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Center for Electronic Text & Image

The **Center for Electronic Text & Image (CETI)** is dedicated to providing online access to unique, rare, and other original materials from the University of Pennsylvania Library's holdings. For more information, please see our [Mission Statement](#).

The Center's **Catalog of Electronic Texts and Images** comprises a series of ongoing scanning projects as well as pilot scanning projects designed to provide us with preliminary information about standards and formats for online presentation. Currently the catalog is organized into three major subject categories: Renaissance Studies, South Asia Studies, and Women's Studies; they are succeeded by the pilot projects. We welcome comments and advice.

Catalog of Electronic Texts and Images

Renaissance Studies

King Lear (1619)
(Facsimile of the Second Quarto [Q2] of Shakespeare's *King Lear*)

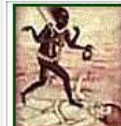


King Lear (1623)
(Facsimile of the First Folio edition of Shakespeare's *King Lear*)




South Asia Studies

American Institute of Indian Studies Slide Collection
(Over 40 indexed slides currently available)




Women's Studies

Manuscript Diaries
(Currently available are facsimiles of two 19th-century American women's diaries.)



The Life and Death of Harriet Beecher Stowe
(Facsimiles of the first edition, 1852, as well as an electronic version.)



Pilot Projects

Genizah Fragments
(Currently available are three fragments and a test project assessing the transfer of Genizah fragment slides onto Photo-CD)



Miscellany of Scientific Treatises (ca. 1450-1475)
(Facsimile of part of a late 15th-century codex manuscript)



Ben Franklin Portraits
(Ten engravings of Ben Franklin)



At presstime, URLs had not been finalized for the home pages of the President's and Provost's offices shown here. Navigators can expect to find them by September 3 via Penn's home page: <http://www.upenn.edu/>

Credits for Page Construction:

Penn Library's CETI:
Dr. Joseph Ryan

President's Office:
Holly Loth, C'97

Provost's Office:
Alex Edelman, C'97

University Archives:
Steven Morgan Friedman

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Office of the President

of the University of Pennsylvania



From President's (clockwise from upper left) Maria Mayerson (1670-1666), Gaylord Warwick (1873-1879), Felix Rodin (1954-1949), Thomas Gato (1938-1934), George McClelland (1934-1948), Madison Hackney (1866-1862), Sarah Strauss (1948-1952), William Dabney Jarring, 1953, and Claire Fagin (interim, 1993-1994).

[The Presidency](#) [The President's Center](#)
[Welcome to College Hall](#) [What's New](#)
[Penn Links](#) [Dr. Judith Rodin's Homepage](#)

Home on the Web

Over the summer a host of new electronic resources have been placed on line via the Penn Web. To note a handful of central ones:

The President and the Provost are mounting home pages that act as windows on the work of their offices, with links to many sites involved in the formation of plans and academic initiatives for the 21st Century.

The web site just opened by the University Archives (*below right*) is not only a repository of history in words and images, but a working tool for answering questions about Penn today.

On the back cover: Among the most ambitious of the nation's growing number of scanning initiatives is the Library's new Center for Electronic Text and Image, based on unique materials gathered over the past 200 years by the University Librarians.

And, not shown but newly online is the Faculty Senate's home page, found at http://www.upenn.edu/faculty_senate/.

UNIVERSITY of PENNSYLVANIA

Almanac

Tuesday,
September 3, 1996
Volume 43 Number 2


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Centerspread: September at Penn

Location: <http://www.upenn.edu/AR/>

What's New? What's Cool? Handbook Net Search Net Directory Software



University of Pennsylvania
University Archives and Records Center

Whence, the Wellbeing of a Society depends on the Discretion of her Youth as well as its great resources the Eternal wisdom of every Individual by assisting on their noble study Principles of Morality and Religion, instructing them in the several Duties they owe to the Society in which they live, and one towards another, giving them the Knowledge of Languages & other parts of useful Learning necessary for them, in order to render them Serviceable in the several Public Offices to which they may be called.

Benjamin Franklin's Preface to the 1753 Charter

[The History of the University of Pennsylvania](#)
[Penn, Past and Present: A Photographic Journey](#)
[The Men and Women of Pennsylvania](#)
[The History of Universities](#)
[The University Archives and Records Center](#)

If you're looking for something specific, then [search our Web site!](#)
If you can't find it here, or if you have a more specific question about Penn's history, then [ask us!](#)

This page is maintained by [Debra Norma Friedman](#). Send inquiries to gn@pobox.upenn.edu

Almanac

#211 Nichols House, 3600 Chestnut Street
Philadelphia PA 19104-6106

Why is this issue of *Almanac* individually addressed?

We do this once a year to notify faculty and staff that the journal of record, opinion and news is back in weekly production, with *Compass* features continuing as a special section. (*Job Opportunities* resume weekly production next week; but see page 15 of this issue for information on finding them during breaks.)

Normally *Almanac* is distributed via bulk drops to individual buildings, where each department chooses its own system for further distribution. To find out how the system works, try the departmental secretary first, or the head of the school or building mailroom.

If all else fails, mail your label to *Almanac* (see address above), or fax it to us at 898-9137, adding your campus phone number so we can direct you to a source of help. *Almanac* and the *Compass* features are also available electronically at <http://www.upenn.edu/almanac>.

Dr. Digby Baltzell: Philadelphia Gentleman and Scholar

Dr. E. Digby Baltzell, the renowned Penn sociologist whose studies of the White Protestant Anglo-Saxon establishment and the creation of its acronym, WASP, made an indelible impression on the American consciousness, died on August 17 at the age of 80.

Dr. Baltzell, who had houses on Delancey Place in Philadelphia and in Wellfleet, Mass., was vacationing at his summer home when he was stricken with chest pains and hospitalized at Hyannis, then moved to Boston, where he passed away at Brigham and Women's Hospital.

As the East Coast's media learned of his death, reams of newsprint were once again devoted to Dr. Baltzell's work, just as they had been each time he delivered a new insight into the workings of the ruling elite of America.

Edward Digby Baltzell was born in Philadelphia to a comfortable but not privileged family, and grew up in Chestnut Hill. He took his bachelor's degree at Penn in 1940. After World War II service as a naval aviator he earned his Ph.D. from Columbia and returned to Penn to become one of the University's most popular and influential teachers as well as a best-selling author whose books were popular with the general public and at the same time respected by colleagues.

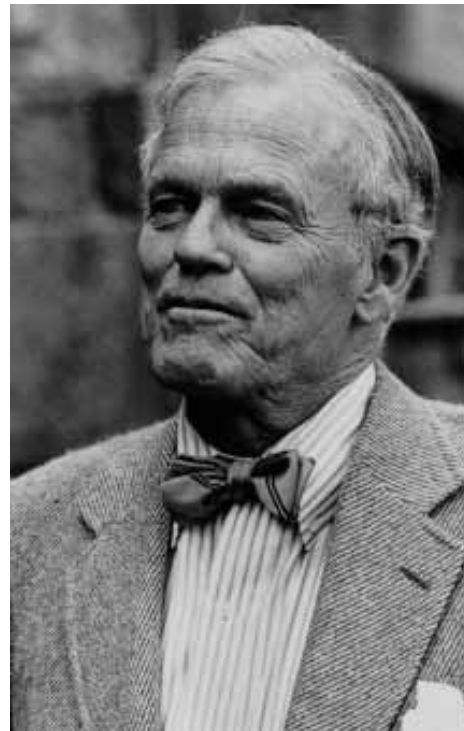
An outstanding teacher who built lifetime ties with many of his students, he won SAS's Ira Abrams Award for Distinguished Teaching in 1985, an Alumni Award of Merit, the Philadelphia Athenaeum's Nonfiction Book Award, and honorary degrees from LaSalle College and the University of Pennsylvania.

Outside the University, Dr. Baltzell's fame rested primarily on four well-known books.

Two that were produced early in his career (the 1958 *Philadelphia Gentlemen: The Making of a National Upper Class*, and the 1964 *The Protestant Establishment: Aristocracy and Caste in America*) established his reputation—among American social commentators as well as scholars and students—as a man with something new to say and a persuasive way of saying it. He had studied the haves as other sociologists studied the have-nots, identifying sociological factors that he believed would bring about a decline in leadership if the ruling elite did not take its responsibilities and at the same time open its doors to rising new energies.

Decades later his *Puritan Boston and Quaker Philadelphia: Two Protestant Ethics and the Spirit of Authority and Leadership* contrasted two styles of urban aristocracy, with Philadelphia coming off second best in the book though not in his own estimation as the preferred city to live in. Last year in *Sporting Gentlemen: Men's Tennis from the Golden Age of Amateuism to the Cult of the Superstar*, he identified Arthur Ashe as the "last best example of the gentlemanly values of the amateur."

Dr. Baltzell, whose first wife, the artist Jane Piper, died in 1991, is survived by two daughters, Eve and Jan Baltzell and by his second wife, Jocelyn Carlson Baltzell and two step-daughters Justina Carlton and Julie Carlson Groves. He is also survived by a brother, Dr. William Baltzell, and a niece and two nephews.



Dr. E. Digby Baltzell. The Department of Sociology plans a campus memorial service this month, to be announced shortly.

Rev. Hermann Behrens, Sumerian Scholar and Pastor



Fr. Hermann Behrens. A campus service will be held September 12 at 4 p.m. in the Museum.

The Rev. Hermann Behrens, a distinguished Sumerologist and who had been one of the core group of scholars in the University Museum's Sumerian Dictionary Project for the past 15 years, died on August 1 at the age of 52.

Only a month before his death Father Behrens had been named editor-in-chief of the dictionary project, a massive effort involving some 250 scholars worldwide who are working to produce 20 volumes (three have been completed so far). Considered a top-ranking Sumeriologist at 52, he was expected by his Museum colleagues to be the leader who would carry the project into the twenty-first century. He had just returned from a visit to his native Germany when he died, apparently of a heart attack in his sleep, at the Rectory of St. Frances de Sales in West Philadelphia.

In addition to being an outstanding linguist and scholar of the world's first oldest known written language, Father Behrens was also the choir director and pastor-in-residence at St. Frances de Sales, active in parish and community life in his adopted city. Born in Anklam, Germany, he was a member of the Order of the Sacred Heart who received his doctorate from Freiberg University and began his scholarly work as a student and teacher of the Old Testament. After participating in an archaeological expedition to Kamid el-loz in Lebanon in 1971-72, and after further study, he began teaching Near Eastern archaeology and Sumerology at Frieberg in 1979.

The author of three books on Sumerian historical texts and one on Sumerian literature, he joined Penn in 1981 as a research associate on the Dictionary Project. He also taught courses in Near Eastern geography at Penn.

A funeral mass was held on August 5 at St. Francis de Sales, celebrating his life as a scholar and priest noted for his warmth and humanity. On Thursday, September 12, University colleagues will hold a memorial service at 4 p.m. in the University Museum.

Dr. Ernest Dale of Management

At presstime *Almanac* was notified of the death of Dr. Ernest Dale, a longtime professor of management in the Wharton School whose worldwide scholarship and consulting influenced economic development across national boundaries. Details of his career will be published next week.

The Changing University

Over the summer, I have watched from my office window in College Hall the rise of the structure that will become the Roy and Diana Vagelos Laboratories of the Institute for Advanced Science and Technology. As this important and impressive building has taken shape, I've thought about the "construction" of the University over its 250-plus years. More to the point, I've thought about the "reconstruction" or "restructuring" of Penn that each generation of buildings has embodied at various times and in various ways throughout its history.

In fact, the University has always been in the grip of change. It has grown, contracted, grown again, plateaued, forged ahead. Always changing. Much to its benefit, Penn has been shaped and reshaped by generations of wise men and women who have responded to the demands of their days and loved Penn as much as we do.

As new buildings take physical form and old treasures are restored, another kind of restructuring is also underway. Across the University, work teams are bringing profound changes to administrative life—driven by the same desire for excellence and frugality that have been Penn's hallmark since the beginning.

Yes, we must—and we can—reduce administrative costs. Shaken by the rising price of higher education, the public is loudly and increasingly demanding this of all universities, including Penn, where total annual costs for an undergraduate now exceed \$30,000. But just as important, we have our own strong institutional reasons to tighten our administrative belts: We can reinvest the savings in programs, in teaching, and in the people of this University. The "penny saved, penny earned" legacy of our founder should make us proud to do so.

And as we change, we must continue to improve the quality of life at Penn—for students, faculty, and, in particular, staff, whose work goes unrecognized too often and whose contributions are innumerable. It was on their behalf that I wrote to the *Inquirer* last spring, following its series on higher education, to say how proud I am of the staff at this institution.

Several changes in the way we do things are already improving the quality of life at Penn and, I hope, increasing job satisfaction. Consider just a few examples:

- The \$12 million in central administrative savings over the past year will fund, among other things, an investment in equipment, technology, and facilities to support public safety efforts on campus. There is no higher priority than the safety and security of everyone who lives or works at Penn.
- The prescription plan negotiated with the PCS Health System is saving thousands of University employees time and money (\$200,000 annually), as are the lower contribution rates negotiated last year with Blue Cross.
- The result of a major negotiation with AT&T a year ago, Penntrex has given hundreds of University students a 25 percent reduction in their phone bills.
- The construction of the Barnes & Noble superstore—in itself a dramatic improvement in many ways—will create a magnet on Walnut Street for a wide range of other attractive and much-needed retail establishments.
- By choosing to retire by July 1, 152 employees were able to take advantage of health insurance benefits for retirees. Their retirement also gives us the opportunity to determine whether those positions should be filled or discontinued.

It is certainly true that some Penn employees, through no fault of their own, have lost jobs over the past year, and others will in the future, as positions are eliminated in individual schools, departments, or offices over time. Since July 1, 1995, 160 positions have been discontinued across 18 administrative departments and schools. Of the 160 employees affected to date, over one-half have obtained new jobs, many through our new Position Discontinuation and Staff Transition (PDST) plan. We established the PDST plan last year to provide salary, benefits, and job counseling during a transition period for those whose positions have been eliminated. The plan is not perfect, but we believe it is one of the most generous in academia. Nothing less would be adequate for us.

In the mission statement of *Agenda for Excellence*, the draft strategic plan that will be finalized this fall, the last paragraph includes six points about the quality of life at Penn. The first point says Penn will "encourage, sustain, and reward its faculty; nurture, inspire, and challenge its students; and support and value its staff."

These words were not chosen idly. Nor were the words I chose two years ago, in my first State of the University address, to say that our collective effort must be to make Penn even greater by using our resources in the best ways possible. We can and must improve the quality of our services, reduce unnecessary expenditures, and invest in the development of our programs and our people. We must empower our employees, extending authority and accountability deeper into the organization and rewarding success. We must eliminate bureaucracy and other impediments to excellence in our administrative services. On the other hand, we have no wish to make Penn look or feel like a business corporation with a relentless focus on the bottom line.

In ongoing conversations with members of the University community, Executive Vice President John Fry and many others have communicated the goals and process of administrative restructuring. Conversations will continue with the deans and business administrators of the schools, leaders of the Faculty Senate, the A-1 and A-3 Assemblies, and student and other campus groups, as will updates to University Council and reports on our effort in these pages. We will consult with more people, and more often. And we intend to communicate still more and still better. Starting now.

In the year ahead, we will build on the progress we have made in many areas, looking to reduce costs and minimize duplicative efforts while improving productivity, quality, and service in critical administrative areas. Among these areas are: procurement, research support, human resources support services, computing, housekeeping and maintenance, construction management, internal audit, public safety, and such auxiliary services as dining.

In each case, we are looking to improve the quality of life on campus by exploring ways to make Penn a safer, more vibrant, and more satisfying place in which to work and to learn. When the key elements of these transformations are looked at broadly, they add up to a university dedicated to service excellence. They add up to a university that is finding ways to work more effectively—and more productively. They add up to a university that is not afraid of change. And change is truly one of Penn's most enduring traditions.

Judith Rodin



Dean Gary Hack



John Prendergast

The Summer of '96

In summer issues of *Almanac*, major announcements included the selection of Dr. Ralph Amado as Vice Provost for Research (see July 16) and of Dr. Gary Hack of MIT, *above*, as Dean of the Graduate School of Fine Arts (see June 18). Also June 18, Dr. James O'Donnell was named Faculty Master of Hill House, and Alumnus John Prendergast, *above*, editor of the *Pennsylvania Gazette*.

A new program of dental benefits for retired faculty and staff was announced in the July 16 issue.

The long-discussed Charter of the Student Disciplinary System received final approval from all of the schools, as reported July 18, and will be published Of Record in *Almanac* next week.

Chaplain: Rev. Will Gipson of Princeton

The Rev. William Christian Gipson, who had been Associate Dean of Religious Life and of the Chapel at Princeton since 1994, became Chaplain of the University of Pennsylvania on August 1.

Provost Stanley Chodorow, who announced the appointment, said Mr. Gipson will also be a Special Advisor to President Judith Rodin and will be one of her administrative appointees to the University Council.

"William Gipson brings to the position extensive experience in a University setting," the Provost said. "During his tenure at Princeton he worked closely with the Dean of Student Life Office, the Dean of the College Office—where he served as an intern last year—and participated as a fellow in one of the five residential colleges for first-year and sophomore students.

"He has a clear vision for an urban University Chaplaincy program, and the President and I look forward to working with him."

Mr. Gipson took his bachelor's degree in journalism from Northeast Louisiana University and his master's from Colgate Rochester Divinity School. After serving as the Community Legal Education and Resource Coordinator for the North Louisiana Legal Assistance Corporation, he worked as a reporter for Berkeley's *California Voice* and as an English instructor and Coordinator of Enrichment Activities for Cal State's Upward Bound Program.

Ordained a Baptist minister in 1980, he was later ordained a dean and elder in the African Methodist Episcopal Church and served as Assistant Minister of the Memorial African Methodist Episcopal Zion Church in Rochester, NY, from 1987 to 1990.

He joined Princeton as Assistant Dean of the Chapel in 1991, serving also as Chaplain of the school's Hallelujah! Worship Service. A member of the First Baptist Church of Princeton, he is also a member of the Association for College and University Religious Affairs and the Association for Religion and Intellectual Life. He was actively involved with the Princeton area's regional schools, serving on the school board, on the Operating Committee of Princeton Young Achievers, and on the Board of Trustees of Princeton Friends School.



Rev. William Gipson

Academic Support Programs

The Department of Academic Support Programs is a "center" for academic support, with support services and centralized assessment and referral services now housed on the first floor of Harnwell House. Below is a brief description of services offered and referral procedures:

Tutoring and Learning Resources, 3820 Locust Walk, Suite 109, 573-9235 or 898-8596:

- Tutoring in most undergraduate lower division courses.
- Individual instruction in all aspects of academic learning, including reading, studying, exam preparation and time-management.

Student Orientation Programs, 3820 Locust Walk, Suite 103, 898-4276:

- Orientation programs to introduce undergraduate and graduate/professional students to the academic and social aspects of campus life, as well as important resources at the University.

Pre-Freshman Program/PENNCAP, 3820 Locust Walk, Suite 102, 898-6440:

- Program for introducing selected incoming undergraduate students into the intellectual and social life at the University through a four-week academically rigorous summer program.
- Comprehensive educational/advising services to students identified by faculty and/or academic advisors as needing academic support supplemental to that provided by their schools

Mentor Programs, 3820 Locust Walk, Suite 102, 898-9516:

- Informal support network for first-year undergraduate African American, Asian American, Latino/Chicano, and Native American students who are matched with peer mentors and/or faculty/staff mentors with similar academic interests.

Upward Bound Program and Veterans Upward Bound Program, 3933 Walnut Street, 898-3185:

- College preparatory programs for qualified local high school students and veterans.

To refer students for content tutoring or study strategy instruction, call 57 EXCEL (573-9235). Students can be seen on a walk-in basis for study strategy instruction Monday-Friday, 12-3 p.m.

On-site Tutoring will begin September 16, 1996.

Individual Tutor Assignments will be made beginning September 30, 1996.

Two workshop series are scheduled:

- *Mastering the Ivy League* will be held September 3, 11, 17, and 25, and October 1, 7-8 p.m., in the Smith Penniman Room, Houston Hall.
- *Academics Plus (A+)*, an international series, will be held September 5, 12, 19, and 26, 5-6:30 p.m., in Room 27, Bennett Hall.

Complete schedules for workshops and On-site Tutoring are available in Suite 109 Harnwell House. For general information, please call 898-0809.

— Terri White, Director, Department of Academic Support Programs
Harnwell House (High Rise East), Suite 209 3820 Locust Walk/6134
phone 898-0809; fax 898-9301; URL <http://dolphin.upenn.edu/~daspl>

PENNCARD: Going Digital

In order to improve PENNCARD (the University Identification Card) and enhance its use, the PENNCARD Center has begun to issue new PENNCARDS with a digital photo. Among other enhanced features, digital photos have application within electronic security systems, providing additional safeguards to campus buildings as new types of ID card readers come on line.

The new cards with the digital photos made their debut this fall at CUPID August 26-September 3. The first students to receive the new cards were Wharton Undergraduate students enrolled in Management 100.

Starting September 4, the PENNCARD Center will issue the new digital PENNCARDS to *faculty, staff, students, and associates* at the PENNCARD Center (220 S. 40th Street). Alumni, Guests and Recreation users will continue to receive the current version of their cards until new designs are approved.

Please note that new PENNCARDS are *not* required except for new students, employees, and associates, and for replacement of lost, stolen, expired, or damaged cards. *Recarding will occur gradually. A general recarding of current PENNCARD holders will not take place at once.* Both versions of the PENNCARD (digital and current) will function in the existing University access systems.

Restricted use of the digital photographs for legitimate educational or institutional purposes will be maintained at all times. Such use will be governed by the Family Educational Rights and Privacy Act, in the case of students, and by the Human Resources Policy on Records-Confidentiality 201, in the case of employees. Photographs are not considered directory information.

Those with questions or concerns may contact PENNCARD Director Frank F. Neithammer at 898-9810 or frank@dining1.dining.upenn.edu.

Dear Colleagues:

On behalf of the Faculty Senate, I am delighted to welcome you to a new year at Penn. The Faculty Senate is the official voice of the faculty at the University. It acts through an Executive Committee representing different schools and constituencies on campus, through standing committees—on the faculty, the administration, the economic status of the faculty, students and educational policy, academic freedom and responsibility, and misconduct—and through a consultative committee (to the President and Provost) made up of the Past Chair (William Kissick), the Chair-elect (Vivian Seltzer) and myself. Several issues of major concern to the faculty confront us this year, and we will all work hard to address them.

The Faculty Senate Agenda for 1996-97

Last year, the Senate Committee on the Economic Status of the Faculty (ESF), did an exemplary job examining how Penn faculty salaries measured up when compared to our major competitors and in relation to the metropolitan area Consumer Price Index (CPI) over the last five years. The results were very encouraging. Average Penn faculty salaries placed us among the top five universities and ahead of the CPI for each faculty rank. Averages, of course, do not answer questions about potential inequities. An examination of salary inequalities within major, coherent units of the university did not suggest the existence of a serious problem of salary inequities, though ESF believed more work needed to be done in this area (work this year's committee will undertake). What was not so reassuring was an apparent lack of clear, consistent, and public salary policies across the University and within the schools addressing issues such as long-term floors for salary increases, acceptable inequality in salaries and explicit criteria for granting higher and lower raises. In the spirit of creating a policy on floors, ESF recommended that ordinarily, raises should not fall below the CPI without provostial approval. Its rationale was that raises below the cost of living represent a defacto cut in pay and can be justified only in difficult economic times or when someone is seriously underperforming. Nevertheless, the University guidelines for "merit" raises last year were from 2% to 6%, the lower end falling slightly below the CPI. It is also worrisome that individual faculty members have too little information, even about the broad distributions of salaries and salary raises, to be able to make considered judgments about the fairness of their own treatment. This year's ESF will work on ways of providing better information for the faculty.

In addition to salaries, the University will be redesigning its benefits packages this year. In part, redesign is being driven by concern that Penn may not be in compliance with federal guidelines regarding comparability between its retirement plans for faculty and support staff, or among its plans and those of its hospital. In part too, redesign is being pursued to determine what the University community wants its benefits package to accomplish as well as to make sure it remains competitive for attracting faculty without being overly costly. The job of the Senate will be to make sure that the faculty is clear about what it wants in terms of benefits and loud enough to affect the shape of the redesign in an appropriate and responsible fashion.

The School of Arts and Sciences (SAS) faces long term, serious, structural, financial problems that must be addressed. In a university with "responsibility centered" budgeting, solving the problem is the responsibility primarily of the school's administration. However, we must not view it as only "their" problem. SAS is the very heart of our great, liberal arts university. Because of this, the University's reputation depends, in good measure, on the health, quality and reputation of SAS in general, and on its undergraduate programs, in particular. Concern for the robust health of SAS is widely shared. SEC and the Senate leadership will work closely with the University administration and with SAS faculty and administration to improve the situation as much and as rapidly as possible.

Our status as a great university is linked not only to SAS but to the overall quality of the undergraduate education and experience we provide our students. Over the last two years, the Senate Committee on Students and Educational Policy (SEP) has proposed major changes in the ways we organize, administer and budget for undergraduate education. Last year's report, "Making Penn the Undergraduate University of Choice in the 21st

Century," built on the work of previous Senate committees and University planning groups and argued that interdisciplinary, cross-departmental and cross-school programs can provide students with the kinds of unique perspectives they will need to face the harsh economic realities of the next century and, along the way, give Penn a major competitive advantage over its key rivals. The report, endorsed enthusiastically by SEC, recognized that a lack of central planning, organization and funding were major road blocks to developing these kinds of programs. It went on to propose the appointment of a Vice Provost for Undergraduate Education with central responsibility for developing such programs. It also proposed that responsibility based budgeting practices be altered to adequately support them. Such changes could help break down the barriers that keep students from crossing academic boundaries and departments and schools from developing them. They also could go a long way towards helping the rest of the University take advantage of all SAS has to offer and, in turn, towards enabling SAS to avail itself of the tremendous resources of other schools. Besides working to encourage the institutionalization of these ideas, this year's SEP will think about how to foster the continuing development of lively residential options for undergraduates, and to insure that initiatives such as Writing Across the University (WATU) and Math Across the University (MATU) truly become university wide and not just primarily SAS based.

The other major concern of the Senate this year will be by the changing relationship between the north and south sides of Spruce Street. Faced with the turmoil and tremendous competition in health care, the University of Pennsylvania Health System (UPHS) is growing very rapidly. This growth is changing the culture of medicine and medical education. To quote Past Chair of the Faculty Senate, Pepper Professor of Public Health and Preventative Medicine, Bill Kissick, "The days of the triple threat in most medical specialties, where a doctor could be a clinician, an educator and an outstanding researcher, are over. Furthermore, changes in hospital stays mean patients aren't there long enough for medical students to learn from them anymore." To cope with this situation, UPHS is attempting to create an adequate patient base for education and research by developing Clinical Care Associates (CCAs), doctors in other parts of the city and suburbs who are part of the system and who may, perhaps, play some role in educating medical students. The relationship between CCAs and the University has still to be worked out. We need to work together with our colleagues in the Medical School to understand these changes and their implications for both the long-term shape of the University and for the future of faculty governance. Early in the fall, the leadership of the University Senate and the Medical School Senate will meet to create a task force to examine these issues in depth. I expect the work of this group to take 12 to 18 months and to have a major impact on the way we think of our university as we enter the 21st century.

Beyond these central issues, the Senate will be addressing a variety of other important matters during the upcoming year. Among other things, we will work to finalize the new parental leave policy and the new policy for the renewal of terms of deans, to insure schools have effective methods of getting teaching evaluations, and to make Penn an even more hospitable place for graduate students. Finally, we will vigorously monitor school-based restructuring efforts to insure that downsizing does not negatively affect the educational and research missions of the University.

In all of these matters, we welcome your ideas, your support and your help. The well-being of the University depends on the active participation of faculty members in university governance. Penn needs your involvement. Please feel free to contact me at the Faculty Senate Office (898-6943) or e-mail me (peterk@nwfs.gse.upenn.edu) or Carolyn Burdon, Executive Assistant to the Faculty Senate Chair (burdon@pobox.upenn.edu). I look forward to hearing from you and to working with you.

On behalf of the Faculty Senate, I wish you all a productive, engaging and successful year.

Cordially,

Peter Kuriloff

SENATE: From the Senate Office

The following agenda is published in accordance with the Faculty Senate Rules. Questions may be directed to Carolyn Burdon either by telephone at 898-6943 or by e-mail at burdon@pobox.upenn.edu.

Agenda of Senate Executive Committee Meeting Wednesday, September 4, 1996, 3-5:30 p.m.

1. Approval of the minutes of May 1, 1996
2. Chair's Report
3. Past Chair's Report on activities of the Academic Planning and Budget Committee and on the Capital Council
4. Benefits review and changes: issues and implications for faculty
5. Electronic Privacy Policy discussion with Martin Pring, Chair, University Council Committee on Communications
6. Continued discussion on motion to abolish annual meeting of the Faculty Senate and replace it with a detailed written report of the Faculty Senate Chair
7. Just Cause revision update
8. Other new business
9. Adjournment by 5:30 p.m.

Senate Committee on Academic Freedom and Responsibility: Annual Report 1995-96 *July 15, 1996*

The Senate Committee on Academic Freedom and Responsibility (SCAFR) had a light workload in the fall, and a heavier one in the Spring. We have requested that the Senate Executive Committee (SEC) extend the term of the 1995-96 SCAFR through September 6, 1996, to enable us to include actions on Item 2 on the agenda that is summarized below.

1. A professor complained to us that proceedings against him regarding academic misconduct had not been properly carried out, and was concerned that planned Just Cause proceedings against him in his school Committee on Academic Freedom and Responsibility (CAFR) would not be unbiased. SCAFR determined that the regulations in the *Handbook for Faculty and Academic Administrators* are clear that Just Cause must go to his school CAFR, and that any subsequent appeals would be more appropriately handled by the Faculty Grievance Commission.

2. An appeal from a ruling by a school CAFR (Item 5 in the Annual Report of the 1994-95 SCAFR): In March, 1995, a professor (now former professor) filed with SCAFR what amounted to an appeal from an adverse decision from his school CAFR. In it, he complained that the CAFR had not sufficiently informed him of the grounds for its decision and had not allowed him to review testimony or written submissions of the respondents. Last year's SCAFR requested documents from the school CAFR, the last of which only reached us in December 1995. After deliberating, SCAFR concluded that in two important respects, the proceedings before the CAFR fell short of due process:

1) although the CAFR had conducted a thorough investigation, it did not provide an opportunity to hear (or read), cross-question and respond to one another's oral or written testimony and

2) the CAFR's brief letter to the complainant contained no findings of fact and no adequate explanation as to the basis for its decision that the professor's academic freedom had not been infringed. SCAFR concluded that the case should be reopened and the parties afforded the hearing thus far denied them. Since the appropriate forum for such a hearing would be the school CAFR, in early February SCAFR asked the school CAFR if it wished to do so. In early March the school CAFR informed us that they unanimously agreed that their committee should not hear the case since they felt that the previous CAFR had proceeded correctly and that a reconsideration of the case by their committee would delay a process that should be completed expeditiously. SCAFR itself, therefore, will conduct the further proceedings in this case, and we hope to have finished by the end of May or early June.

Consideration of this case brought to our attention the absence of procedural rules for the school CAFRs and for SCAFR itself. We think this is a problem: as in this case, school CAFRs may reach decisions that it thinks are procedurally correct, only to find that SCAFR (or, potentially, the next year's CAFR) disagrees. We are in the process of drafting such regulations, although we do not expect to finish before the term of this committee ends.

Charles Bosk (sociology)
David Brownlee (history of art)
Frank I. Goodman (law)
Larry Gross (communication)
John C. Keene (city & regional planning)
Robert F. Lucid (English)
Vicki Mahaffey (English)
Susan Watkins (sociology), *Chair*
Iraj Zandi (systems)
ex officio: Senate Chair-elect, Peter J. Kuriloff (education)

Senate Committee on the Faculty: Annual Report 1995-96

May 23, 1996

This year, the Senate Committee on the Faculty considered the following issues:

Parenting Policies: In 1994-95, in response to a request by Deputy Provost Walter Wales to consider an extension of the tenure probationary policy for faculty members who give birth, the committee undertook a general review of Penn's parenting policies. As a result of that review and the discussion it provoked in the committee, in the Senate Executive Committee (SEC), and in the University community, we have proposed two new policies:

1. A simplified maternity policy for faculty members who give birth. This would replace the current system of individual negotiations between faculty members and their chairs or deans with an automatic release from teaching duties for the affected semester.

2. A policy for extension of the tenure probationary period. This would provide a year's extension on request for all faculty members who become parents, female or male, biological or adoptive. It would also provide a year's extension for faculty members who experience other career-disrupting events, as defined in the Family and Medical Leave Act of 1993: severe illness or the need to care for a close relative.

These proposals have been adopted by SEC, published in *Almanac* March 19, 1996, and forwarded to the administration.

Foreign Language Lecturers: The committee reviewed a School of Arts and Sciences (SAS) proposal to create two new employment categories: Lecturer in Foreign Languages and Senior Lecturer in Foreign Languages. We endorsed the proposal despite concerns about the institutionalization of instruction by non-standing faculty. After a discussion in SEC, we elicited clarification from SAS administrators about the necessity for this practice and its restriction to language teaching, and the proposal was accepted by SEC.

Affirmative Action: The committee reviewed the Fall 1994 Affirmative Action Report for the Current Standing Faculty prepared by the Office of Institutional Research and Planning Analysis. Our review identified errors in some of the data used in the report; these were reported to the authors who intend to correct them. Further review of the report was deferred until then.

Faculty Grievance Commission: The committee received a report from a subcommittee formed to investigate the functioning of the Faculty Grievance Commission. The report identifies a need to routinize and clarify procedures and record-keeping practices for improved efficiency, consistency, and continuity. The committee has endorsed those conclusions and is assembling the necessary documents and guidelines for their implementation.

Janet A. Deatrick (nursing)
Howard Lesnick (law)
John C. Keene (city planning)
Rob Roy MacGregor (medicine)
Sheila H. Murnaghan (classical studies), *Chair*
Paul Shaman (statistics)
ex officio:
Senate Chair William L. Kissick (medicine)
Senate Chair-elect Peter J. Kuriloff (education)

Report of the Faculty Members of the University Cost Containment Committee

August 16, 1996

The University Cost Containment Committee met eleven times over the academic year 1995-1996. The members of the Committee were two representatives of the central administration, four Deans, and five faculty members, all appointed by the President. The representatives of the Administration were the Provost and the Executive Vice President. The Deans were from Dental, Engineering, Nursing, and Wharton. The five faculty members are listed below. In appointing the faculty members, the President consulted with the Chairs of the Faculty Senate. In addition, six administrators reporting directly to the Executive Vice President regularly attended the meetings.

The Executive Vice President, John Fry, chaired the committee and prepared its agenda. The meetings themselves provided a forum in which managers reporting directly to the Executive Vice President described their goals and strategies in restructuring their functions, and their progress in achieving these goals. In this type of forum, the faculty were able to form judgments about the restructuring process itself, but had little input into the shaping of specific proposals.

The faculty were impressed with the progress made in some areas reporting to the Executive Vice President. As an example, the faculty concur in the new goals of Human Resources to make personnel processes fully supportive of the operations of other units within the University. The faculty and other members of the Cost Containment Committee felt that the central and school administrations should devote more attention to the development of managerial skills of existing personnel. It would be most appropriate for Human Resources to take a more active role in nurturing and developing managerial skills throughout the University.

The faculty regard the decision to engage Barnes and Noble to manage and enhance the book store facility as a creative and new approach to administration. Barnes and Noble has wide experience and knowledge in running book stores, and it makes sense for the University to tap this type of resource. In view of its newness, this use of outside expertise to operate the book store should be monitored closely. If successful, it could serve as a cost-effective model to provide other administrative services to the University community at the same or higher quality than are currently delivered.

The faculty were disappointed with the progress made in Physical Plant. In particular, the level of maintenance of existing facilities is sometimes not satisfactory and appears to vary widely in quality from one building to another. The faculty were not convinced that the plans to improve maintenance levels will succeed. The Committee also discussed the high cost of construction of new University buildings, but for reasons of time did not explore this issue in any depth. The reasons for these high costs clearly need to be analyzed.

The Vice Provost for Computing has a broad and far reaching vision as to the computer facilities that the University requires, but at this time this vision has not been tied to financial and performance goals. Implementing and managing changes in computing at the University is difficult, as the Vice Provost for Computing reports to both the Executive Vice President and the Provost. Moreover, changes in computing at the central level interact with computing services provided at the school level. The faculty did not feel that there has been a detailed enough agreement among the central administration, the schools, and the ultimate users to implement at this time major new initiatives in the computing environment. The faculty, however, do support the major initiative now underway for upgrading the University accounting system.

The Cost Containment Committee reviewed only those administrative functions reporting directly to the Executive Vice President, namely Business Services, Facilities Management, Finance, Human Resources, Information Systems and Computing, Internal Audit, and Public Safety. The Cost Containment Committee did not review other major administrative functions of the central administration which do not report to the Executive Vice President but rather report to the President or Provost. These other major administrative functions include support for student services, development, admissions, legal services, libraries, radiation safety, and

animal and human research protocols.

In view of the often significant resources devoted to the central administrative functions reporting to the President and Provost, these functions should receive in the future the same level of scrutiny as those reporting directly to the Executive Vice President.

The faculty were generally impressed with the motivation, intellect, and goals of the Executive Vice President. Despite his obvious desire to improve administrative services at the University, the faculty are deeply concerned about the level of success that he can achieve within the current University administrative structure. Although the Executive Vice President has the authority and the willingness to improve those services reporting directly to him, he has no direct control over the quality and nature of the administrative services that the schools provide or those administrative services provided through the offices of the President and Provost.

The Cost Containment Committee did not examine directly the quality of management at the school level, but continual references by those making presentations to the Committee and the personal experiences of the faculty members themselves suggest that there is great unevenness in the management skills among schools and within schools. The faculty have the perception that some administrators at the school levels are reluctant to accept and encourage change, preferring instead the comfort and certainty of the status quo. This attitude of course deters the effective restructuring of administrative services.

To gain the maximum benefit from the restructuring of administrative services, it is absolutely essential that management skills within schools and across schools be of the highest quality. The achievement of this objective will require the active involvement of the President and Provost to encourage the Deans to devote a substantial portion of their energies to the improvement of managerial skills at both the school and department levels. In turn, the Deans must vocalize this imperative and provide continuing oversight of this objective.

A basic issue in restructuring administrative services is the relative roles of departments, schools, and central administration in providing services. The decentralized decision-making structure of this University makes this issue one of fundamental importance. A decentralized structure helps to bring the decision-making closer to the end user, but it can discourage communication and cooperation across budgetary units. Despite its obvious importance, there was little discussion of where services should be provided and how to encourage communication among all administrative units. This lack of discussion represented a major deficiency in the activities of the Cost Containment Committee.

The University must find ways to encourage better communication and cooperation across administrative centers and to involve the end users in the decision-making process. The recent survey of members of the Faculty Club is an example of reaching out to the end users.

Cost containment and the preservation of quality administrative services involve difficult choices and will require even more involvement of all members of the University community. The President and other senior members of the upper administration must provide the leadership role in this involvement. The faculty members suggest as the next step that the President establish institutional mechanisms to move the cost containment effort from just the functions reporting directly to the Executive Vice President to other administrative units, including the schools. In view of their size and importance to the University as a whole, it makes sense to begin this process with the two largest schools in terms of faculty, the School of Medicine and the School of Arts and Sciences.

Faculty Members of the University Cost Containment Committee

*Marshall E. Blume, Howard Butcher Professor of Finance
Sherman Frankel, Professor Emeritus of Physics
Patrick T. Harker, UPS Professor of Transportation
David K. Hildebrand, Professor of Statistics
Lee D. Peachey, Professor of Biology*

Ancient Site Yields Treasures for Penn Prof

By Libby Rosof

The lowly graduate student's first job for the Ban Chiang Project was to clean the windows, then the room, the shelves, then the tools stored at the University of Pennsylvania Museum of Archaeology and Anthropology. Then she had to label the stone tools and each little flake of stone from the dig at Ban Chiang.

"I was in heaven," says Joyce White. "It was real archaeology!"

Today, Dr. Joyce C. White, 44, is the director of the Ban Chiang Project, an international effort and arguably the most important archaeological dig in Southeast Asia.

Like many archaeology projects, hers gets along on a shoestring. But the shoestring existence has never clouded White's understanding of the importance of her project. Indeed, the need to publish the findings and to extend the research have become a passion, a white-hot certainty that the knowledge Ban Chiang represents deserves better treatment.

So she imagines finer things—a better way to spread our knowledge of history of civilizations. It is a vision for the future of archaeology, and how it must be conducted, with international and professional cooperation and innovative fund raising.

In the meanwhile, the project's modest offices are in three crowded rooms in the basement of the University Museum. Walls are lined with drawers filled with small stone objects, each individually

wrapped and labeled. Site maps, tables covered with archaeological drawings and shelves brimming over with books give the space a sense of academic industry. And deep in the University Museum sub-basement, shelves bearing fragile reconstructed pots of breathtaking beauty

get moved every so often to accommodate space needed for other projects.

The dig at Ban Chiang, in northwest Thailand, was a joint project of the Fine Arts Department of Thailand,

represented by Pisit Charoenwongsa, and the University of Pennsylvania Museum of the Archaeology and Anthropology, represented by the late Dr. Chester F. Gorman. What they found

underground turned out to be extraordinary in ways the excavators had never envisioned when they began in 1974.

They found a site of remarkably long, continuous occupation—from about 3,600 B.C. to about 200 A.D. Usually, if a site has long occupation, the occupation is sporadic.

The surprisingly early things they found—iron technology, bronze technology, pottery in several styles, agriculture, and permanent habitation—showed a civilization that developed in a way that challenged some basic assumptions.

Until Ban Chiang, archaeologists had assumed that the hierarchical pattern of civilization that developed in the Middle East and spread through Europe typified all societies, and the need for conquest and class differences spurred technologi-

cal development.

But at Ban Chiang, the bronze and iron pieces were tools and ornaments, not weapons for conquest. Nor were clear class differences apparent in the burials. The civilization at Ban Chiang appeared to have "another way of getting complex tasks done," White says.

It suggested a whole new trajectory for the development of civilization.

Furthermore, the site gave ballast to theories that prehistoric Southeast Asia was an important center of civilization that eventually sent its agricultural methods and plants, its language, people and pottery to the islands south, southeast and southwest, from Madagascar to Hawaii to New Zealand and Easter Island, a swath of cultural influence that goes almost halfway around the world.

These finds were so remarkable that UNESCO named Ban Chiang a World Heritage Site in December 1992. "Ban Chiang is without question the most important prehistoric settlement so far discovered in Southeast Asia," stated the UNESCO World Heritage Committee. (To date, Ban Chiang is the only prehistoric site in Southeast Asia and the only underground site in the world that UNESCO has recognized.)

But Gorman's death nearly prevented the dissemination and analysis of much of the knowledge of Ban Chiang.

"If a professor dies, there goes the program," says White of how archaeology traditionally has been conducted. In an unusual move, spurred by a University Museum board member who believed in the significance of Ban Chiang, White eventually took over.

While struggling with the Ban Chiang analysis, White learned that funders prefer to donate to excavations, but not all excavations. One funder turned down Ban Chiang, saying "Cemeteries, they're out of vogue."

Money for analysis and publication is much harder to come by. Yet analysis and publication account for 90 percent of the work, says White. For an excavation to have an impact on knowledge, "an accumulation of details, systematically

(continued on page 12)



Photograph by Tommy Leonardi

Joyce White sits among reconstructed pots unearthed at Ban Chiang site.



WEPIC Camp Impresses South Africans

By Sandy Smith

In their efforts to build a strong multiracial democracy, South Africa's new leaders face some daunting challenges. An advanced economy requires an educated, highly skilled workforce, but one of the chief legacies of apartheid is a black majority that largely lacks these traits. Providing black South Africans the education they

organized and supported, and sat in on a Penn class that explores how urban schools can help revitalize their communities.

The members who visited here were National Youth Commission deputy chairperson Nomfundo Mbuli; Lumka Nongogo, a university student and National Youth Commission member; Thembekile Machelesi, chairperson of the Youth Commission

for Eastern Cape Province; Pierre-Jean Gerber, a member of the South African Parliament from Western Cape Province and that province's youth commission; Neo Masithela, a Free State MP and head of the Free State's Youth Commission; and Nono Dumile Maloyi, deputy chairperson of the North West Province Youth Commission.

The group's day began with a visit to

the WEPIC/Burger King Summer Camp at Turner. The group spoke with teachers and students who produced a community newspaper, saw students in the camp's health education program do a drill routine on healthy habits, and viewed scale models of neighborhood landmarks constructed by campers. The morning ended with a play written by the campers called "The Choice is Yours," which promoted effective conflict resolution and pregnancy prevention.

The afternoon was spent on the Penn campus, where the participants met with Penn faculty and students who teach service-learning courses, Penn staff involved with WEPIC programs, and local community leaders over lunch. After lunch, the group sat in on the history course "Revitalizing Urban Schools and Their Communities: West Philadelphia as a Case Study," taught by Center for Community Partnerships Director Ira Harkavy and Penn Program for Public Service Associate Director Amy Cohen.

Mbuli noted that the commission's youth service proposal seeks to develop communities as well as skills. "We are interested not

only in skills training," she said, "but in setting up service programs where the participants give back to the community as well as learn from it."

Masithela also noted that the commission's goal in establishing these programs is "not to disadvantage those who already have advantages, but to improve conditions for those now disadvantaged."

In both respects, the South Africans thought that what they saw at Turner fit their goals. Masithela told Penn officials at lunch that, in the group's final report to South African President Nelson Mandela, they would recommend using WEPIC-style partnerships as a model for a South African youth service program. "I was very impressed with the role of university students as partners doing community service and linking it to academics," he said. "I also liked the idea of education being linked to community problem-solving."

While the South African youth service model and the WEPIC model share similar goals, there will be significant differences in how they are reached. Masithela noted that in South Africa, "because of the past uneven quality of public schools across the country, our education policy will be set at the national level," and support for youth service programs will follow that pattern.

Masithela's characterization of South African public schools also applies to schools in the United States, but as WEPIC Replication Project Director Joann Weeks explained, "the tradition in the United States is that education is a local matter, so programs like these originate in the community instead of being created by a central government directive. It also means that local groups have to leverage funding from a number of sources to support these programs." The Burger King Corporation's three-year commitment to funding the WEPIC summer camps and the involvement of Penn students, faculty and staff in WEPIC programs are examples of such leveraging of resources.

Overall, the group was impressed by both the philosophy and the operation of the WEPIC summer camp. And the city impressed some group members as well: Nongogo said, "I like Philadelphia better than I did Washington [where the group began and ended its East Coast tour]. It reminds me of my hometown of Johannesburg."



Photograph by Candace diCarlo

Left to right, Nomfundo Mbuli, Thembekile Machelesi, and Nono Dumile Maloyi talk with WEPIC campers.

need to participate successfully in society is essential if the new South Africa is to flourish, and the best place to start is with the children.

With only slight modification, the same paragraph could describe the situation in America's inner cities. So it is probably not surprising that, on July 25, a group of South Africans visited Philadelphia to learn what is being done to meet the challenge here.

The visit was part of the Youth Service Study Tour, a week-long tour of four East Coast cities sponsored by the U.S. Agency for International Development. The 14-member tour group included members of national and provincial youth commissions and government education officials, all of whom are working on developing a model for a youth service program in South Africa.

Six members of the tour group spent the day in West Philadelphia as guests of the WEPIC Replication Project and the Center for Community Partnerships at Penn. The group observed WEPIC's community-school programs in action at Turner Middle School, compared notes with their American counterparts on how youth service is

New Process to Develop Medicines

Researchers from the University of Pennsylvania have developed a new process that promises to improve the efficiency with which the pharmaceutical industry develops new medicines and drugs.

The new process will modify the Diels-Alder reaction, a chemical process which the industry relies heavily upon to produce potential drugs.

"Until now the Diels-Alder reaction has normally been conducted with liquid solvents and solutions," said Jeff Winkler, professor of chemistry at the University of Pennsylvania. "That cannot be done in two or three steps; it requires many intermediate processing steps. At every intermediate step you are guaranteed to lose some of what you will need at the end to assemble the

final product. So intermediate steps end up reducing the amount of final product you get compared to what you would get if fewer steps were involved. And on top of that, at the end you only get one chemical to be tested for medicinal or another

commercially viable properties instead of a few promising variations."

Winkler and his group modified the Diels-Alder reaction to bypass most of the liquid processing. Instead they used solid polymer beads

to force some of the intermediate reactions. Solid polymers allowed Winkler and his colleagues to better control the reactions and eliminate some intermediate steps. With the number of steps reduced, the yields went up. The solid-phase technique also produced more variants of the final product for

scientists to test for medicinal or other commercially desirable properties.

"We think this is a big step in chemical processing," Winkler noted.

Pharmaceutical companies spend millions of dollars each year developing and researching new drugs, which is reflected in the price consumers pay for medicine. The researchers believe this new development could save the industry costs, and, ultimately, benefit the consumer.

The importance of the Diels-Alder reaction is not limited to the pharmaceutical industry—the plastics and textile industries also rely heavily on Diels-Alder for their products.

Scott Hoyt, a Penn graduate student working under Dr. Winkler's supervision, presented the results of the research at the American Chemical Society's 212th National Meeting in Orlando, Florida on August 27.



We think this is a big step in chemical processing.

—Jeff Winkler

The Ban Chiang Site

(continued from page 10)

and creatively presented" is essential.

White's situation was not unusual. Many excavations remain unanalyzed and unpublished. But she could not let either death or dearth of money interfere with disseminating the knowledge from such an important project.

That determination has helped transform White into a champion of Ban Chiang. When a lack of money threatened, she took a fund-raising course (at Penn) and learned how to ask for money.

Short \$15,000 to resolve a controversy on the dating of some artifacts, she did something unusual. She formed the Friends of Ban Chiang (FOBC). Contributors' names—her Aunt Hilda included—brighten the wall of the dreary corridor outside the project offices. She overcame the embarrassment of asking her staff for money, and, to her surprise, they donated, too. She has an advisory board and she has coordinated all fund-raising efforts with the development staff of the museum and the central development staff of the University. She publishes a small FOBC newsletter. She holds

FOBC events.

FOBC, together with the University Museum, shared the costs to send her samples to Oxford, England, for dating. She sought money from Thai sources as well, and received a \$52,000 grant from the John F. Kennedy Foundation of Thailand to cover production costs for monographs about Ban Chiang. "Publication grants are hard to come by," she crows.

Because of the lack of clear strata in the soil at Ban Chiang, dating is particularly difficult. That's why White has extended the field research, working with specialists in other areas to confirm her chronology of life at Ban Chiang.

The Thailand Archaeometallurgy Project, an international joint project of the University of Pennsylvania Museum and the Thai Fine Arts Department, is putting the metal finds at Ban Chiang into a context of ancient metallurgy nearby. And by forming the Thailand Palaeoenvironment Project with another expert, White was able to get core samples from lake bottoms near Ban Chiang to confirm the disputed early dates of agricultural

activity in northeast Thailand.

All these experiences—Gorman's death, the struggle for money, the slow process of publication, the importance of working with specialists and experts in collateral fields and across international borders, new competition from foreign universities for talented foreign students and Southeast Asianists—have led her to her vision, an endowed center for Southeast Asian archaeology at the University Museum. White has already written and presented the first round of fund-raising materials.

The center would build on Penn's reputation as the premier U.S. research and publication programs in the archaeology of Southeast Asia. It would attract from around the world post-docs, visiting scholars, graduate students. It would provide artists, photo labs—an infrastructure enabling archaeologists to analyze and publish more efficiently. It would permit teamwork among experts. And if a particularly famous Southeast Asianist were to die or leave Penn, the center would remain and the knowledge would be preserved.

WELL SAID

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

“These toadfish are the world’s ugliest fish, so they need the best mating call they can get. They sit there and essentially whistle at females.”

—**Larry Rome**, associate professor of biology, explaining the toadfish’s use of his super-fast twitch muscle, the fastest known muscle in vertebrates (The Washington Post, Monday, August 12)

“Kids are the unseen stakeholders in the American workplace.”

—**Stewart Friedman**, director of the Wharton Leadership Program, summarizing his study which found the greater a mother’s degree of authority, freedom and control over decision making on the job, the fewer behavior problems in her kids (The Wall Street Journal, Wednesday, July 31)

“Every place that I have examined where community policing has occurred, there has been a dramatic drop in crime, particularly in violent crime.”

—**Marvin Wolfgang**, professor of criminology, discussing efforts to combat youth crime (Cleveland Plain Dealer, Wednesday, August 14)

“It’s a prescription for social disaster — another act in a 20-year-old tragedy in which federal and state governments have abandoned our nation’s cities.”

—**Michael Reisch**, professor of social welfare, criticizing the latest welfare reform law (The Philadelphia Inquirer, Friday, August 16)

“It is one of the most horrible dilemmas for a couple because it is faced most often by people who are trying very hard to have a baby — and then they turn around and have to talk about abortion.”

—**Arthur Caplan**, director of the Center for Bioethics, commenting on the difficulties involved with a fetal reduction operation (London Evening Standard, Monday, August 12)

“It was pretty challenging and I’ve learned a lot about the history of comput-

ers. It was amazing to learn that a lot of advanced concepts of computers, such as parallel computing, existed 50 years ago.”

—**Wallace Wong Ming-yap**, visiting exchange student who worked on the award-winning student project to recreate the processing power of ENIAC on a single silicon chip (South China Morning Post, Thursday, August 15)

[Many expected to find] “a lot of craziness—kooks—when it came to political talk radio. But they found that this is largely not true.”

—**Joseph Turow**, professor of communication, said of the graduate students who worked on the Annenberg study of talk radio (Los Angeles Times, Thursday, August 15)

“I think people will increasingly ask themselves: Is my getting something for less really worth the price the entire community pays?”

—**Edward Shils**, G. W. Taylor Professor Emeritus of Entrepreneurial Studies, in an article on anti-superstore sentiment and the so-called Wal-Mart effect, where the opening of a superstore actually decreases the total number of jobs in a region (Philadelphia Daily News, Tuesday, August 13)

“That’s the stereotype. And it’s wrong. Fundamentally, they are very, very similar. But the press for Hillary Clinton has been negative.... And the press for Elizabeth Dole has been largely positive. What that suggests is she has been more artfully crafting an image, because if you look at the reality of their lives, they are functionally similar.”

—**Kathleen Hall Jamieson**, dean of Annenberg, comparing the media’s portrayal of Hillary Rodham Clinton to Lady MacBeth and the portrayal of Elizabeth Dole as Cinderella (The Arizona Republic, Sunday, July 14)

“People are walking around who don’t have this CCR-5 molecule, who can’t get infected and who are healthy. So you

could knock this protein out, protect against HIV, and it won’t cause side effects.”

—**Robert Doms**, assistant professor of pathology and laboratory medicine, discussing the discovery (by him and his colleagues) of a gene mutation that results in the absence of a protein necessary for HIV infection (The Atlanta Journal, Friday, August 9)

“What do kids watch? They watch MTV. If you’re going to get the kids interested in science, you’ve got to do it in a manner they’re accustomed to. I want [elementary school teachers] to learn the culture of childhood today.”

—**Ryda Rose**, professor of education, describing her strategy for helping teachers teach science better (The New York Times, Sunday, August 4)

“It may have less to do with whether you love your mother.”

—**Jay Amsterdam**, professor of psychiatry, explaining his research on a possible link between viral infections and clinical depression (Chicago Tribune, Tuesday, July 23)

“Personal trading by fund managers may be allowed by law, but it makes us queasy.”

—**Leo Katz**, professor of law, commenting on practices within the mutual fund industry (The Washington Post, Sunday, June 30)

“You have teachers and principals and superintendents who are wedded to the old idea that if you ... get an education, you can make it, you can defy the odds and have a decent standard of living. [But] the William Penns of the world are not really equipped with the resources to deliver these people out of their circumstances.”

—**Elijah Anderson**, the Charles and William L. Day Professor of Social Science, explaining the bleak situation facing graduates of William Penn and other inner-city high schools (Los Angeles Times, Sunday, June 30)

ENVIRONMENTAL HEALTH AND SAFETY

Training Program Schedule

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

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

September 11	10:30-11:30 a.m.	John Morgan Lecture Room B
October 3	1:30- 2:30 p.m.	John Morgan Lecture Room B

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

September 19	10:30-11:30 a.m.	John Morgan Class of 1962
October 22	1:30-2:30 p.m.	John Morgan Lecture Room B

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

September 26	10:30-11:30 a.m.	Stemmler Hall Room 104
October 14	11:30-12:30 a.m.	Stemmler Hall Room 104

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

September 12	1:30-2:30 p.m.	John Morgan Lecture Room B
October 10	10:30-11:30 a.m.	John Morgan Class of 1962

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

September 24	1:30-2:30 p.m.	John Morgan Lecture Room B
October 17	10:30-11:30 a.m.	John Morgan Lecture Room B

Attendees are requested to bring their PENNcards to facilitate course sign in. Additional programs will be offered on a monthly basis during the fall. Check OEHS web site (<http://www.oehs.upenn.edu>) for dates and time.

If you have any questions, please call Bob Leonzio at 898-4453.

Updating Penn's Exposure Control Plan

The OSHA Bloodborne Pathogens Standard requires that the University's Exposure Control Plan be reviewed and updated annually. The Office of Environmental Health and Safety (OEHS) reviewed the University's Exposure Control Plan and an updated version of the plan is now available. *Principal Investigators/Area Supervisors* who have completed Appendix C of their existing Exposure Control Plan should obtain a copy of the new plan and update Appendix C. Copies of the University's Exposure Control Plan are available at the OEHS web site, <http://www.oehs.upenn.edu>, or by calling OEHS at 898-4453.

The Exposure Control Plan includes recent information from the Centers for Disease Control and Prevention on reducing the risk of tuberculosis transmission in health care settings. It also establishes practices and procedures to eliminate or minimize occupational exposure to bloodborne pathogens.

The updated plan must be readily accessible in the workplace to all employees who work with human source materials and other potentially infectious materials that may transmit bloodborne diseases. This includes but is not limited to Human Immunodeficiency Virus, Hepatitis B Virus, non-A non-B hepatitis virus(es), Human T-cell Lymphotropic Virus type I, syphilis, malaria, babesia, brucella, leptospira, arboviruses, relapsing fever, Creutzfeldt-Jakob Disease agent and viral hemorrhagic fever.

Safe and Effective Use of Autoclaves

The use of an autoclave is a very effective way to decontaminate infectious waste. Autoclaves work by killing microbes with superheated steam. Recently, there have been several accidents involving the use of autoclaves on campus. In an effort to raise user awareness in the University community, the Office of Environmental Health and Safety offers the following safety tips:

1. Do not put sharp or pointed contaminated objects into an autoclave bag. Place them in an appropriate rigid *sharps* disposal container.
2. Use caution when handling an infectious waste autoclave bag, in case sharp objects were inadvertently placed in the bag. Never lift a bag from the bottom to load it into the chamber. Handle the bag from the top.
3. Do not overfill an autoclave bag. Steam and heat cannot penetrate as easily to the interior of a densely packed autoclave bag. Frequently the outer contents of the bag will be treated but the innermost part will be unaffected.
4. Do not overload an autoclave. An overpacked autoclave chamber does not allow efficient steam distribution. Considerably longer sterilization times may be required to achieve decontamination if an autoclave is tightly packed.
5. Conduct autoclave sterility testing on a regular basis using appropriate biological indicators (B. stearothermophilus spore strips) to monitor efficacy. Use indicator tape with each load to verify it has been autoclaved.
6. Do not mix contaminated and clean items together during the same autoclave cycle. Clean items generally require shorter decontamination times (15-20 minutes) while a bag of infectious waste (24" x 36") typically requires 45 minutes to an hour to be effectively decontaminated throughout.
7. Always wear personal protective equipment, including heat-resistant gloves, safety glasses and a lab coat when operating an autoclave. Use caution when opening the autoclave door. Allow superheated steam to exit before attempting to remove autoclave contents.
8. Be on the alert when handling pressurized containers. Superheated liquids may spurt from closed containers. Never seal a liquid container with a cork or stopper. This could cause an explosion inside the autoclave.
9. Agar plates will melt and the agar will become liquefied when autoclaved. Avoid contact with molten agar. Use a secondary tray to catch any potential leakage from an autoclave bag rather than allowing it to leak onto the floor of the autoclave chamber.
10. If there is a spill inside the autoclave chamber, allow the unit to cool before attempting to clean up the spill. If glass breaks in the autoclave, use tongs, forceps or other mechanical means to recover fragments. Do not use bare or gloved hands to pick up broken glassware.
11. Do not to leave an autoclave operating unattended for a long period of time. Always be sure someone is in the vicinity while an autoclave is cycling in case there is a problem.

Autoclaves should be placed under preventive maintenance contracts to ensure they are operating properly. If you have any questions about maintenance and use of autoclaves, please contact OEHS at 898-4453, email: oehs@oehs.upenn.edu.

Job Opportunities at Penn

Opportunities appear weekly in *Almanac* during the academic year, but not in this first fall issue because it goes to press early for individual addressing to faculty and staff. As is usual during breaks, a four-page printout of this week's openings is available at 3401 Walnut Street. Job Opportunities are also posted daily on the Web and can be reached via the Human Resources home page (<http://www.upenn.edu/hr/>).

Book Store Clearance Sale

An inventory clearance sale is now underway at 38th & Walnut (the old Kelly & Cohen's site), with goods from the nearby Book Store (general books, gift items, photo supplies, sundries, etc.) 50% off; Monday through Friday, 8:30 a.m.- 4:30 p.m. until stocks are depleted.

F/S Families: Admissions Seminars

Penn employees and their families—whether their college-bound teens plan to apply to Penn or elsewhere—are invited to seminars sponsored by the Undergraduate Admissions Office this month. Focusing on the college selection process for colleges large and small, public and private, admissions officers discuss what it takes to compete, how to get the most out of a campus visit, and other issues such as financial aid.

Call 898-8587 to register for one of two sessions held at Alumni Hall, Towne Building: Saturday, September 7 at 10:30 a.m. or Wednesday, September 11 at 5 p.m.

Penn VIPS School Supplies Drive

To donate supplies for West Philadelphia school children and homeless shelters, before September 9, call 898-2020 for information.



Almanac

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

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

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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 **July 8 - August 18, 1996**. Also reported were **Crimes Against Property**, including 186 thefts (including 26 burglaries, 14 thefts of auto, 49 thefts from autos, 28 of bikes and parts); 5 incidents of forgery and fraud, 32 of criminal mischief and vandalism, and 7 of trespassing and loitering. Full crime reports are in this issue of *Almanac* on the Web (<http://www.upenn.edu/almanac/v43/n2/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 **July 8 and August 18, 1996**. The University police actively patrol from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

Crimes Against Persons

34th to 38th/Market to Civic Center: Robberies (& attempts)—3, Threats & harassment—6
07/17/96 9:43 AM Civic Ctr. Garage Unknown male followed complainant
07/23/96 4:40 PM 3400 Blk. Walnut Complainant threatened
07/27/96 10:06 AM 3700 Blk. Spruce Robbery by 2 suspects/fled in vehicle
07/30/96 12:09 PM Franklin Bldg. Complainant reports being harassed
08/02/96 12:24 PM 3440 Market St. Harassing message received on voice mail
08/09/96 12:56 AM Int'l House Male harassing complainant
08/09/96 4:29 PM 100 Blk. 36th Death threat received
08/09/96 9:05 PM 36th St. Subway Robbery by unknown suspect
08/10/96 1:15 AM 3400 Blk. Spruce Wallet taken by 2 unknown males

38th to 41st/Market to Baltimore: Robberies (& attempts)—11, Simple assaults—8, Threats & harassment—7

07/10/96 12:19 PM 200 Blk. 40th Unknown male hit complainant
07/10/96 3:28 PM 3925 Walnut St. Unknown female hit manager
07/13/96 9:09 PM Harrison House Complainant struck on lip by thrown object
07/15/96 7:34 AM 300 Blk. 40th Male attempted to take bike by force
07/16/96 10:51 AM 4000 Blk. Locust Unwanted calls received
07/18/96 3:50 PM 3800 Blk. Spruce Dispute/complainant sprayed w/pepper spray
07/19/96 8:46 PM 40th & Baltimore Unknown suspect took bike
07/20/96 2:08 PM 316 S. 40th Landlord threatened complainant
07/22/96 12:38 AM 41st & Irving Robbery by unknown males (2)
07/24/96 4:12 AM 3800 Blk. Chestnut Drexel student robbed
07/25/96 12:00 PM 100 Blk. 40th 2 males making harassing comments
07/25/96 10:25 PM 3801 Chestnut St. 2 males held up store
07/26/96 12:05 AM 4000 Blk. Locust 2 males robbed complainant
07/26/96 12:32 PM 216 S. 40th St. Unknown male robbed establishment
07/29/96 5:48 PM High Rise North Complainant punched
07/30/96 10:08 AM 307 S. 40th Harassing calls received
07/31/96 9:09 PM 4107 Baltimore Assault by known person
07/31/96 9:50 PM 3915 Walnut St. Property taken
08/05/96 7:42 AM Harrison House Threat received at receptionist area
08/09/96 2:19 AM 41st & Spruce Robbery by 3 males on bike
08/10/96 2:01 AM 200 Blk. 40th Robbery by 3 males/fled in vehicle
08/10/96 2:36 PM 3800 Blk. Locust Purse/contents taken/recovered/arrest
08/14/96 3:22 AM Hamilton Court Phone harassment
08/17/96 12:52 AM 39th & Chestnut Unknown person followed complainant
08/18/96 9:47 PM 40th & Locust Complainant struck in face
08/18/96 11:20 PM 4000 Blk. Pine 4 juveniles assaulted complainant

41st to 43rd/Market to Baltimore: Robberies (& attempts)—9, Threats & harassment—3

07/20/96 3:07 AM 42nd & Baltimore Robbery at gunpoint
07/25/96 4:37 PM 4200 Baltimore Robbery at gunpoint
07/27/96 12:29 AM 4201 Walnut St. Robbery at gunpoint
07/27/96 8:45 PM 200 Blk. 42nd Attempted robbery/male fled
07/30/96 8:18 PM 4100 Blk. Locust Complainant reports being harassed
07/30/96 8:40 PM 4100 Blk. Locust Unwanted calls received
07/31/96 12:23 PM 42nd & Osage Robbery of purse by 3 juveniles
07/31/96 11:24 PM 4300 Blk. Pine 2 robbed by 2 unknown persons
08/03/96 11:09 PM 4100 Blk. Walnut Purse taken by unknown person
08/11/96 8:58 PM 4201 Walnut St. Store robbed by unknown suspect with knife
08/15/96 7:11 PM 202 S. 43rd St. Unwanted calls received
08/18/96 11:48 PM 43rd & Locust Robbery by unknown male in vehicle

30th to 34th/Market to University: Robberies (& attempts)—2, Simple assaults—1, Threats & harassment—2

07/28/96 10:16 PM 320 Blk. 33rd Unknown male attempted to rob complainant
08/05/96 11:35 AM Union Blk. South Female grabbed by unknown male
08/08/96 10:45 PM 200 Blk. 33rd Escort person being harassed by passenger
08/11/96 1:55 PM 200 Blk. 33rd Bike taken from complainant by force
08/13/96 1:14 PM Penn Tower Harassment received on email

Outside 30th to 43rd/Market to Baltimore: Robberies (& attempts)—4, Simple assaults—1, Threats & harassment—2, Indecent exposure & lewdness—3

07/09/96 10:36 AM South St. Bridge Male arrested for indecent exposure
07/14/96 12:53 AM 4400 Pine St. Robbery at gunpoint
07/16/96 9:34 AM South St. Bridge Male exposing self
07/17/96 6:44 PM 2017-23 Broad Complainant threatened
07/30/96 10:33 AM Walnut St. Bridge Unknown male followed complainant
07/30/96 11:08 AM 4128 Popular St. Juvenile assaulted by parent
07/31/96 2:07 AM 4300 Locust St. 2 robbed by 2 unknown suspects
08/08/96 11:05 PM 517 S. 41 St. Suspect stopped in reference to indecent exposure
08/09/96 3:14 PM 4300 Blk. Spruce Complainant robbed by unknown suspect with gun
08/18/96 11:52 PM 300 Blk. 43rd St. Complainant robbed by 2 unknown males with gun

Crimes Against Society

34th to 38th/Market to Civic Center: Disorderly conduct—3
07/08/96 12:26 PM Vance Hall Male urinating in public/citation issued
07/16/96 3:24 PM College Hall Male refused to leave area/citation issued
07/26/96 5:37 PM 130 S. 34th St. Male cited for disorderly conduct
38th to 41st/Market to Baltimore: Disorderly conduct—2
07/23/96 3:09 PM 4006 Spruce St. Male arrested for disorderly conduct/intoxicated
08/10/96 4:07 PM 3900 Blk. DeLancey Male cited for obstructing highway
41st to 43rd/Market to Baltimore: Disorderly conduct—1
07/26/96 6:10 PM 42nd & Locust Male became disorderly during vehicle stop/arrest

