highlighting the life of Mexican Civil Rights leader, Cesar Chavez 7 p.m., GIC, 3708 Chestnut (Movimiento Estudiantil Chicano de Aztlan (MECHA)).

### SPORTS

Information: 898-4519 or [www.upenn.edu/athletics](http://www.upenn.edu/athletics).

**9** *Women’s Basketball vs. Brown*; 7 p.m.

**10** *Swimming & Diving vs. Rutgers*; noon (M/W)

*Women’s Basketball vs. Yale*; 7 p.m.

**12** *Men’s Basketball vs. Lafayette*; 7 p.m.

**16** *Swimming & Diving vs. Army*; 4 p.m. (W)

**17** *Swimming & Diving vs. Brown*; noon (W)

*Swimming & Diving vs. Brown/Army*; 3 p.m.(M)

**19** *Women’s Basketball vs. Lafayette*; 7 p. m.

**20** *Men’s Basketball vs. Drexel*; 7:30 p.m.

**21** *Men’s Squash vs. Franklin & Marshall*; 6:30 p.m.

**24** *Women’s Squash vs. Williams*; noon  
*Men’s Basketball vs. St. Joseph’s*; 7:30 p.m.

**30** *Men’s Basketball vs. Columbia*; 7 p.m.

*Wrestling vs. Cornell*; 9 p.m.

*Swimming & Diving vs. Yale/ Dartmouth*; time TBA. (M/W Diving)

**31** *Swimming & Diving vs. Yale/ Dartmouth*; noon (W)

*Fencing vs. Yale*; 2 p.m.

*Wrestling vs. Columbia*; 2 p.m.

*Swimming & Diving vs. Yale/ Dartmouth*; 3:30 p.m. (M)

*Men’s Basketball vs. Cornell*; 6:30 p.m.

### TALKS

**9** *Nonhuman Primates: Bacterial Diseases*; Stuart E. Leland, clinical veterinarian, ULAR; 10 a.m -noon; Medical Alumni Hall, 36th & Spruce (Laboratory Animal Medicine).

**14** *Maratha Power in Everyday Life*; Anne Waters, Mt. Holyoke; 11 a.m.; History Lounge, 329A 3401 Walnut (South Asia).

*Protein Kinase A, Long-Term Memory and the Late Phase of LTP*; Edwin Abel, biology; 4 p.m., 140 John Morgan Building (David Mahoney Institute of Neurological Sciences).

**16** *Nonhuman Primates: Viral Diseases*; Dale Martin, Walter Reed Army Institute of Research; 9 a.m.-noon; Medical Alumni Hall, 36th & Spruce (Laboratory Animal Medicine).

*TBA*; Gary Hatfield, philosophy; noon; Large Seminar Room, IRCS, 3401 Walnut (IRCS).

**21** *Sinhala-Ness Over the Longue Duree*; John Rogers, Harvard University ; 11 a.m.; History Lounge, 329A, 3401 Walnut (South Asia).

*Welfare Rights and Social Change*; Ursula Bischoff, Ph.D. student, noon-1 p.m.; Caster Building (School of Social Work).

*Rigorous Research to Improve Policy and Practice: Lessons from Welfare Reform Demonstrations*;Rebecca Maynard, education; 1-2 p.m.; Caster Building (School of Social Work).

**22** *Reconstructing Women’s Lives in Central Europe Before the Holocaust*; Helen Epstein, author; 5 p.m.; 109 Annenberg School, 3620 Walnut St. (Women’s Studies, Jewish Studies).

**23** *Animal Rights Activities: A Real Threat to Animal Research*; Susan Paris, Americans for Medical Progress; 10 a.m.-noon; Medical Alumni Hall (Laboratory Animal Medicine).

*TBA*; Geoffrey Hinton, University of Toronto; noon- 2 p.m.; Large Seminar Room, IRCS, 3401 Walnut (IRCS).

**26** *Sawyer Seminar on Globalization and Inequality*; Yasemin Soysal, Harvard; 3-5 p.m.; Room 103, McNeil Building (Sociology).

**27** *Assisted Reproduction: Towards the Millennium*; Karen Gunsane, obstetrics and gynecology; 1 p.m.; Faculty Club (Women’s Club).

*The Altered Partitioning Model for huMDR 1-Mediated Drug Resistance*; Paul Roepe, Georgetown; 4 p.m.; physiology conference room, 4th floor Richards Building (Physiology).

**28** *Modern South Asia in World History Perspective*; Michael Adas, Rutgers; 11 a.m.; History Lounge, 329A 3401 Walnut (South Asia).

**29** *The Glenn Ligon Exhibition in the Context of Contemporary Art Issues*; Thelma Golden, Whitney Museum of American Art; 6 p.m.; Institute of Contemporary Art (ICA).

**30** *TBA Admission*; Kathy McKeown, Columbia; noon-2 p.m.; Large Seminar Room, IRCS, 3401 Walnut (IRCS).

## Almanac

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Unless otherwise noted all events are open to the general public as well as to members of the University. For building locations, call 898-5000 between 9 a.m. and 5 p.m. Listing of a phone number normally means tickets, reservations or registration required.

This January calendar is a pull-out for posting. *Almanac* carries an *Update* with additions, changes and cancellations if received by Monday noon prior to the week of publication. Members of the University may send notices for the *Update* or *February at Penn* calendar.