Mark Levitan: Leaving HUP In 1983

Mark S. Levitan, executive director of the Hospital of the University of Pennsylvania, announced late last week that he will be leaving HUP in the first quarter of 1983 to become president of Shared Medical Systems Corporation, a national company in King of Prussia that deals with computer management for hospitals.

Mr. Levitan, Wh'55, joined HUP in 1974 and directed it during turnaround from a $1.23 million deficit in 1974 to a surplus of $4.98 million this year. Silverstein Pavilion and other projects totaling $60 million were built, and Graduate Hospital became freestanding. Dr. Thomas Langfitt, vice president for health affairs, cited Mr. Levitan’s work in strengthening hospital ties with Medicine, Dental Medicine and Nursing; and HUP Board Chairman Samuel H. Ballam, Jr., said “his leadership will be greatly missed.” Information on a search to select his successor will be announced shortly.

Defining the City as “not simply Government, but business, labor, civic and neighborhood groups, and citizens,” Dr. Hershberg’s address to the Century IV gathering called for the City to play four developmental roles—as innovator, conservator, mediator and enhancer.

As innovator, the City is charged to create an environment for economic development; design accessible opportunity structures; upgrade the labor force and enter the international economy. Educational institutions, and those in health and medical research, pharmaceuticals and materials science, are key resources in the City’s role as innovator.

As mediator and enhancer creating a quality of life and of environment, the City’s role as mediator! broker: managing conflict and bringing diverse groups and interests together for rapid and efficient achievement of common goals.

As conservator managing and maintaining energy resources, housing stock, infrastructure, environment and cultural and recreational facilities.

As enhancer; creating a quality of life and of environment that will make a city lifestyle not available in suburbs and exurbs.

Calling the 56 items “The Philadelphia Investment Portfolio,” the study suggests who might carry out each idea and how it might be financed.

The Portfolio had to avoid two serious problems, Dr. Hershberg said. “If a proposal is just an idea, it can be effectively dismissed as vague, or as the product of wishful thinking. On the other hand, if overly specified, it runs the risk of offending key actors— as yet uninvolved— whose participation is essential for implementation.” In the Portfolio are a number of projects designed by Penn faculty, including Architecture Department Chair Adele Santos’ ideas on local agricultural development; Dr. Vukan Vuchic’s and Dr. Bruce Allen’s on telecommunication; Dr. Stephen Feldman’s on energy; Dr. Robert Mittelstaedt’s on venture capital; and Dr. Seymour Mandelbaum’s on telecommunications learning.

As the two-year community-wide study of “Philadelphia Past, Present and Future” came to a close, over 500 people turned out during an October 25 rainstorm to hear the results of the study.

As enhancer creating a quality of life and of environment, the City’s role as enhancer is concerned with competence. As conservator managing and maintaining energy resources, housing stock, infrastructure, environment and cultural and recreational facilities.

As mediator! broker: managing conflict and bringing diverse groups and interests together for rapid and efficient achievement of common goals.

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Philadelphia Past/Present/Future: The ‘Now’ Part

As the two-year community-wide study of “Philadelphia Past, Present and Future” came to a close, over 500 people turned out during an October 25 rainstorm to hear the results of the study. Some 700 people’s work on 12 taskforces— issues ranging from health affairs, cited Mr. Levitan’s work in strengthening hospital ties with Medicine, Dental Medicine and Nursing; and HUP Board Chairman Samuel H. Ballam, Jr., said “his leadership will be greatly missed.” Information on a search to select his successor will be announced shortly.

The project, co-sponsored by this university and Temple, produced 56 recommendations (see pages 5-6) for launching Philadelphia’s economic and cultural revival in Century IV. It also produced good press, including a Philadelphia Inquirer Today Magazine wrap-up in which writer Peter Binzen used the report— with credit to SPUP Dr. Theodore Hershberg—as background for the 25 least costly rejuvenation projects Philadelphia could undertake.

Aside from making 56 separate proposals—many of them aimed at creating jobs and job skills for Philadelphians—the study looks at the City in a different way. “The old image—of the city as organism—is the wrong image for the 1980s, for it inspires the wrong debate,” Dr. Hershberg said. “It locks us into an argument of growth versus decline, of expansion versus shrinkage. The right image for the 1980s is of the City as a vast organizing structure concerned with development—not growth. There is a critical difference here: Growth is a concept concerned with size. Development is a concept concerned with competence.”

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INSERT: FAS Reports on Biology’s Renaissance on Hamilton Walk’
FY 1984 Budgets: Initial Projections

In our development of budget projections for next year—fiscal year 1984—we have continued to work intensively to ensure that academic priorities shape budget decisions. That is the key reason for accelerating the budget process and for our planned shift to a two-year budget. (See Almanac Supplement, October 12, 1982, which includes the President's Statement of Purpose, The Planning Process and its Calendar, and the Development Plan.) These steps are particularly important as new resources available to the University are likely to be severely restricted from a number of important sources.

Initial projections for the budget next year have just been made. We summarize here the main features of those projections. In doing so, these key points are of primary importance.

First, as the Statement of Purpose makes clear, academic quality is our first priority. The preliminary budget estimates are premised on that fundamental judgment. We are committed to follow it.

Second, our approach to estimating both the net tuition revenue pool and the total compensation expense pool seeks to ensure maximum possible faculty and staff compensation consistent with limiting the cost burden to students and their families.

Third, administrative expenses will be held to very minimal increases, to ensure that the maximum possible funds are available for academic purposes. At the same time, we recognize the importance of quality administrative services to the University, and will make every effort to ensure a continued increase in the productivity of those services.

Fourth, as all are aware, we must continue to operate within a balanced budget and make certain that we do not use critical resources that must be maintained for the future well-being of the University.

Against that background, we emphasize two caveats concerning our initial budget projections. First, those projections cover only University-wide revenue and expense pools, not school-specific rates of either compensation or tuition. These and other decisions must necessarily be made later in the year. The projections are, we stress, preliminary estimates, not firm figures. Second, unfortunately we cannot assume increases for next year in two key elements of our past revenue growth: the Commonwealth appropriations and indirect cost recoveries from sponsored research. We will naturally press with all possible efforts to gain more resources from the Commonwealth and to expand sponsored research. But at this early stage, we must necessarily be cautious in our projections. At the same time, as a result of shifts in federal policy, severe pressures continue to bear upon our funds available for student financial-aid.

Preliminary projections of next year's budget indicate that total undergraduate regular tuition revenues minus undergraduate regular student financial aid expenses must be increased in the range of 12 percent. This is, we stress again, only an initial estimate of the total pool increase, and it will continue to be tested against our budgetary requirements as well as expected actions of our peer institutions. Total graduate tuition revenues are expected to require an increase in the same range, though the difficulties in estimating graduate enrollment in the coming year calls for perhaps even more caution in considering this projection.

Our initial review also indicates that the total expense pool for salaries and employee benefit expenses should increase about 8.5% beyond the amount budgeted in the current year, assuming that other expenses can be held below the expected rate of inflation, as we intend. Due to government-mandated increases, particularly in Social Security, as well as to health benefit increases, the rate of increase for employee benefit expenses will likely be greater than the direct salary and wage rate increase. In addition, we plan to establish a faculty salary reserve pool to meet special situations, as was true in the last two fiscal years.

Apart from that salary reserve pool, however, our current estimates suggest that the total subvention amounts available for the various schools from the University will not increase. This is some measure of the severe financial pressures that will result unless our Commonwealth appropriations increase significantly or indirect cost recoveries from sponsored research show substantial growth.

We will be meeting today with Chairs of Departments throughout the University and also with Undergraduate Assembly and GAPSA representatives. Last year many suggested that we hold such sessions earlier than previously and we are meeting that request. In these discussions, of course, we will make every effort to respond to questions and concerns.

In preparing the projections, we have received the advice of the Academic Planning and Budget Committee, which continues to provide enormously useful counsel. Almost as soon as the 1984 budget is set, we will begin work with that Committee on the fiscal year 1985 budget as part of our effort to shift to a 24-month budget. Further, we have met with the Senate Committee on the Economic Status of the Faculty. We will also be discussing the budget with the A-1 and A-3 Assemblies. We will, of course, continue to talk with these and other groups concerning budget matters throughout the year.

The Statement of Purpose affirms our commitment to growth of faculty real income at both junior and senior ranks. As was true in the current year, we expect to achieve that growth for next year. At the same time, the Statement underscores the increasing pressures of tuition costs on students and their families and the need for every possible effort to limit tuition and other cost increases in light of those pressures. The factors that can be controlled, most particularly administrative costs, will remain under tight rein. The other budget dimensions, those that call for expanding revenues through increased development efforts and expanded state and federal funding, will receive our critical attention.

Shelton Hackay  Tony Eidinow

ALMANAC, November 2, 1982
Council: No Agenda, No Meeting, November

The University Council has cancelled its November meeting to allow more time for preparation of agenda items not yet ready for discussion, Steering Committee Chair Murray Gerstenhaber has announced.

On Steering’s November 29 agenda, for possible presentation at the December 8 Council meeting, is a resolution on compliance with University policy which restricts access to University facilities by organizations that discriminate on the grounds of sexual or affectional preference. The issue developed after the Law School determined this fall that the U.S. Army Adjutant General’s Office should not have access to School facilities for placement interviews. Application of the policy to other areas of the University is under discussion.

Another unfinished item, on the Open Expression Guidelines, has been referred to the Committee on Open Expression, an is not expected to reappear on Steering’s agenda before February. Two questions—on implementation procedures for the Guidelines as now written (see Almanac October 26, p. 5, for excerpts) and on proposals to change their provisions or interpretations with respect to “threats of disruption not involving violence,” —are to be studied Dr. Gerstenhaber said.

The Steering Committee is also looking at the Graduate Student Associations Council’s recommendation on Teaching Assistants’ workloads and compensation (excerpts in Almanac February 2, 1982).

'Speaking Out'

The reply by President Hackney and Provost Ehrlich to my communications in the Almanac of October 5 was wholly nonresponsive. It was also counterfactual and condensing.

My statement is that funding and support for policy studies are not hard to come by, given a minimum of administrative support. The recent difficulties of SUPU are an administrative creation, for which President and Provost should be accountable.

Since it has proved hopeless to anticipate a reasonable discourse on these matters in any recent venue, I find it necessary and appropriate to open a discussion in the forum provided by the Faculty Senate. I have thus submitted thirty days in advance of the Senate meeting of November 17, three resolutions. The first two deal separately with matters of procedure and substance in the closing of SUPU. The third resolution calls for holding this decision in abeyance, pending the application of the procedures to an appropriate subject of discussion.

All three resolutions call for Senate and possibly administrative actions.

The passage of the resolutions and even their acceptance by the administration would not necessarily guarantee the continuation of SUPU. Such an immediate determination is not my objective. I seek rather the development of a well-informed decision which is based on procedures of a collegial and cooperative nature, since I regard these qualities as essential to the continued health of the University.

—Britton Harris
UPs Professor of Transportation Planning and Public Policy, Emeritus

Note: See text of resolutions, page 4.

A Strategic Error

President Hackney’s planning document as published in the October 12 Almanac contains no plan dealing with affirmative action for women, despite the fact that women’s exclusion was pointed out to the President by faculty members several times during discussion of early drafts.

In view of the underutilization of women on our faculty and at the higher levels of administration, this omission is most unfortunate.

It is also a glaring strategic error in a plan predicated on keeping our enrollment levels up in the years ahead. It does not take a feminist to recognize that if Penn wants undergraduate and graduate students of the highest quality, despite a shrinking college-age population, we must be a university that women will choose. The SAT scores tell the tale, and with complete neutrality: if there are only so many people in the country who meet our quality standards, and over half of them are female, our choice is either to lower our standards or to attract women who meet the high ones. To its credit, Penn has chosen in these past ten years to seek progressively more women rather than lower the SAT. A backed handed success, perhaps, and possibly even a cynical one, but it should tell the planners something about where our admission test is butted.

How does this relate to the President’s failure to appoint even one woman to a top administrative post during the unprecedented rash of new appointments he has made? The impact is highly visible, as when in Freshman Convocation this fall the University “welcomed” its 42-percent-female Class of 1985 with a program made up entirely of five male speakers* and the men’s Glee Club. To the strains of Men of Penn—Real welcome starts at the top, and words are not enough (as we wrote, in company with BFA, to President Hackney and Provost Ehrlich on September 25, 1981, “we have always thought Penn to be long on rhetoric and short on action in the field of Affirmative Action”). Now, however, the University’s blueprint for the future cannot even come up with a few words of commitment.

That’s moving backward at a time when the University needs more than ever to move forward. It is time for this administration to stand up and be counted on the side of Affirmative Action: to write in a commitment, and then keep it.

—HeLEN C. Davies, Professor of Microbiology and President, Women for Equal Opportunity at the U. of P.

Response from the President:

Professor Davies is correct that the planning document should include explicit references to the need for affirmative action for women, and in the final version it will.

I am grateful to the large number of faculty members, students, and staff, who have written directly to me with helpful suggestions on ways to strengthen the document. I hope that many more will do so.

—Sheldon Hackney, President

SPEAKING OUT welcomes the contributions of readers. Almanac’s normal Tuesday deadline for unsolicited material is extended to THURSDAY noon for short, timely letters on University issues. Advance notice of intent to submit is always appreciated. — Ed.
A. The Senate finds the procedures used to terminate the School of Public and Urban Policy inadequate and contrary to the understandings arrived at between the faculty and the administration at the time of the review of the School of Allied Medical Professions.

The procedures used were faulty: first, in not arriving at a plan for dealing with the academic situation of public policy in the University prior to deciding on the dissolution of the School; and, second, in forestalling collegial discussion of the issues surrounding this dissolution. We note that the administration has still not responded to these contentions as they were published in *Almanac*.

The Senate finds the proximate cause of these difficulties to lie in the reconstitution of the Educational Planning Committee and the Budget Committee as the Academic Planning and Budget Committee. The first committee operated collegially and reported to the Senate and the Council. The new committee operates in secret and functions only as an advisor to the President and Provost. Under these circumstances, as has now been revealed, neither the Committee nor the administration can be held to any accountability for its recommendations or decisions.

The Senate instructs its chair and executive committee immediately to initiate steps to provide for open advance discussion of major academic decisions, maintaining confidentiality on sensitive budget and personnel issues but not on their aggregate effects and academic implications. The Senate also instructs its chair and executive committee to take steps to reconstitute an academic planning review committee which will report to the Senate and be accountable to it.

B. The Senate recognizes that the field of public policy studies, dealing with major dispositions of national product and major interventions in many aspects of private life, now offers a major challenge to the academic intelligence and professional expertise of the University. It notes, with the President and the Provost, that policy studies are intrinsically interdisciplinary and interprofessional, and that aspects of policy studies are dealt with in many curricula and research centers throughout the University.

Given the central importance of policy studies, the Senate also recognizes the need for a focus of coordination and innovation in the field within the University. It therefore deplores the decision of the administration to terminate the School of Public and Urban Policy as such a focus without at the same time providing for an institutional channel to give long term consideration to the position of the University and its components vis-a-vis policy studies.

For this reason the Senate instructs its chair and executive committee to initiate such a long-term study, if possible in cooperation with the administration. This study should have the effect of invoking the active cooperation of units engaged in policy studies and preventing the preemptive development of programs in a manner detrimental to the University as a whole. It should aim within a limited period of two to three years to generate a feasible proposal for focussing policy studies at Pennsylvania which is consistent with international academic experience and the potentials of this University. Such a focus might or might not include a school of public policy.

C. Given the determination by the Senate that the procedure or the substance (or both) of the administration's decision to terminate SPUP were ill-conceived, it is indefensible to permit this decision to stand in its present form. We the Senate therefore advise the President and Provost that they should revoke this decision and reinstate in cooperation with the Faculty a review of policy studies at the University. This review should include but not be limited to the status of SPUP; it should be open and thorough; and it should conclude with an acceptable set of general recommendations as to the future policy studies at the University.

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**Call for Nominations: Lindback Awards for Distinguished Teaching**

The Christian R. and Mary F. Lindback Awards are presented annually to eight members of the Pennsylvania faculty in recognition of their distinguished contributions to teaching. The awards are open to teachers of graduate students as well as undergraduates in both the professional schools and the arts and sciences.

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

Four awards each year go to faculty in the non-health areas (F.A.S., Wharton, Engineering, Law, Education, Social Work, Fine Arts, Annenberg School of Communications and S.P.U.P.) and four go to the faculty in the health schools (Medicine, Dental Medicine, Veterinary Medicine and Nursing).

**Non-Health Areas:** Nominations from schools or departments, students, faculty members, or chairmen should be submitted to the Committee on Distinguished Teaching, 112 College Hall/CO, to the attention of Constance C. Goodman. Nominations and supporting letters should cite those qualities which make the nominee an outstanding teacher, and should include the nominator's address and explain his/her association with the nominee. Additional supporting evidence, in the form of statistical surveys, curricula vitae, lists of courses taught, etc., will also be helpful to the selection process. The Committee on Distinguished Teaching, appointed by the Vice Provost for University Life, on behalf of the Provost, presents the Provost Staff Conference with eight finalists each year. The nomination period closes Friday, December 10.

**Health Areas:** The deans of the health schools will welcome nominations for the 1982-83 awards from individuals in the respective schools. Nominations and supporting material, including a current curriculum vita, comments from faculty and students concerning the nominee's teaching ability and any objective quantitative evaluation of the nominee's teaching activities will be reviewed by a broadly based committee of faculty and students within each school. Each health school may nominate up to four individuals for Lindback Awards. The Vice President for Health Affairs appoints an ad hoc committee drawn from the several school committees to choose the four recipients in the health schools.
The City as Innovator

- "Inventions, Inc." a for-profit entity to license, develop and market promising inventions.
- A High-Technology Business Development Zone in West Philadelphia, focusing business, financial, government and academic resources on the gestation of new high-tech firms.
- The formation of local private Venture Capital Fund(s) to aid in the development of new enterprise creation, spin-offs and the expansion of industry in Greater Philadelphia.
- An Entrepreneurial Clearinghouse to encourage and facilitate entrepreneurial activity in the Delaware Valley, focusing on the formation of new businesses, expansions and buyouts of existing firms.
- A Greater Philadelphia One-Stop Innovation Center to accelerate entrepreneurial activity by providing technical and managerial advice to entrepreneurs and fostering enhanced potential for development of innovations.
- A system of Neighborhood Job Banks, sponsored by community organizations to provide information on jobs, training programs and future employment opportunities supported by City, State and Federal economic development and business subsidy programs of the private sector.
- Launch regional phase of an ongoing human resource development process in the Delaware Valley (CLEO) to create the competencies required for a high-tech economy, strengthened community life, and productive personal and family lives.
- Philadelphia Youth Conservation Corps—public/private partnership providing work experience and incentives to work and learn for disadvantaged youth.
- Human Capital Incentive Fund: Vouchers for individual investment in continuing education/skill training.
- Literacy Commission of Philadelphia—a catalytic leadership body able and willing to advocate and influence a significant response to the crisis of illiteracy in Philadelphia.
- A Computer Literacy Center to provide skills development and training; to promote and coordinate computer education programs in area schools and colleges; and to create a human capital pool well-matched with rapidly expanding computer-based job opportunities.
- Enhanced Instructional Effectiveness in the Public School System through adoption of Mastery Learning.
- Teleliteracy to vastly increase access to educational and employment opportunities by creating a vocationally-oriented "open university" as part of an aggressive effort to extend the work-related competence of Philadelphia's labor force.
- Enhanced Managerial Effectiveness for the Philadelphia Public School System.
- Completion of the first Inner-City "Boystown": involving the renovation of a block of twenty-three abandoned buildings in West Philadelphia for reuse as a residential, educational, and economic development center for minority youth.
- A Partnership between the Colleges and Universities of Greater Philadelphia and the City to actively engage in urban problem-solving with the creation of a Policy Board to match city concerns with university expertise.
- A Center for Philadelphia Tomorrow, a "think tank" to assure that Philadelphians consider pioneering urban reforms as soon as possible.

The City as Conservator

- City-wide effort to cut residential energy consumption by 15-20 percent through a public/private-utility program to provide information on and install cost and no cost energy conservation measures (e.g., thermostat setbacks, caulking, weatherstripping, hot water tank wrappers) on as many as 300,000 housing units.
- Massive Energy Education Program designed to change the energy habits of Philadelphians and lower energy bills.
- The development of a Homestead Program for the Rehabilitation of Vacant Public Housing Units.
- Development of Innovative Financing Packages for Capital Improvements to Public Housing for Rehabilitation and Weatherization.
- Housing and Economic Development Capital Fund(s) to improve the quality of life in communities in need of both economic and housing assistance.
- Integrated Hazardous Waste Program which includes retrofitting existing sites and identification of appropriate locations for development of new, safe, "state of the art" facilities for treating, storing, disposing, and recycling.
- A Comprehensive Solid Waste Program emphasizing separation and recovery of recyclable materials, the development of "trash-to-energy" facilities, and co-disposal of sewage sludge and municipal waste.
- An intensive program for maintenance and repair of the City's water distribution and sewage collection systems.
- An inFrastructure Technology and Management Consortium consisting of business, engineering, academic and government organizations to improve infrastructure management and development rehabilitation technologies to be used locally and marketed nationally and internationally.
- Creation of a Coordinated Research and Development Program to stimulate the development of energy-saving products and better, more cost-efficient approaches (technical, managerial and financial) to energy efficiency.
- An Urban Agricultural Development Program for inner-city Philadelphia combining community resources with business, financial and government investment to create new labor intensive food production companies.
- A Center for Neighborhood Self Reliance (CNS) to increase the autonomy and quality of life of Philadelphia neighborhoods through the introduction of agricultural production technologies, new energy conservation techniques and the co-production of services.
- A "Core Competencies" Model of Public Education for the Philadelphia Public School System to provide students with reading, writing, speaking, problem-solving, calculating, computer and collaborative skills needed to effectively participate in complex social and work environments.
- A targeted two-year strategy development project to identify innovative responses to prison over-crowding in Philadelphia.

The City as Mediator

- The formation and support of in-plant and industry-wide labor management cooperative efforts aimed at advancing both the competitiveness of firms and the quality of work life in the Delaware Valley.
- Replace the teacher's contract with school-based performance contracts that purchase educational results rather than teacher instructional hours. Alter the relative position of the Board of Education and the Philadelphia Federation of Teachers by divesting the Board of its school operations and put them out for bid on...
a school-by-school basis to qualified teachers and administrators who establish themselves as approved educational providers.

- A Venture Capital Information Referral System which will screen and refer investment opportunities in start-up or expanding firms to venture capital investors and brokers.

- A Regional Clearinghouse for Information on the Defense Economy, increasing the benefits of defense business to the Delaware Valley.

- A Metropolitan Information Corporation (MIC), linking Philadelphia to the world's information industry using as its centerpiece the Philadelphia Free Library.

- Cooperative Research and Development programs which serve the technological needs of area industries through joint development projects and transfer-of-technology services.


- An Inter-Modal Freight Distribution Terminal in Southwest Philadelphia to establish Philadelphia as a regional freight distribution center.

- Terminal Railroad in Philadelphia to assume the retail functions of Conrail and the Chesapecy system, by consolidating shipments and enhancing delivery services.

- A Regional "Piggy-Back" (motor carrier-to-flat car Lead Center to take full advantage of Philadelphia's strategic location between New York and Baltimore.

The City as Enhancer

- Regional Commercial-Industrial Tax Base Sharing to improve tax financing of services in the Delaware Valley making the entire region a more efficient place to do business and a more tax-equitable place to live.

- A Public Education Program on Property Tax Reform as an appropriate, efficient and equitable means for collecting additional City revenues.

- Delaware Valley Resources Development Inventory: A comprehensive assessment of research strengths among institutions and industries in the Delaware Valley to provide an up-to-date system for entrepreneurs, government agencies, professional industrial site search firms, corporate decision makers, and investors in selecting the Greater Philadelphia Region as a choice location for future growth and development.

- A Delaware Valley Information bank with data collected by means of an ongoing sample survey of industry needs and economic and social objectives of Greater Philadelphia.

- Culture/Recreation Advocacy Group—a catalytic leadership body—able and willing to advocate and influence significant change for cultural and recreation in Philadelphia.

- Regional Tourist Development: a program of promotion to expand the numbers of day tourists to Philadelphia.

- A service sector Facility Locations Program to promote and develop Philadelphia as a center for corporate, institutional, public sector, technical, professional and leisure industry facilities and headquarters.

- Creation of one or more special development districts—featuring coordinated public/private planning, special tax arrangements, and flexible zoning and building code regulations—leading to new opportunities for economic and community development.

- Downtown Convention Center for Philadelphia, located in close proximity to major hotels and cultural attractions; in possible combination with a new hotel and performing arts center.

- Center for Housing and Community Policy Research to provide data on current and future housing markets in the Greater Philadelphia area.

- Increase productivity of existing streets, highways and transit services through low-cost traffic regulation and enforcement measures.

- A coordinated urban transportation policy for the city and establish a body to direct its implementation.

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ON CAMPUS

November 2-November 14

Children’s Activities

Film Series
November 6 Run Wild, Run Free
November 10 Chitty Chitty Bang Bang
The Saturday children’s film series is free. Films are screened at 10:30 a.m. Harrison Auditorium, the University Museum.

Workshop
November 13 Knowing and Growing Herbs. 2 p.m. Registration and information: 247-5777.

Conferences
November 2-4 Italy Today: Franco Ferrarotti on The Development and Evolution of Italian Society on November 2, 4 p.m., Bodek Lounge. Guido Colomba on Political Parties and Mass Media in Italy and Francesco D’Onofrio on Democracy: Is the Anomalous Italian Case Anomalous? on November 3, 7 p.m., Room 301, Houston Hall; Enzo Mastina on The Social and Political Role of Unions in Italy and Gabriele Maselli on Industrial Financing and Banking Institutions in Italy on November 4, 7 p.m., Benjamin Franklin Room, Houston Hall (Center for Italian Studies). Information: Ext. 8279.


Coursework and Training
Through December 8 Stress Management Workshop. 8 weeks, noon, Houston Hall (Penn’s Women’s Center). Registration: Ext. 8611.

November 5 Prevention for Athletes: holistic methods for treating injuries; 7:30 p.m., 2nd floor lounge, CA (The Health and Wellness Project).

College of General Studies

November 6 An Overview of Publication Production or How To Be a One-Man Band, 5:30 p.m.
November 6 Writing Press Releases. 9 a.m., McNeil Building.
These are non-credit courses sponsored by CGS, Faculty of Arts and Sciences. For registration and complete information on fees, schedules, and Center City courses: Ext. 6479.

Morris Arboretum
November 3, 10, 17 Passive Solar Greenhouse Design. 7 p.m. (19a.m. section on November 3).
November 17 Heritage Cone Wreath. 7:30 p.m. (10 a.m. section on November 10).
November 24 Late Fall Bird Walk. 9 a.m.
These courses are sponsored by the Morris Arboretum. Pre-registration is required for all classes. Information: 247-5777.

School of Medicine
November 5 Trauma Symposium (Department of Surgery, The U.S. Army).
For complete information on this off-campus Continuing Medical Education courses: Nancy Wink, Ext. 8005.

Exhibits

Ongoing The Egyptian Mummy: Secrets and Science and Polyhedra, University Museum.

Ongoing The Elsevier Exhibit, works published by the Elsevier family in Leyden and Amsterdam from 1583 to 1712. Rosenwald Gallery, 6th floor, Van Pelt Library.

Through November 2 Neil Welliver, Paintings, 1966-1980. Thirty large oil paintings, the ICA.

Through November 3 Paintings of Two Artists from the People’s Republic of China. Faculty Club Gallery.

Through November 16 Christine Termin, Paintings and Sculpture, Houston Hall.

Through December Law and the Visual Arts, the Great Hall of the Law School Building.

November 8-24 Student Work: Graduate School of Fine Arts, the Fine Arts Gallery.
November 8-December 23 The Paintings of Sara Steels, sponsored by the B’nai B’rith Hillel Foundation at Penn; Faculty Club.

November 12-January 30 Ban Chiang: Discovery of a Lost Bronze Age, the first exhibition of archaeological discoveries in Thailand begins its national tour at the University Museum.

Tercentenary/Exhibits

Through December 15 The Penn Family, the Universities and the Institutions of Philadelphia, an exhibit of books, manuscripts, printed materials and paintings; first floor, Klein Corridor, Van Pelt Library.

Through March 20 The Lenupe: Wanderers in Their Own Land, Sharp Gallery, University Museum.

Gallery Hours

Faculty Club 35th and Walnut. For information regarding hours call Ext. 3416.

Fine Arts Gallery 34th and Walnut. Monday-Thursday 10 a.m.-6 p.m., Friday and Sunday noon-4 p.m.

University Art Gallery Monday-Friday 10 a.m.-8 p.m., Saturday and Sunday noon-4 p.m.

ICA Gallery 34th and Walnut. Tuesday, Thursday, and Friday, 10 a.m.-5 p.m.; Wednesday, 10 a.m.-7 p.m.; Saturday and Sunday, noon-5 p.m.

Klein Corridor, Van Pelt Library.

Law School, 34th and Chestnut. Monday-Friday 9 a.m.-5 p.m.

University Museum, 33rd and Spruce. phone: 222-7777. Monday-Saturday, 10 a.m.-5 p.m.; Sunday 2-5 p.m.

Van Pelt Library Monday-Friday 9 a.m.-11 p.m. except holidays. Rosenwald Gallery, Monday-Friday 9 a.m.-5 p.m.

Guided Gallery Tours
November 5 Polyhedra
November 12 Chroma
November 13 Ban Chiang
November 14 Ban Chiang

These Saturday and Sunday tours are free and begin at 1 p.m. at the main entrance of the University Museum.

ALMANAC. November 2, 1982
Films

Exploratory Cinema
November 3 The Battle of Midway: The Silent Village; Thunderbird

November 10 Moods of the Sea: Symphony of a City; Louisiana Story
Films begin at 7:15 and 9:30 p.m., Studio Theatre, Annenberg Center. Admission: $3, students $2.

Film Alliance
November 4 Zabriskie Point.

Unless otherwise indicated, all films are screened at 10 p.m., Irvine Auditorium. Admission: $2.

GSAC Film Series
November 5 The Shop on Main Street.

Films are shown in Fine Arts B-1, at 7:30 and 10 p.m. Admission: $1.50, Season pass, $10.

Museum Film Series
November 7 Zulu Dawn.

These free films are screened at 2:30 p.m., Harrison Auditorium, the University Museum.

Penn Union Council Movies
November 5 On Golden Pond, 7:30, 9:45, 12 p.m.

November 10 A Doll's House, 8 p.m., 10, 12 p.m.

November 13 Atlantic City, 8, 10, 12 p.m.

All shows are in Irvine Auditorium. Admission: $1.50, midnights (and special), $1.

Music

November 5 Penn Union Council presents Miles Davis' first concert in Philadelphia in eight years, 8 p.m., Irvine Auditorium. Ticket prices are $10.50, $11.50 and $12.50. $2.00 off with a Penn I.D. Information: PUC, Ext. 4464.

November 6 The University Symphony Orchestra, Eugene Narmour, conductor, presents Weber's Overture to Euryanthe, Beethoven's Symphony No. 8, and Stravinsky's Divertimento. 8:30 p.m., Irvine Auditorium, free.

November 13 The University Museum presents The Silver Swan, a Collegium Musicum concert; 2 p.m., Lower Egyptian Gallery, University Museum. $2 concert donation requested.

On Stage

November 3 Life in the Fast Lane. Requiem for a Sansei Post: a one-man show performed by Lane Kiyomi Nishikawa; 8 p.m., Annenberg School Theater (Japan Cultural Club). Tickets $3, students free.

November 4-6 The Penn Players production of Wonderful Town, under the musical direction of Claude White, director of the Penn Band and Wood Ensemble; 8 p.m., Zellerbach Theatre, Annenberg Center. Tickets are $4, orchestra $3, balcony. Box office: Ext. 7570.

November 6-9 Liam and Louisa; 8 p.m., The Intimacy Machine: Social and Cultural Studies of Computers and People; Sherry Turkle; MIT; 4 p.m., Room 107, Smith Hall (Department of History and Sociology of Science).

November 10 Light and Dark: Berkeley's Distinguished Lecture in Mathematics; Dana S. Scott, Carnegie-Mellon University; 3 p.m., room A-8, David Rittenhouse Laboratory (Hans Rademacher Lecture in Mathematics).

Special Events


Sports

(Sports Home Schedules)
November 2 Soccer vs. Rider, 7:30 p.m.

November 8 Soccer vs. Villanova, 8:15 p.m.

November 10 Football vs. Princeton, 9:45 a.m.

November 9 Soccer vs. Temple, 7:30 p.m.

November 12 Soccer vs. Harvard, 8:15 p.m.

November 13 Football vs. Harvard, 1:30 p.m.

November 14 Basketball vs. Davidson, 7:30 p.m.

November 15 Basketball vs. Davidson, 7:30 p.m.

November 16 Basketball vs. Davidson, 7:30 p.m.

November 17 Basketball vs. Davidson, 7:30 p.m.

November 18 Basketball vs. Davidson, 7:30 p.m.

November 19 Basketball vs. Davidson, 7:30 p.m.

November 20 Basketball vs. Davidson, 7:30 p.m.

November 21 Basketball vs. Davidson, 7:30 p.m.

November 22 Basketball vs. Davidson, 7:30 p.m.

November 23 Basketball vs. Davidson, 7:30 p.m.

November 24 Basketball vs. Davidson, 7:30 p.m.

November 25 Basketball vs. Davidson, 7:30 p.m.

November 26 Basketball vs. Davidson, 7:30 p.m.

November 27 Basketball vs. Davidson, 7:30 p.m.

November 28 Basketball vs. Davidson, 7:30 p.m.

November 29 Basketball vs. Davidson, 7:30 p.m.

November 30 Basketball vs. Davidson, 7:30 p.m.

December 1 Basketball vs. Davidson, 7:30 p.m.

December 2 Basketball vs. Davidson, 7:30 p.m.

December 3 Basketball vs. Davidson, 7:30 p.m.

December 4 Basketball vs. Davidson, 7:30 p.m.

December 5 Basketball vs. Davidson, 7:30 p.m.

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December 30 Basketball vs. Davidson, 7:30 p.m.

December 31 Basketball vs. Davidson, 7:30 p.m.
Van Pelt Library passes along the news that James R. Shinn, who has a "national reputation as a rare-book thief and a criminal record of over 30 years" drew a 20-year prison sentence October 13. As he levied the maximum penalty allowed by law, U.S. District Judge Daniel H. Huyett, 3rd, told Shinn, "The thefts of books from colleges and universities are reprehensible." Although Shinn pleaded guilty, he is asking the Third U.S. Circuit Court of Appeals to throw out the case on grounds that the search warrant that led to seizure of the books was not proper, according to The Philadelphia Inquirer, October 13. There is no word yet of the recovery of the volumes Van Pelt has lost, Dr. Joan Gotwals, deputy director of libraries, said.

**OPPORTUNITIES**

Job descriptions and qualifications are listed only for those positions which have not previously appeared in Almanac. Those previously appeared in a previous issue are listed by job title, job number and salary to indicate that the postions are still available. Listings are condensed from the personnel bulletins November 1 and therefore cannot be considered official. New listings are posted Mondays on personnel bulletin boards at:

- Anatomy-Chemistry Building: near Room 358
- Centenary Hall: lobby
- College Hall: first floor
- Franklin Building: near Personnel (Room 130)
- Johnson Pavilion: first floor, next to directory
- Law School: Room 28, basement
- Logan Hall: first floor, near Room 117
- LRBM: first floor, opposite elevator
- Richards Building: first floor, near mailroom
- Rittenhouse Hall: opposite elevator, second floor
- Social Work/Caster Building: first floor
- Towne Building: mezzanine lobby
- Van Pelt Library: ask for Reference Desk
- Veterinary School: first floor, near directory

For further information, call personnel relations. 898-7284. The University is an equal opportunity employer. Where qualifications include formal education or training, significant experience in the field may be substituted. The two figures in salary listings show minimum starting salary and maximum starting salary (midpoint). Some positions listed may have strong internal candidates. If you would like to know about an internal position, please ask at the time of the interview with a personnel counselor or hiring department representative. Openings listed without salaries are those in which salary is to be determined. Resumes are required for administrative/professional positions.

**Administrative/Professional Staff**

<table>
<thead>
<tr>
<th>Position</th>
<th>Salary Range</th>
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<tbody>
<tr>
<td>Accountant II</td>
<td>$15,000-$20,000</td>
</tr>
<tr>
<td>Applications Programmer/Analyst II</td>
<td>$15,000-$20,000</td>
</tr>
<tr>
<td>Archivist</td>
<td>$15,000-$20,000</td>
</tr>
<tr>
<td>Area Director</td>
<td>$20,000-$25,000</td>
</tr>
<tr>
<td>Assistant Director, Facilities Management</td>
<td>$15,000-$20,000</td>
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<tr>
<td>Associate Director, Personnel Office I</td>
<td>$10,000-$15,000</td>
</tr>
<tr>
<td>Assistant Director, Personnel Office II</td>
<td>$15,000-$20,000</td>
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<tr>
<td>Director</td>
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**Support Staff**

<table>
<thead>
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<tbody>
<tr>
<td>Administrative Assistant I</td>
<td>$12,000-$15,000</td>
</tr>
<tr>
<td>Administrative Secretary II</td>
<td>$12,000-$15,000</td>
</tr>
<tr>
<td>Air Conditioning and Refrigeration Mechanical</td>
<td>$10,000-$15,000</td>
</tr>
<tr>
<td>Cashier, Assistant</td>
<td>$12,000-$15,000</td>
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<tr>
<td>Coordinator, Classroom</td>
<td>$10,000-$15,000</td>
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<tr>
<td>Collection Assistant</td>
<td>$10,000-$15,000</td>
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<tr>
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<td>$15,000-$20,000</td>
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<tr>
<td>Director, Compensation</td>
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<tr>
<td>Librarian I or II</td>
<td>$12,000-$15,000</td>
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<tr>
<td>Manager, Limited Service</td>
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<tbody>
<tr>
<td>Secretary/Technician Word Processor</td>
<td>$12,000-$15,000</td>
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<tr>
<td>Temporary Secretary, Medical/Technical</td>
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**Part-Time Positions**

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<tbody>
<tr>
<td>Laborer</td>
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**Training Schedule**

- November 3: Purchasing Orientation, 2:45 p.m.
- November 11: Clear and Effective Writing, four session course on skills development, 1:30-3:30 p.m.
- November 12: Resume Development, noon-1 p.m.

**Almanac Advisory Board**

- ALMANAC ADVISORY BOARD: Clifton C. Chepek, chair; Murdock K. Phister, Monitoring Committee; sundry members.

**Editorial Staff**

<table>
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<tr>
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<tbody>
<tr>
<td>Assistant Editor</td>
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</tr>
<tr>
<td>Editorial Assistant</td>
<td>$10,000-$15,000</td>
</tr>
<tr>
<td>Work-Study Assistants</td>
<td>$7,500-$10,000</td>
</tr>
</tbody>
</table>

**EDITORS**

- Karen C. Gaine
- Marguerite F. Miller

**Contributors**

- Linda Sotnyk

**ALMANAC. November 2, 1982**