Women’s Studies at 25

All members of the University are invited to this week’s events celebrating the 25th anniversary of the Women’s Studies Program at Penn:

• Thursday, September 24, 4:30 p.m. in Logan Hall 17: Dr. Catherine Stimpson, Graduate Dean of NYU, gives the keynote address, “Mary, Martha, or Ally McBeal?: Who and Where is Women’s Studies?” A reception follows.

• Friday, September 25, 9 a.m. to 5 p.m., ten panel discussions (some of them concurrent) at Bennett Hall and Logan Hall, with luncheon at noon and reception at 5 p.m.; for topics see Bennett Hall and Logan Hall, with runcheon at noon and reception at 5 p.m.; for topics see page 2. (See his memorandum to the Penn community.

Mr. Heuer also announced a new Personal Financial Planning Program; see page 6.

Lasker Prize: Drs. Nowell, Knudson

Two members of the School of Medicine share this year’s Albert Lasker Clinical Medical Research Award, the prize described as the “American Nobel”: Dr. Peter C. Nowell, professor of pathology and laboratory medicine, and Dr. Alfred G. Knudson, Jr., adjunct professor of human genetics and pediatrics.

Along with Dr. Janet D. Rowley of Chicago, they were chosen for “incisive studies in patient-oriented research that paved the way for identifying genetic alterations that cause cancer in humans and that allow for cancer diagnosis in patients at the molecular level,” the Albert and Mary Lasker Foundation announced.

Dr. Nowell, who has been on the faculty since 1956, is renowned as the discoverer of the “Philadelphia chromosome.” In 1960, just four years after the precise number of human chromosomes had been fixed at 46 and at a time when no relationship between cancer and chromosomes was known to exist, he recalls “diddling around with leukemia cells in a glass dish” and finding that a plant substance made cells divide. Staining them to make the cell division visible, he then collaborated with the late Dr. David Hungerford in experiments that showed patients suffering from chronic myelogenous leukemia (CML) had a defect in Chromosome 22—a small cell to begin with, but abnormally so in CML patients. “At a time when the idea that cancer had a genetic basis was widely disbelieved,” said the Lasker Foundation, “Nowell’s results provided the first clear evidence that a particular genetic defect in a single chromosome can lead to a population or clone of identical cells that accumulate in numbers to form a deadly malignancy.” (Dr. Janet Rowley was later to find that a piece of the chromosome had broken off.)

Dr. Knudson, who has been an adjunct faculty member here since 1976, when he joined the Fox Chase Cancer Center, is known for a “two-hit” hypothesis on the origin of cancer, based on an analysis of retinoblastoma, a tumor that occurs in both hereditary and non-hereditary form. Ahead of his time and ahead of his own hard data, the Foundation said, he hypothesized that some genes’ normal role in life is to behave as anti-cancer or tumor-suppressor genes that keep cell division under healthy control. In 1976 his mathematically-based hypothesis was proved when he and others showed that some patients with hereditary retinoblastoma are missing a segment of Chromosome 13 in all of their cells.

Both scientists are members of the National Academy of Sciences and the American Philosophical Society, and both hold most of the major scientific awards given in their fields. Dr. Knudson, who began at Fox Chase as the director of its Institute for Cancer Research and later served as its president (1980-82), is now Fox Chase Distinguished Scientist there. He is an alumnus of CalTech who took his M.D. and Ph.D. from Columbia and spent his early career at the City of Hope, SUNY Buffalo, and University of Texas/Houston before coming to Philadelphia in 1976.

Dr. Nowell, a Wesleyan University alumnus who took his M.D. here in 1952, has been on the PennMed faculty since 1956, when he started as an instructor. He rose to full professor in 1964, and in 1964 was named Gaylord P. and Mary Louise Harnwell Professor of Pathology and Laboratory Medicine in 1990. He received the Lindback Award in 1967 and his department has named a teaching award in his honor. Among his awards for research are the Parke Davis Award and the Rous-Whipple Award of the American Association of Pathologists; the La Madonna Award of Milan; the Passano Foundation Award; an Outstanding Investigator Grant from the NIH; the Robert de Villiers Award of the Leukemia Society of America; and the Mott Prize of the General Motors Cancer Research Foundation. He helped spearhead major curricular changes in medicine in the 1970s, and in the following decade he chaired the committee that reviewed and extended them. He was the organizer and first director of the University of Pennsylvania Cancer Center and is currently its deputy director. In addition to serving on numerous Medical School committees he has served as Moderator of the University Council (1975-77).
On Faculty Salaries

To Members of the Standing Faculty:

I would like to draw your attention to the thoughtful report of the Senate Committee on the Economic Status of the Faculty, which was published in the May 19/26, 1998, issue of *Almanac*. It contains important information about Penn’s budgeting system, how faculty salaries compare to those at peer institutions, and variations in faculty salaries by rank, school, and years of service. It makes several important recommendations that the Committee expects to pursue this year.

You may obtain a hard copy of this report from *Almanac* by calling 898-5274, or from Carolyn Burdon, Executive Assistant to the Chair of the Faculty Senate, by calling 898-6942. It is also available at the *Almanac* website, http://www.upenn.edu/almanac/v44/n34/senrept.html.

— John C. Keene, Chair

Human Resources

Outsourcing Portions of Benefits Services

To the University Community:

The Division of Human Resources is pleased to announce that the Benefits Office has partnered with Hewitt Associates for the administration and service delivery of the University’s health and welfare benefits. Hewitt Associates, a market leader in the field of benefits delivery and administration, has been involved in the servicing of the University’s benefits program since 1986. We have decided to expand this partnership with the following goals in mind:

- to better meet the needs of HR customers (Penn employees) by improving the quality, timeliness and consistency of benefits service delivery;
- to achieve the cost-containment goals of the *Agenda for Excellence*; and
- to enable HR staff to focus more on the strategic work around the University’s benefits programs including benefits planning, design and ongoing legal monitoring, analysis and reporting.

Our current benefits administration involves a high volume of paperwork processing. Hewitt’s state-of-the-art technology and regular access to training resources will enable us to streamline this processing and ensure that we meet constantly changing compliance requirements. More importantly, these technology and training resources will enhance the quality of service delivery to you.

Enhanced quality of service delivery means your questions and requests will be handled in a more timely, accurate, up-to-date and consistent manner. Specifically, Hewitt will service our medical, prescription drug, dental, and group life insurance programs, as well as our health care and dependent care spending accounts. Starting on Monday, October 12, 1998, you will be able to access a central benefits call center dedicated to Penn to request information on these benefits. We will send more details (including the toll-free benefits call center number) to your home mailbox in the coming week.

Penn is committed to working with you during this transition with the ultimate goal of providing the best benefits service delivery possible. As with all change, though, the transition will require some flexibility and adaptability within all of us. We expect great long-term results and look forward to our partnership with Hewitt as a way to achieve the cost-containment goals of the *Agenda for Excellence*.

— John J. Heuer, Vice President for Human Resources

Office of Student Conduct: Request for Advisors

To the University Community:

We invite all members of the community to play an important role in the University of Pennsylvania’s Student Disciplinary System by volunteering to serve as an Advisor.

Any University faculty member, staff member, or student in good academic and disciplinary standing may serve as an Advisor.

An Advisor helps students involved in disciplinary proceedings to understand both the procedures and the philosophy of the disciplinary process. Students involved in the Disciplinary System include complainants, witnesses, and respondents. Advisors assist students in preparing for meetings and hearings and may accompany students to all meetings and hearings. More importantly, Advisors offer students guidance and support throughout the disciplinary process.

Advisors are an essential part of the Disciplinary System. The Advisor is the person best situated to turn the student’s experience with the Disciplinary System into an educational and constructive one. To volunteer to serve, or to obtain more information, please contact the Office of Student Conduct at 898-5651 or chazin@pobox.upenn.edu.

— Michele Goldfarb, Director, Office of Student Conduct

Reseting One of the Bookstore’s Faculty Discussion Groups

The University Bookstore’s faculty discussion group announced for Thursday, September 24, has been re-scheduled for Thursday, October 8, from 4-6 p.m. in the Bookstore Cafe.

The session announced for Monday, September 28 will be held as scheduled (3-5 p.m., Bookstore Cafe). Join General Manager Dwyane Carter for a discussion of the store’s bibliographies, including ways to keep them current and comprehensive. Refreshments will be provided.

In addition, faculty recommendations for Bookstore titles are welcome, particularly those by faculty and alumni authors. E-mail Dwyane (note corrected address: dwwayne@pobox) with any titles that you would like to see carried by the store.

— Amy R. Johnson, Special Projects Coordinator, Business Services

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ALMANAC September 22, 1998
To the University Community:

In September 1989, the University received from the U.S. Justice Department a request for information in connection with its inquiry into potential agreements among colleges and universities relating to financial aid, tuition and faculty and administrative salaries. Cooperating fully with the investigation, the University provided many thousands of documents to the Justice Department. The inquiry culminated in the entry on September 20, 1991, of a final judgment in the U.S. District Court for the Eastern District of Pennsylvania. Under the terms of that judgment, Penn and seven other Ivy League schools agreed not to exchange certain types of information, such as financial aid data and “plans and projections, including budget assumptions, regarding future student fees or general faculty salary levels. . . .” The University is required to maintain an enforcement program that communicates the rules set out in the judgment and monitors compliance with the antitrust laws.

In 1992 Congress modified the requirements of the final judgment by enacting legislation that allowed colleges and universities to agree to award institutional financial aid on the basis of need and to discuss and adopt principles for determining student financial need. The law, however, did not authorize them to discuss financial aid awards to specific common applicants. That law was replaced by legislation permitting colleges and universities that practice need-blind admission to agree to award aid only on the basis of financial need, to use common principles of analysis for determining need, to use a common aid application form, and to exchange certain limited financial data with respect to commonly-admitted applicants prior to making an aid award. The legislation defines “need-blind admission” as making admissions decisions without regard to the financial circumstances of the student. The law does not authorize colleges and universities to discuss specific aid awards to common applicants, and under the final judgment, the University is still required to maintain an enforcement program that disseminates the rules set out in the judgment and monitors compliance with the antitrust laws.

In accordance with the requirements of the final judgment, I have been designated Antitrust Compliance Officer, with responsibility for implementing the antitrust compliance program. While complying with the final judgment is a priority, it should not impede appropriate communication among schools. Accordingly, we are republishing the final judgment in United States v. Brown University, et al. and the University’s guidelines on cooperative exchanges of certain University information. The Office of the General Counsel is available to answer your questions about compliance with the final judgment and the antitrust laws.

—Shelley Z. Green, Office of the General Counsel

Guidelines on Cooperative Exchanges of Certain University Information

1. These Guidelines apply to University information pertaining to tuition (including fees for room and board), financial aid and salary levels for faculty and administrative personnel.

2. University officials may disclose policies and information to the public and may communicate to others policies and information once they have been made public. However, no University official shall communicate to an official of another school any plans or projections, including budget assumptions, regarding tuition and fees or general faculty salary levels prior to their final approval by the administration or the Trustees, as appropriate.

3. University officials must not participate in one-on-one or roundtable discussions with representatives of other institutions about projected or anticipated levels of tuition, fees, and salaries, or budget assumptions, and if such discussions occur, University officials must excuse themselves.

4. Decisions by the University relating to the setting of tuition, fees and salaries or the awarding of financial aid must not be based upon or refer to projections of tuition, fees, and salaries or financial aid by other educational institutions. University officials cannot solicit information concerning projected levels of tuition, fees and salaries or the methodology for awarding financial aid at other educational institutions.

5. No University official may request from, communicate to or exchange with any college or University confidential financial aid information. For purposes of this policy, confidential financial aid information includes but is not limited to the application of a Needs Analysis Formula to, or how family or parental contribution will be calculated for, a specific applicant; the University’s plans or projections regarding summer savings requirements or self-help; the aid awarded or proposed to be awarded any applicant except as required by federal law.

6. In general, current and historical data relating to tuition, fees and salaries may be discussed and exchanged with representatives of other institutions, unless such disclosure is proscribed (for reasons other than the antitrust laws) by University or legal regulations. (For example, the University generally will not disclose the salary of any identified individual without his or her consent.) Thus, University officials may release to representatives of other institutions and to the press information relating to current or past levels of tuition, fees and aggregate salaries, and may participate in discussions with representatives of other institutions about such current or past information. However, University officials cannot disclose budget assumptions about future tuition, fees and salaries, or suggest that the University will maintain current levels of tuition, fees and salaries or will modify them in any particular way (e.g., to agree that tuition and fees will rise by a specified percentage).

7. Any University official who learns of a violation of these Guidelines or of Section IV of the Final Judgment, must report it to the Antitrust Compliance Officer.

Questions about these Guidelines should be directed to the Office of the General Counsel.

UNITED STATES DISTRICT COURT
FOR THE EASTERN DISTRICT OF PENNSYLVANIA

UNITED STATES OF AMERICA, Plaintiff,
v. BROWN UNIVERSITY IN PROVIDENCE IN THE STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS; THE TRUSTEES OF COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK; CORNELL UNIVERSITY; THE TRUSTEES OF DARTMOUTH COLLEGE; PRESIDENT AND FELLOWS OF HARVARD COLLEGE, MASSACHUSETTS; MASSACHUSETTS INSTITUTE OF TECHNOLOGY; THE TRUSTEES OF PRINCETON UNIVERSITY; THE TRUSTEES OF THE UNIVERSITY OF PENNSYLVANIA; and YALE UNIVERSITY, Defendants.

Civil Action No. 91-3274

FINAL JUDGMENT

Filed: September 19, 1991

Entered: September 20, 1991

Final Judgment

Plaintiff, United States of America, filed its Complaint on May 22, 1991. Plaintiff and consenting defendants, by their respective attorneys, have consented to the entry of this Final Judgment without trial or adjudication of any issue of fact or law. This Final Judgment shall be evidence or admission by any party with respect to any issue of fact or law. Therefore, before any testimony is taken, and without trial or adjudication of any issue of fact or law, and upon consent of the parties, it is hereby ORDERED, ADJUDGED AND DECREED:

I. JURISDICTION

This Court has jurisdiction of the subject matter of this action and of each of the parties consenting to this Final Judgment. The Complaint states a claim upon which relief may be granted against each defendant under Section I of the Sherman Act, 15 U.S.C. § 1.

II. DEFINITIONS

As used in this Final Judgment:
(A) “Student Fees” means the tuition, room, board, and mandatory fees, or any of these individually, a college, or university charges.
(B) “Family Contribution” means the amount the student and the student’s family pay from their income and assets towards the Student Fees.
(C) “Parental Contribution” means the portion of the Family Contribution the student’s parent or parents contribute from their income and assets.
(D) “Financial Aid” means a reduction of the total Student Fees for a particular student. It consists of grants (gift aid) and self-help (loans and the student’s income from term time employment offered by, or through, the college or university).
(E) “Merit Aid” means Financial Aid that is not based on economic need.
(F) “Needs Analysis Formula” means any formula for calculating or ascertaining a student’s need or Family or Parental Contributions.
(G) “Summer Savings Requirement” means the amount the college or university requires the student to earn during the summer to contribute to his or her Student Fees for the following year.

III. APPLICABILITY

This Final Judgment shall apply to each defendant and to each of their officers, trustees, and other members of their governing boards, employees, agents, successors, and assigns, and to all other persons in active concert or participation with any of them who shall have received actual notice of this Final Judgment by personal service or otherwise.

IV. PROHIBITED CONDUCT

Each defendant is enjoined and restrained from:
(A) agreeing directly or indirectly with any other college or university on all or any part of Financial Aid, including the Grant or Self-help, awarded to any student, or on any student’s Family or Parental Contribution;
(B) agreeing directly or indirectly with any other college or university on how Family or Parental Contribution will be calculated;
(C) agreeing directly or indirectly with any other college or university to apply a similar or common Needs Analysis Formula;
(D) requesting from, communicating to, or exchanging with any college or university the application of a Needs Analysis Formula to, or how family or parental contribution will be calculated for, a specific Financial Aid applicant;
(E) agreeing directly or indirectly with any other college or university whether or not to offer Merit Aid as either a matter of general application or to any particular student;
(F) requesting from, communicating to, or exchanging with any other college or university its plans or projections regarding Summer Savings Requirements or Self-help for students receiving Financial Aid;
(G) requesting from, communicating to, or exchanging with any other college or university, the Financial Aid awarded or proposed to be awarded any Financial Aid applicant except as required by federal law;
(H) requesting from, communicating to, or exchanging with any other college or university any information concerning its plans or projections, including budget assumptions, regarding future Student Fees or general Faculty Salary levels; and
(I) entering into, directly or indirectly, any contract, agreement, understanding, arrangement, plan, program, combination, or conspiracy with any other college or university or its officers, directors, agents, employees, trustees, or governing board members to fix, establish, raise, stabilize, or maintain Student Fees or Faculty Salaries.

V. COMPLIANCE PROGRAM

Each defendant is ordered to maintain an antitrust compliance program which shall include designating, within 30 days of the entry of this Final Judgment, an Antitrust Compliance Officer with responsibility for accomplishing the antitrust compliance program and with the purpose of achieving compliance with this Final Judgment. The Antitrust Compliance Officer shall, on a continuing basis, supervise the review of the current and proposed activities of his or her defendant institution to ensure that it complies with this Final Judgment. The Antitrust Compliance Officer shall be responsible for accomplishing the following activities:
(A) distributing, within 60 days from the entry of this Final Judgment, a copy of this Final Judgment (1) to all trustees and governing board members, and (2) to all officers and non-clerical employees who have any
responsibility for recommending or setting of fees, salaries, or financial aid in the offices of the President, Vice Presidents, Provost, Deans, Financial Aid, Admissions, Budget, Controller, Treasurer, and other similar offices;

(B) distributing in a timely manner a copy of this Final Judgment to any officer, employee, or trustee who succeeds to a position described in Section V(A);

(C) briefing annually those persons designated in Section V(A) on the meaning and requirements of this Final Judgment and the antitrust laws and advising them that each defendant’s legal advisers are available to confer with them regarding compliance with the Final Judgment and the antitrust laws;

(D) obtaining from each officer, employee, or trustee designated in Section V(A) an annual written certification that he or she: (1) has read, understands, and agrees to abide by the terms of this Final Judgment; (2) has been advised and understands that non-compliance with this Final Judgment may result in his or her conviction for criminal contempt of court; and (3) is not aware of any past or future violation of this decree that he or she has not reported to the Antitrust Compliance Officer; and

(E) maintaining a record of recipients to whom the Final Judgment has been distributed and from whom the certification in Section V(D) has been obtained.

VI. CERTIFICATION

(A) Within 75 days after the entry of this Final Judgment, each defendant shall certify to the plaintiff whether it has designated an Antitrust Compliance Officer and has distributed the Final Judgment in accordance with Section V above.

(B) For 10 years after the entry of this Final Judgment, on or before its anniversary date, the Antitrust Compliance Officer at each defendant school shall certify annually to the Court and the plaintiff whether that defendant has complied with the provisions of Section V.

(C) At any time, if a defendant’s Antitrust Compliance Officer learns of any past or future violation of Section IV of this Final Judgment, that defendant shall, within 45 days after such knowledge is obtained, take appropriate action to terminate or modify the activity so as to comply with this Final Judgment.

(D) If any person designated in Section V(A) learns of any past or future violation of this decree, he or she shall report it to the Antitrust Compliance Officer promptly.

VII. SANCTIONS

(A) If, after the entry of this Final Judgment, any defendant violates or continues to violate Section IV, the Court may, after notice and hearing, but without any showing of willfulness or intent, impose a civil fine upon that defendant in an amount reasonable in light of all surrounding circumstances. A fine may be levied upon a defendant for each separate violation of Section IV.

(B) Nothing in this Final Judgment shall bar the United States from seeking, or the Court from imposing, against any defendant or person any other relief available under any other applicable provision of law for violation of this Final Judgment, in addition to or in lieu of civil penalties provided for in Section VII(A) above.

VIII. PLAINTIFF ACCESS

(A) To determine or secure compliance with this Final Judgment and for no other purpose, duly authorized representatives of the plaintiff shall, upon written request of the Assistant Attorney General in charge of the Antitrust Division, and on reasonable notice of the relevant defendant, be permitted:

(1) access during that defendant’s office hours to inspect and copy all records and documents in its possession of control relating to any matters contained in this Final Judgment; and

(2) to interview that defendant’s officers, employees, trustees, or agents, who may have counsel present, regarding such matters. The interviews shall be subject to the defendants’ reasonable convenience and without restraint or interference from any defendant.

(B) Upon the written request of the Assistant Attorney General in charge of the Antitrust Division, a defendant shall submit such written reports, under oath, as directed, relating to any of the matters contained in this Final Judgment as may be reasonably requested.

(C) No information or documents obtained by the means provided in this Section VIII shall be divulged by the plaintiff to any person other than a duly authorized representative of the executive branch of the United States, except in the course of legal proceeding to which the United States is a party, or for the purpose of securing compliance with this Final Judgment, or as otherwise required by law.

IX. LIMITING CONDITIONS

(A) Nothing in this Final Judgment shall prevent defendants that are members of a common athletic league from: (1) agreeing to grant financial aid to recruited athletes or students who participate in athletics on the sole basis of economic need with no differentiation in amount or in kind based on athletic ability or participation, provided that each school shall apply its own standard of economic need; (2) agreeing to permit independent auditors access to Financial Aid information to monitor adherence to this agreement so long as the monitoring process does not disclose financial aid information, needs analysis or methodology to other league members; or (3) interpreting this agreement and enforcing it so long as such interpretation and enforcement do not disclose financial aid information, needs analysis or methodology to other league members.

(B) Nothing in this Final Judgment shall prohibit any defendant from advising or discussing, in accordance with the doctrine established in Eastern Railroad Presidents Conference v. Noerr Motor Freight, Inc., 365 U.S. 127 (1961), and its progeny, legislation, regulatory actions, or governmental policies or actions.

(C) Nothing in this Final Judgment shall prevent any defendant from:

(1) disclosing policies or information to the public; or

(2) communicating to others policies or information once they have been made public. However, no individual designated in Section V(A) shall communicate to any individual similarly situated at another defendant institution any plans or projections, including budget assumptions, regarding Student Fees or general Faculty Salary levels prior to their approval by that defendant’s Governing Board.

(D) Nothing in this Final Judgment shall prohibit any defendant from unilaterally adopting or implementing a Financial Aid program based, in whole or in part, on the economic need of applicants.

(E) Nothing in this Final Judgment shall prohibit or regulate conduct that federal legislation enacted subsequent to the entry of the Final Judgment authorizes or exempts from the antitrust laws.

(F) Nothing in this Final Judgment shall prevent the defendants from each unilaterally utilizing or appointing an independent agency, whether or not utilized by other defendants, to collect and forward information from Financial Aid applicants concerning their financial resources. The agency may only forward the financial aid information requested by that particular defendant.

(G) Nothing in this Final Judgment shall prohibit defendants or their representatives from continuing their consultations with the College Scholarship Service concerning the processing and presentation of its data in the same manner and degree as currently exists.

(H) Nothing in this Final Judgment shall prohibit an individual designated in Section V(A) from serving as and performing the normal functions of a trustee or governing board member of another college or university that is not a defendant to this action. However, the individual may not disclose any non-public information including student fees, faculty salaries, or financial aid to any other college or university.

(I) Nothing in this Final Judgment shall prohibit any defendant from disclosing information as part of the accreditation process. However, any individual participating in the accreditation process may not disclose any non-public information including student fees, faculty salaries, financial aid to any college or university.

(J) Nothing in this Final Judgment shall prohibit any defendant from providing financial aid for an individual student in situations where such defendant is jointly providing education or financial aid for that student with another college or university.

X. FURTHER ELEMENTS OF DECREES

(A) This Final Judgment shall expire 10 years from the date of entry.

(B) Jurisdiction is retained by this Court for the purpose of enabling any of the parties to this Final Judgment to apply to this Court at any time for further orders and directions as may be necessary or appropriate to carry out or construe this Final Judgment, to modify or terminate any of its provisions, to enforce compliance, and to punish violations of its provisions.

(C) Entry of this Final Judgment is in the public interest.

Dated: September 19, 1991

—Louis C. Bechtle, Ch.J.
Human Resources

Personal Financial Planning for Faculty/Staff

To the University Community:

We are pleased to announce that the University will be offering a comprehensive Personal Financial Planning Program this year to all of its employees. The changing economic climate, combined with varied needs of our employees, has led the University to create a program to assist our faculty and staff to be better prepared to develop a defined course of action to reach personal financial goals. Toward that goal, we have teamed with American Express Financial Advisors and The Dreyfus Corporation to present a series of educational financial planning services seminars and individual counseling sessions.

Beginning in October, these companies will be on campus to present seminars on a variety of financial planning subjects. We will be promoting “Financial Planning Week” approximately every other month and the schedule of seminars will be published with dates, times and topics so that you may choose the one or ones best suited to your needs. If you should desire to move beyond the level of the basic seminars, detailed written financial analyses can be purchased from American Express or Dreyfus. The fees for analysis will vary on an individual basis depending on the level of analysis you choose, the complexity of your financial situation, and the depth of financial advice you need. Any decisions you make regarding using the services offered by these financial professionals or based on their advice, will be your responsibility as the University does not endorse or recommend any particular financial or insurance product offered through these companies.

TIMA-CREF and Vanguard will continue to offer retirement planning seminars, as well as personal consultations, which they currently conduct on campus.

Our objective in supporting these services is to help employees plan for their financial future and integrate this plan into the comprehensive compensation and benefits package offered by the University. We hope you will take advantage of these seminars to increase your financial knowledge and further define your financial goals.

— John J. Heuer, Vice President for Human Resources

Spending Account Claims

Reminder: Please note that your health and dependent care claims for the fiscal year July 1, 1997—June 30, 1998 must be received by Eastern Benefit Systems, Inc. (EBS) by September 30, 1998 in order to be eligible for reimbursement. If you have any questions about your account, please call EBS at 1-888-PENNFLX (1-888-736-6359), Ext. 213.

Medical/Dental Plan Directory

Please note the following correction to the Medical and Dental Carriers Directory, published in Almanac September 15, 1998:

Keystone Health Plan East and UPHS POS—(215) 241-CARE (2273) if calling from inside the Philadelphia area. Please do not call the other number printed (215) 241-2123, as this is not a member services number.

We apologize for this oversight.

— Division of Human Resources

OPPORTUNITIES at PENN

Welcome back to Opportunities at Penn. Some major changes in Human Resources have taken place and we will now be using this space to provide you with updates on activities. New job opportunities will no longer be listed in this space as new technologies are enabling us to provide better detailed information to staff, faculty and the public on-line. There are currently over 500 positions open at Penn for qualified applicants. New weekly job opportunities are still available in print and may be obtained at our Job Application Center.

You may view new and current job openings at Human Resources’ new website www.hr.upenn.edu. Positions are searchable by title, job, school and posting date. You can submit your resume on-line to be considered for multiple positions. Internal applicants interested in applying for a specific position should still submit their cover letter and resume directly to the hiring officers. Current employees may call 898-7264 to obtain the names of hiring officers. You’ll be asked to provide your social security number and up to three contact names will be given daily.

The Penn Job Application Center has moved! A state of the art center opened this summer at 3530 Market Street, Suite 110, Science Center. Telephone: 222-3400. Some of the new features include: additional hours of operation—9 a.m. to 6 p.m. daily; five PC stations with Internet access to browse open positions; assistance in completing applications; and the ability to apply on-line. Todays Penn Partnership (formerly Todays Penn Temporaries) is located at this site, and will continue to provide quality office support temps from this new location.

Todays Penn Partnership has expanded their services to Penn hiring officers for recruitment of regular office and support staff. Christine Panebianco is Todays’ full-time recruiter for these positions. Please contact Christine at 222-3400, fax: 222-5949, or e-mail: upenn@todayss.com if you need assistance. We are confident that Christine’s expertise will help us with the challenges of locating office support positions in a tight and competitive labor market. HR Recruitment & Staffing will continue to assist hiring managers in all other ways with open positions, including setting salaries.

Please note: Faculty positions and positions at the Health System are not included in these listings.

— John J. Heuer, Vice President for Human Resources

Academic Career Conference

Co-sponsored by Career Services and The Vice Provost for Graduate Education

Please sign up for either or both of the following by calling 898-7530 or sending an e-mail message to rick@pobox.upenn.edu.

Going On the Academic Career

Tuesday, September 22
Annenberg School, Room 109
4:45-6 p.m. Taking the Long View in Your Job Hunt
Dr. Janice Madden, vice provost for graduate education.

4:30-5:15 p.m. Interviewing for Academic Jobs: What to Expect
Dr. John Bassani, chair and professor of mechanical engineering; Dr. Margaret DeGrazia, professor of English, Beaver College; Dr. Nancy Bonini, assistant professor of biology

A Program for First-Year Ph.D. Students

Wednesday, September 23
Annenberg School, Room 110
4-4:30 p.m. Issues Facing Graduate Education
Dr. Janice Madden, vice provost for graduate education.

4:30-5:30 p.m. The Insiders’ Guide to Graduate Education at Penn
Dr. Janice Madden, vice provost for graduate education

Wanted: Computers, Equipment, Supplies, and Books for Schools

If you have upgraded your computer system and you have a computer or associated equipment which you are no longer using, please consider donating this equipment for use in the Philadelphia City Schools. To arrange for a donation, please contact one of the following individuals, each of whom is involved in a project targeting Philadelphia area schools.

In addition, the first three individuals listed below collect surplus laboratory equipment, supplies, and recent biology or medical books to give to teachers who can make use of them in their classrooms. Any donation you may be able to make will be much appreciated and will be put to good use in the Philadelphia schools.

Dr. Ingrid Waldron, 898-8396 or iwaldron@sas
Andrew Krakowski, 573-3314 or andrew@bgl.psycha
M. L. Simone, 487-7623 or simone@bgl.psycha
Penn Family Day—
Saturday, October 17

The President, Provost and Executive Vice President invite all Penn
university and staff, their families and friends to the 6th annual Penn Family Day.
11:30 a.m. Picnic Lunch and Activities: Hill Field (34th & Walnut).
Rain location—Hill House (next to Hill Field).
Free for Penn faculty, staff, family and friends with admission ticket.
Menu: Grilled Santa Fe Chicken or All-beef Hotdog, Pasta Salad,
Cesar Salad, Dessert, Beverages.
Entertainment: Penn Glee Club, Cheerleaders & Penn Marching Band
1:30 p.m. Penn Football Game: Penn vs Columbia, Franklin Field (33rd & Spruce)
Free for Penn faculty & staff, $2/ticket per family member/friends.
Complimentary Parking 34th & Chestnut Street Garage w/ PENNCard.

For Tickets: Pick up tickets in person at Weightman Hall Ticket Office.
(33rd between Walnut and Spruce) Mon.-Fri. 11 a.m.-6 p.m., Ticket Office: 898-6151.

Italian Journey: Free for Penn Families on October 17

At the University of Pennsylvania Museum of Archaeology and Anthropology, a PENNCard
is the passport to admit faculty, staff and their families for free on Saturday, October 17. Take
an Italian journey when visiting the Museum's newest photographic exhibition, in the first
floor Sharpe Gallery. An Italian Journey: Photographs by Liana Muccio features 33 black
and white images in an oft-times intimate look at the photographer’s own Italian family—
relatives who remained in Italy, and her Italian American family in the United States...
Then, take advantage of the 10% Museum Shop discount for all PENNCard holders,
on this day and every day. The Museum Cafe will offer coffee, tea, espresso, cappuccino and
Italian biscotti.
(Note: Third floor galleries will be closed in preparation for Sunday’s opening of Canaan
and Ancient Israel.)

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 September 7 through September 13, 1998. Also reported were Crimes Against Property: 29 total
thefts & attempts (including 2 burglaries, 1 theft of auto, 6 thefts from auto, 6 thefts of bicycles & parts),
4 incidents of criminal mischief & vandalism, and 1 incident of forgery & fraud). Full reports on the Web
(www.upenn.edu/upd/ln04/crimes.html).—Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made
known to the University Police Department between the dates of September 7 through September 13, 1998.
The University Police actively patrols from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd
Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report
on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any
concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

Crimes Against Persons

34th to 38th/Market to Civic Center: Threats & Harassment—3
09/09/98 1:49 PM Colonial Penn Ctr Threat received on voice-mail
09/08/98 8:58 PM Stouffer Triangle Unwanted message received
09/10/98 10:29 AM Franklin Bldg Complainant reported being threatened

38th to 41st/Market to Baltimore: Threats & Harassment—2
09/12/98 4:23 PM Harnewell House Unwanted calls received
09/13/98 10:52 PM Van Pelt House Harassing phone calls received

Outside 30th to 43rd/Market to Baltimore: Robberies & Attempts —1; Purse Snatches—1
09/08/98 4:42 PM 32nd & South Complainant reported purse grabbed by unknown suspect
09/08/98 4:42 PM 450 Osage Complainant robbed by 2 suspects

Crimes Against Society

34th to 38th/Market to Civic Center: Disorderly Conduct—1
09/08/98 6 19 AM 38th & Spruce Male cited for disorderly conduct

38th to 41st/Market to Baltimore: Alcohol & Drug Offenses—1
09/09/98 1 09 AM 40th & Chestnut Suspect found with small bag of marijuana

18th District Crimes Against Persons

6 Incidents and 1 Arrest (including 3 robberies and 3 aggravated assaults) were reported between
September 7, 1998 and September 13, 1998, by the 18th District, covering the Schuylkill River to 49th
Street and Market Street to Woodland Avenue.

9/07/98 9:30 PM 5001 Baltimore Aggravated Assault
9/07/98 2:26 PM 5057 Hazel Aggravated Assault
9/08/98 1:35 AM 4600 Baltimore Robbery
9/09/98 1:01 AM 4700 Chestnut Robbery
9/10/98 2:43 PM 3200 Chestnut Robbery
9/13/98 2:00 AM 3800 Chestnut Aggravated Assault/Arrest

Update

SEPTEMBER AT PENN

CONFERENCE

22 Tenth Annual Academic Career Conference (see page 6). Also September 23 (Career Services;
Vice Provost Grad. Ed.).

SPECIAL EVENTS

24 No Place Like Penn; 3-day event celebrating the beginning of the school year includes a
“double feature under the stars”, free concert featuring Fathead, and a bed race; for times and dates:
dolphin.upenn.edu/~oslaf/likepenn.html (Student Life & Activities).

TALKS

23 Tales of the Tail: RNA Localization and Translational Regulation in the Drosophila Embryo;
Elizabeth Gavis, Princeton Univ.; noon; Hirst Auditorium, 1 Dulles, HUP (Center for Research on
Reproduction and Women’s Health).

25 Learning with Pedagogical Agents; Lewis Johnson, Information Sciences Institute, San Di-
egno; noon-2 p.m.; Rm. 470, 3401 Walnut (IRCS).

...and the storm passed harmlessly out to sea”—Operations of the National Weather Service’s Marine Prediction Center; David Feit,
National Weather Service; 12:15-1:45 p.m.; Rm. 1203, Steinberg Hall-Dietrich Hall (Environmental
Studies).

28 Ovarian Cell Death: Facts and Hypotheses; Abraham Amsterdam, National Institute of Dental
Research; NIH; noon; Grice Auditorium, 2 Dulles, HUP (Center for Research on Reproduction and
Women’s Health).

The Structure of Actin Regulatory Proteins; Steven Almo, Albert Einstein College of Medicine;
2 p.m.; Physiology Dept. Conference Rm., 4th Floor, Richards Bldg. (Penn Muscle Institute).

Antimicrobial Functional of Epithelial Secretions; Tomas Ganz, UCLA School of Medicine; 4-
5 p.m.; Austrian Auditorium, CRB (Institute for Human Gene Therapy).

Deadlines: The deadline for the Update in the October 6 issue is September 29. The deadline for the
November AT PENN Calendar is October 13.
### University of Pennsylvania

**Three-Year Academic Calendar, 1998-1999 through 2000-2001**

<table>
<thead>
<tr>
<th>Fall</th>
<th>1998 Fall Term</th>
<th>1999 Fall Term</th>
<th>2000 Fall Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Move-in and registration for Transfer Students</td>
<td>Thursday-Friday</td>
<td>September 3-4</td>
<td>September 2-3</td>
</tr>
<tr>
<td>Center for University of Pennsylvania Identification (CUPID) opens</td>
<td>Wednesday-Tuesday</td>
<td>September 2-8</td>
<td>September 1-7</td>
</tr>
<tr>
<td>Move-in for first-year students, New Student Orientation</td>
<td>Saturday</td>
<td>September 5</td>
<td>September 4</td>
</tr>
<tr>
<td>Penn Reading Project</td>
<td>Sunday</td>
<td>September 6</td>
<td>September 5</td>
</tr>
<tr>
<td>Labor Day; Community Building Day</td>
<td>Monday</td>
<td>September 7</td>
<td>September 6</td>
</tr>
<tr>
<td>Opening Exercises and Freshman Convocation; Undergraduate Deans’ Meeting; Placement Exams, Advising begins</td>
<td>Tuesday</td>
<td>September 8</td>
<td>September 7</td>
</tr>
<tr>
<td>First day of classes</td>
<td>Wednesday</td>
<td>September 9</td>
<td>September 8</td>
</tr>
<tr>
<td>Community Service Day</td>
<td>Saturday</td>
<td>September 12</td>
<td>September 11</td>
</tr>
<tr>
<td>Add period ends</td>
<td>Friday</td>
<td>September 25</td>
<td>September 24</td>
</tr>
<tr>
<td>Family Weekend</td>
<td>Friday-Sunday</td>
<td>October 2-4</td>
<td>October 22-24</td>
</tr>
<tr>
<td>Drop period ends</td>
<td>Friday</td>
<td>October 16</td>
<td>October 15</td>
</tr>
<tr>
<td>Fall Term Break</td>
<td></td>
<td>October 17-19 (Sat.-Mon.)</td>
<td>October 16-18 (Sat.-Mon.)</td>
</tr>
<tr>
<td>Homecoming</td>
<td>Saturday</td>
<td>October 31</td>
<td>October 30</td>
</tr>
<tr>
<td>Advance registration, Spring Term</td>
<td>Monday-Sunday</td>
<td>November 2-15</td>
<td>November 1-14</td>
</tr>
<tr>
<td>Thanksgiving recess begins at close of classes</td>
<td>Wednesday</td>
<td>November 25</td>
<td>November 24</td>
</tr>
<tr>
<td>Thanksgiving recess ends 8 a.m.</td>
<td>Monday</td>
<td>November 30</td>
<td>November 29</td>
</tr>
<tr>
<td>Fall term classes end</td>
<td>Friday</td>
<td>December 11 (Friday)</td>
<td>December 10 (Friday)</td>
</tr>
<tr>
<td>Reading days</td>
<td>December 12-14 (Sat.-Mon.)</td>
<td>December 11-14 (Sat.-Tues.)</td>
<td>December 12-14 (Tues.-Thurs.)</td>
</tr>
<tr>
<td>Final Examinations</td>
<td>December 15-22 (Tues.-Tues.)</td>
<td>December 15-22 (Wed.-Wed.)</td>
<td>December 15-22 (Fri.-Fri.)</td>
</tr>
<tr>
<td>Fall semester ends</td>
<td>December 22 (Tuesday)</td>
<td>December 22 (Wednesday)</td>
<td>December 22 (Friday)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Spring</th>
<th>1999 Spring Term</th>
<th>2000 Spring Term</th>
<th>2001 Spring Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration for undergraduate Transfer Students</td>
<td>Thursday-Friday</td>
<td>January 7-8</td>
<td>January 13-14</td>
</tr>
<tr>
<td>Spring semester classes begin</td>
<td>Monday</td>
<td>January 11</td>
<td>January 17</td>
</tr>
<tr>
<td>Add period ends</td>
<td>Friday</td>
<td>January 22</td>
<td>January 28</td>
</tr>
<tr>
<td>Drop period ends</td>
<td>Friday</td>
<td>February 12</td>
<td>February 18</td>
</tr>
<tr>
<td>Spring recess begins at close of classes</td>
<td>Friday</td>
<td>March 5</td>
<td>March 10</td>
</tr>
<tr>
<td>Classes resume at 8 a.m.</td>
<td>Monday</td>
<td>March 15</td>
<td>March 20</td>
</tr>
<tr>
<td>Advance registration for fall and summer sessions</td>
<td>Monday-Sunday</td>
<td>March 22-April 4</td>
<td>March 27-April 9</td>
</tr>
<tr>
<td>Spring term classes end</td>
<td>Friday</td>
<td>April 23</td>
<td>April 28</td>
</tr>
<tr>
<td>Reading days</td>
<td>Monday-Wednesday</td>
<td>April 26-28</td>
<td>May 1-3</td>
</tr>
<tr>
<td>Final Examinations</td>
<td>Thursday-Friday</td>
<td>April 29-May 7</td>
<td>May 4-12</td>
</tr>
<tr>
<td>Alumni Day</td>
<td>Saturday</td>
<td>May 15</td>
<td>May 20</td>
</tr>
<tr>
<td>Baccalaureate</td>
<td>Sunday</td>
<td>May 16</td>
<td>May 21</td>
</tr>
<tr>
<td>Commencement</td>
<td>Monday</td>
<td>May 17</td>
<td>May 22</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summer</th>
<th>1999 Summer Session</th>
<th>2000 Summer Session</th>
<th>2001 Summer Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>12-week Evening Session classes begin</td>
<td>Tuesday</td>
<td>May 18</td>
<td>May 23</td>
</tr>
<tr>
<td>First Session classes begin</td>
<td>Tuesday</td>
<td>May 18</td>
<td>May 23</td>
</tr>
<tr>
<td>First Session classes end</td>
<td>Friday</td>
<td>June 25</td>
<td>June 30</td>
</tr>
<tr>
<td>Second Session classes begin</td>
<td>Monday</td>
<td>June 28</td>
<td>July 3</td>
</tr>
<tr>
<td>Independence Day</td>
<td>July 4 Sunday (Monday obs.)</td>
<td>July 4 Tuesday</td>
<td>July 4 Wednesday</td>
</tr>
<tr>
<td>Second Session, 12-week Evening Session Classes end</td>
<td>Friday</td>
<td>August 6</td>
<td>August 11</td>
</tr>
</tbody>
</table>
Reports of the Steering Committee, 1997-98

and

Bylaws of the University Council Incorporating Revisions 1997-98

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Summary of 1997-98
University Council Resolutions and Recommendations
and Administrative Actions Taken on Them..............................3
Bylaws of the University Council ..............................................4

University Council Steering Committee, 1998-99

John Keene, Chair
Bill Conway
Doug Hagan
David King
Ann O'Sullivan
Harvey Rubin
Michael Wachter

Donna Arthur
Peter Conn
Deborah James
Phoebe Leboy
Judith Rodin
Vivian Seltzer
Terri White
Annual Report of the Steering Committee
for University Council, 1997-98

This is the twentieth annual report of the Steering Committee of University Council, prepared in accordance with a requirement in the Council Bylaws that the Steering Committee shall publish an annual report to the University community that reviews the previous year’s Council deliberations and highlights “both significant discussions and the formal votes taken on matters of substance.”

**September Meeting**
Council discussed a proposed Bylaws revision to lower the quorum for a vote at meetings as a result of poor attendance in past years.

Council discussed significant issues raised in 1996-97 University Council Committee year-end reports of the Admissions and Financial Aid, Communications, Community Relations, International Programs, and Pluralism Committees.

Certification of each constituency’s election procedures was discussed.

In accordance with the Bylaws, Council discussed a Draft Agenda for 1997-98 University Council.

**October Meeting**
Council voted to lower the quorum for a vote at meetings: forty percent of the full membership shall constitute an actual quorum.

Council discussed the following proposed bylaws revisions: to add one elected representative of the United Minorities Council to Council Membership; to add three faculty members and one student to the Committee on Open Expression to ensure coverage at events; to add A-1 and A-3 staff members to the Disability Board since these groups are heavily represented in those receiving disability awards; to abolish the Student Fulbright Awards Committee as this committee’s work has been absorbed by a provostial committee.

Council discussed Council committee yearly charges for 1997-98.

Council engaged in a lengthy discussion on Alcohol and Civility at Penn with presentations by Maureen Rush, Director of Police Operations, Kate Ward-Gaus, coordinator of alcohol and drug education and DART co-chair, and Iene Rostenstein, Director of Counseling and Psychological Services, students, and others.

**November 5 Special Meeting**
In accordance with Council Bylaws, a Special Meeting was held in response to a petition from Council members to address issues of consultation and outsourcing. The president emphasized the administration’s commitment to consultation and fair treatment of staff. Speakers representing GAPSA, the PPSA, the A-3 Assembly, the UA, the African American Association, the Facilities Committee, Facilities Management, faculty, and others voiced their concern at the outsourcing process in the context of the Trammell Crow agreement.

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

“Therefore, the University Council calls upon the trustees to act in a manner consistent with the stated needs of the campus community, by withholding approval of the proposed out-sourcing of facilities management at this time.”

The second motion was to be brought to the Budget and Finance Committee of the Trustees by President Rodin, that committee then bringing their recommendation to the full body of Trustees.

**November Meeting**
President Judith Rodin presented her annual State of the University Report; issues addressed included consultation, the Agenda for Excellence, student and campus life, research funding, and globalization.

Council voted on and approved University Council bylaws revisions to add to Council Membership one elected representative of the United Minorities Council; to add three faculty members and one student to the Committee on Open Expression; to add A-1 and A-3 staff members to the Disability Board; and to abolish the Student Fulbright Awards Committee.

The Bookstore Committee presented its report of 1996-97, which generated extensive discussion.

**December Meeting**
Executive Vice President John Fry reported on administrative issues including an update on contract negotiations and employee transition with Trammell Crow, the streamlining of administrative services, and future plans for food services; discussion followed.

The provost presented his annual report on the “State of the University”, detailing aspects of the 21st Century Project and focusing on a plan to create a comprehensive system of college houses in the residences, as well as on area studies and globalization; discussion followed.

Interim reports were presented by the Communications, Facilities, Library, Recreation and Intercollegiate Athletics, Safety and Security, and Student Affairs Committees.

**January Meeting**
The Admissions and Financial Aid, Communications, Community Relations, Personnel Benefits, and Recreation and Intercollegiate Athletics Committees presented their interim reports to Council.

Professor David Hackney, Chair of the Personnel Benefits Committee, presented a preliminary draft of the second phase of Benefits Redesign; Benefits Redesign Committee Chair Barbara Lowery reported on the work of her committee, and discussion followed.

Council held its annual Open Forum, with speakers and discussion on funding for research on campus, the Perelman Quadrangle’s effects on students, how Council can be more effective, Penn students and staff with disabilities, sexual minority studies, the University investment policy, Martin Luther King Day as an official day of service, lack of facilities for the Lesbian Gay Bisexual Alliance, and the trend of outsourcing at the University. Speakers were either directed to appropriate resources immediately, or assured their issues would be taken up in Steering and/or appropriate Council committees in the near future.

**February Meeting**
Council heard an update of the process of legislation on the vending issue, and engaged in discussion on the issue and the administration’s response to concerns raised.

Council engaged in an undergraduate-organized forum on Police and Community Relations with presentations by Director of Police Operations Maureen Rush, University Chaplain William Gipson, United Minorities Council Chair Tope Koleloye, and Undergraduate Assembly Chair Noah Bilender. Initiatives to improve police-student relations are underway, including an undergraduate award presented to campus police officers.

Interim committee reports were presented by the Bookstore, Facilities, and International Programs Committees.

**March Meeting**
President Judith Rodin introduced the new Secretary of the University, Rosemary McManus.

Executive Vice President John Fry presented an update on administrative issues and discussion followed.
Vice Provost for University Life Valerie Swain-Cade McCoulum reported on temporary and permanent new space allocation necessitated by the closure of Houston Hall for renovations.

Interim committee reports were presented by the Library, Research, Safety and Security, and Open Expression Committees. The Open Expression Committee is engaged in advising the Safety and Security Committee in its composition of a Closed Circuit Television Monitoring Policy. The Open Expression Committee was advised by Council to revise or interpret the Open Expression Guidelines to reflect the need for such a policy.

April Meeting And Special Meeting
Year-end committee reports were presented by the Recreation and Intercollegiate Athletics, Pluralism, and Safety and Security Committees.

Council heard the report of the Council Ad Hoc Committee on Consultation and engaged in lengthy discussion of the issues involved. A quorum was not present, but Council asked the Faculty Senate Executive Committee to provide a codification of the Committee on Consultation’s report to Council. It was the consensus of those present that Council should consider the principles and recommendations of the report and the Faculty Senate Executive Committee’s codification of it in a properly constituted meeting in the fall. A friendly amendment was adopted that the group asked to look into codification would not consist solely of faculty.

In accordance with the Bylaws, Council held a preliminary discussion of focus issues to be discussed in the 1998-99 academic year.

Immediately following the last item, Council held a Special Meeting in accordance with Council Bylaws in response to a petition from Council members “to give University Council the opportunity to exercise its deliberative and advisory role in reference to the vending ordinance.” Four speakers presented views on the roles of participants in the vending ordinance and discussion followed; the president emphasized the importance of civil discourse.

Submitted by Rosemary McManus,
Secretary to the Steering Committee

Summary of 1997-98 University Council Resolutions and Recommendations and Administrative Actions Taken on Them

“RESOLVED, that at the first fall meeting of the Council, the Secretary shall distribute to the Council the actions of Council passed during the previous academic year, including a list of all recommendations and resolutions, the implementation of which would require administrative action. The president or the provost shall indicate what action they have taken or plan to take with respect to each recommendation and resolution.” (University Council: May 8, 1974)

I. Resolutions from the 1997-98 Academic Year

1. Council voted to approve an amended statement calling upon “the Administration to act in a manner consistent with the stated needs of the campus community, by taking active steps to rehabilitate the culture of consultation at the University. The Council recommends appointing a committee composed of faculty, students, administrators, and support staff, which is charged to examine the problems that have been raised about the consultative process, and to make recommendations by April 1, 1998, to facilitate improvements.” The second paragraph passed with a show of hands and a few dissenting votes: “Therefore, The University Council calls upon the trustees to act in a manner consistent with the stated needs of the campus community, by withholding approval of the proposed outsourcing of facilities management at this time.” (Special Council Meeting, November 5, 1997).

Action: The motion was brought to the Budget and Finance Committee of the Trustees by President Rodin, that committee then bringing their recommendation to the full body of Trustees.

2. Council agreed to establish a special temporary Committee on Consultation that will submit its report to Council on April 1 and disband after the submission of its report. (Special Council Meeting, November 5, 1997).

Action: The president pledged to work with Steering to appoint the special Committee on Consultation, its composition and charge. Once established, the committee will submit its report by April 1, 1998, which will be published in Almanac.

3. Because the Open Expression Committee is engaged in advising the Safety and Security Committee in its composition of a Closed Circuit Television Monitoring Policy, and the Open Expression Guidelines may be interpreted as specifically prohibiting such monitoring, Council advised the Open Expression Committee to revise or interpret the Open Expression Guidelines to reflect the need for such a policy. (March 4, 1998).

Action: The Open Expression Committee is discussing such a revision or interpretation, which will be communicated to Steering for distribution to Council and inclusion in the Handbook for Faculty and Academic Administrators in a timely manner.

4. Two motions were made regarding codification of the Committee on Consultation’s report to Council. A quorum was not present. The original motion was to ask the Faculty Senate Executive Committee to provide codified recommendations to Council to deliberate in the Fall, and then bring the report back to Council; the substitute motion was that Council should ask Steering to appoint a small ad hoc committee to provide the codified recommendations for Council to deliberate in the Fall. A friendly amendment was proposed that that there be an expectation that the group would not only be faculty. (April 22, 1998)

- In favor of the substitute motion, there was one in favor, the rest opposed; the substitute motion failed.
- For the original motion, asking the Faculty Senate Executive Committee, most were in favor, with two opposed.

Action: In view of the fact that there was no quorum present, Council asked the Faculty Senate Executive Committee to provide a codification of the Committee on Consultation’s report to Council. It was the consensus of those present that Council should consider the principles and recommendations of the report and the Senate Executive Committee’s codification of it in a properly constituted meeting in the fall.

II. Amendments to Bylaws

1. Council voted to approve a Bylaws revision to lower the quorum for a vote at Council meetings. Section IV. Meetings, 5. Conduct of meetings, revise first sentence to read: “Forty percent of the full membership shall constitute an actual quorum.” (October 15, 1997).


3. Council voted to add three faculty members and one student to the Committee on Open Expression. Section VI. Committees, 3. Independent Committees (a), revise to read: “The Committee shall consist of seventeen members: eight faculty members, two A-1 staff members, one A-3 staff member, three graduate/professional students, and three undergraduate students.” (November 12, 1997).

4. Council voted to add A-1 and A-3 staff members to the Disability Board. Section VI. Committees, 3. Independent Committees (c), revise to read: “The Board shall consist of eight faculty members[...]; two A-1 staff members; and two A-3 staff members.” (November 12, 1997).

5. Council voted to abolish the Student Fulbright Awards Committee. Delete Section VI. Committees, 3. Independent Committees (e) Student Fulbright Awards Committee. (November 12, 1997).

Submitted by Rosemary McManus,
Secretary to University Council
I. Scope and Purpose

The University Council of the University of Pennsylvania is a deliberative and broadly representative forum which exists to consider the activities of the University in all of its phases, with particular attention to the educational objectives of the University and those matters that affect the common interests of faculty, staff, and students. It may recommend general policies and otherwise advise the president, the provost, and other officers of the University. It is authorized to initiate policy proposals as well as to express its judgment on those submitted to it by the administrative officers of the University and its various academic divisions. It is also empowered to request information through appropriate channels from any member of the University administration.

In its deliberative role, as it undertakes to reach collective decisions on policies to be evaluated and recommended to officers of the University, an important function of the University Council is to transform the interests of its various constituency groups into forms congruent with the interest of the University as a whole. In such a case, a majority decision should be articulated in terms of the University’s general welfare and constructed to advance this welfare. In its representative role, an important function of the University Council is to inform the officers of the University—as well as the citizens of the University at-large—of the range and strength of views held by members of the University community. In this case, the public expression of a heterogeneity of views, without their resolution into a majority agreement for action, may serve the University Council’s advisory purpose most authentically, and especially so when such a diversity of discourse increases understanding among constituencies in addition to revealing the breadth of considered opinion as a ground for accommodation in subsequent University policy making.

II. Membership

1. Composition

The University Council shall be composed of administrative officers and elected representatives of the faculty, students, and staff as follows:

(a) Forty-five members of the Executive Committee of the Faculty Senate. The Faculty Senate shall insure that each faculty is represented and that at least three assistant professors serve on the Council. The members of the Faculty Senate Executive Committee who are members of the Council shall otherwise be chosen in accordance with the rules of the Faculty Senate.

(b) One full-time lecturer and one full-time member of the research faculty to be selected to serve two-year terms by vote of the Steering Committee from a slate consisting of the five lecturers, and the five members of the research faculty receiving the largest number of nominations by lecturers and members of the research faculty. If the Steering Committee receives fewer than five nominations for either group, additional nominations shall be solicited from the constituency representatives of the Senate Executive Committee.

(c) Eleven administrative officers, including the president, the provost, and nine members of the administration to be appointed annually by the president, at least five of whom shall be deans of faculties.

(d) Fifteen graduate and professional students elected as members of the Graduate and Professional Student Assembly. The Graduate and Professional Student Assembly shall insure that, to the extent possible, each school is represented. The members of the Graduate and Professional Student Assembly who are members of the Council shall otherwise be chosen in accordance with the rules of the Graduate and Professional Students Assembly.

(e) Fifteen undergraduate students elected as members of the Undergraduate Assembly. The Undergraduate Assembly shall insure that, to the extent possible, each undergraduate school is represented. The members of Undergraduate Assembly who are members of the Council shall otherwise be chosen in accordance with the rules of the Undergraduate Assembly.

(f) One elected representative of the Penn Professional Staff Assembly.

(g) One elected representative of the Librarians Assembly.

(h) One elected representative of the A-3 Assembly.

(i) One elected representative of the United Minorities Council.

2. Election

Members of the Council who are to be chosen by election shall be selected no later than the end of the academic year preceding the year of their membership in the Council, according to procedures established by their respective governing bodies, namely the Faculty Senate, the Graduate and Professional Student Assembly, the Undergraduate Nominations and Elections Committee, the Penn Professional Staff Assembly, the Librarians Assembly and the A-3 Assembly. Such elections shall be democratic in both principle and practice.

Each academic year the secretary shall distribute with the agenda for the last meeting a list of the members of the Council for the coming academic year.

3. Terms of Office

(a) The term of office of members of the Council other than the administrative officers, the chair, chair-elect and past chair of the Faculty Senate, the chair of Graduate and Professional Student Assembly, the chair of the Undergraduate Assembly, the full-time lecturer, and the full-time member of the research faculty shall be as specified in the rules of their respective governing bodies but in no case for more than four consecutive academic years.

(b) The terms of office of new members of the Council, other than members elected to fill vacancies, shall commence with the taking up of new business at the April meeting at which time the terms of office of retiring members of the Council shall conclude. In a case where the respective governing body is represented by its chair on the Council and/or the Steering Committee, and when it has chosen a new chair whose term of office begins before the end of the academic year, this new officer may accompany his or her predecessor (who will remain a member of the Council and/or Steering Committee until the Council year expires) and serve as an observer at meetings of the Council and/or the Steering Committee.

4. Vacancies

(a) Vacancies among elected representatives of the respective governing bodies shall be filled according to procedures of the body that elected them.

(b) Vacancies among administrative officers shall be filled by the president.

(c) Vacancies in the representatives of the full-time lecturer or the full-time member of the research faculty shall be filled by vote of the Steering Committee.

5. Duties

Membership on the Council requires a readiness to attend meetings of the Council regularly and to participate fully in its business, including the work of its committees. It is the continuous obligation of the members of the Council to report to the members of their constituencies about the discussions, decisions, and recommendations of the Council and to solicit questions and suggestions from them for presentation to the Council.

III. Positions

There shall be a presiding officer and moderator of the Council. There shall also be a parliamentarian and a secretary, who shall not be members of the Council.

1. Presiding Officer and Moderator

The president of the University is the presiding officer of the Council. Each year, with the advice of the Steering Committee and the consent of the Council, the president shall appoint a moderator of the Council, who shall become a non-voting member of the Council. The president, or in the absence of the president, the provost, shall open each meeting and shall normally turn the conduct of the meeting over to the moderator.

An alternate appointed by the president shall conduct the meeting on a temporary basis in the absence of the moderator. If the moderator is absent from three meetings in an academic year, the president shall remove the moderator and, with the advice of the Steering Committee and the consent of the Council, appoint a new moderator to serve for the remainder of the academic year.
2. Parliamentarian
The president shall each year appoint a parliamentarian, in consultation with the Steering Committee. It is the parliamentarian’s duty to advise the moderator and the presiding officer in the application of Robert’s Rule of Order Revised, as modified by special rules of the Council.

3. Secretary
The secretary of the University or the secretary’s designee shall be secretary of the Council. In addition to duties specified elsewhere in these bylaws, it is the duty of the secretary to issue notices of meetings of the Council. To conduct the minutes of such meetings and distribute them to its members, to receive communications for the Council, and to perform any other duties assigned by the presiding officer, the Steering Committee or the Council. The secretary shall supply members of the Council with a copy of these bylaws and appendices and amendments thereto, a current list of members of the Council, and a list of members of the Council’s committees. The secretary of the Council shall serve as secretary of the Steering Committee.

4. Council staff
The Council shall be assisted by such staff of the University as is required in the conduct of its business. Staff personnel shall not be members of the Council. The secretary shall be aided by such additional persons as may be necessary.

IV. Meetings

1. Stated meetings
The normal schedule of the stated meetings of the Council shall be 4 p.m. on the second Wednesday of September, January, and March; on the second Wednesday of October, November, December, and February; and on the fourth Wednesday of April. Meetings shall continue no later than 6 p.m. unless extended by action by a majority of members in attendance. Stated meetings may be canceled and the times of stated meetings may be changed only by vote of the Steering Committee.

2. Special meetings
A special meeting shall be called whenever requested by the president or the provost, or by decision of the Steering Committee, or by petition of 25 percent of the total membership of the Council.

3. Agenda
Any member of the University may suggest questions or proposals for the consideration of the University Council by submitting them in writing to the Steering Committee addressed to the Chair of the Steering Committee, 15 College Hall. At any Council meeting, a member of the Council may propose and a majority of those voting may adopt an item for the agenda of the next meeting.

The Steering Committee, acting in response to the directions of the Council and the requests of the respective governing bodies, shall complete the agenda for each meeting of the Council. To the extent possible, the Steering Committee will indicate to the Council at each meeting the items it intends to include on the agenda of subsequent meetings.

Each meeting of the Council should accommodate committee reports and administrative reports, as well as discussion on issues that occur in the conduct of the Council’s normal business or which arise unexpectedly during the year. The allocation of emphasis, which follows, for the agenda of each stated meeting is to indicate the various focuses of the course of the Council’s work for the year. In addition, the specific designations of stated meetings for reports by University officials are provided to supplement and structure the usual and continuing accessibility of these officials to meetings of the Council in each academic year shall incorporate an open forum to which all members of the University community can direct questions to the Council.

4. Notice of meetings and committee reports
Notices of all meetings, the agenda, and reports of committees that will be presented for action by the Council shall be distributed to members at least five days in advance of the meeting.

Resolutions on the agenda may come from any member of the Council. Resolutions shall be submitted to the Council through the Steering Committee, accompanied by the advice of the Steering Committee whenever the Steering Committee believes that its advice would be helpful. The Council, by affirmative vote of a majority of members attending a meeting in the presence of an actual quorum, may decide to act on a matter not on the agenda for action; otherwise no action, including a straw vote, may be taken.

5. Conduct of meetings
Forty percent of the full membership shall constitute an actual quorum. If at any time during a meeting an actual quorum has been established, a working quorum will be in effect until the stated time of adjournment. Except as otherwise specified in these bylaws, Council action may be concluded by a working quorum. Voting shall ordinarily be by voice or by show of hands, at the discretion of the moderator. A roll call vote shall be taken upon motion and the affirmative vote of one-fourth of the voting members present. Conduct of the meetings shall conform to the latest edition of Robert’s Rules of Order Revised, as modified by these bylaws and by special rules of the Council. The Steering Committee, subject to directions of the Council, may formulate Rules of the Day, such as the designation of limitations on the time for the debate of specified issues, or on the time for each member to speak or respond, in the interest of distributing the opportunity to be heard. Changes in these rules shall require a majority vote of members attending, at a time when an actual quorum is present.

6. Persons entitled to attend
Meetings of the Council shall be open to members of the Council. Chair of Council committees and subcommittees, non-Council members of the Senate Executive Committee, non-Council members of the Graduate and Professional Student Assembly Executive Committee and non-Council members of the Undergraduate Assembly Steering Committee may also attend as observers. Non-members of the Council, who are members of committees reporting to the Council at a particular meeting, or who are expressly invited by the secretary on designation by the Council, or by the Steering Committee, may attend a particular meeting and may be invited to participate in discussion, without vote. All Deans and Administrators (academic and non-academic) other than those appointed to membership in Council may attend Council as non-voting observers upon invitation of the president.

The chair of a reporting committee, if not a member of the Council, shall be given all privileges, including the making of motions, but excluding voting, during the discussion.

Other members of the University community will be allowed to attend Council meetings if there is space in the Council room to accommodate them, and if they have asked to attend by signing a list maintained by the Secretary’s Office prior to the meeting. All members of the University community may attend a Council meeting designated as a forum for open
discussion by the University community.

Any non-member attending a meeting who, in the opinion of the moderator, does not preserve the decorum of the meeting will be required to leave.

Members of the Council and other members of the University authorized to speak at a meeting of the Council shall not be subject to inquiry or sanction, under any of the University’s procedures for limiting unprotected expression, for any speech or debate during a meeting of the Council.

V. Steering Committee

1. Composition

The Steering Committee shall consist of the president of the University, the provost, the chair, the chair-elect and the past chair of the Faculty Senate, the chair of the Undergraduate Assembly and the chair of the Graduate and Professional Student Assembly. Drawn from the Council membership, there shall be in addition four faculty members, one graduate/professional student, and one undergraduate student elected by the respective governing bodies, as well as one member of the Penn Professional Staff Assembly, and one member of the A-3 Assembly, each elected by their representative assemblies. The chair of the Faculty Senate shall be the chair of the Steering Committee. In the absence of the chair, or at the request of the chair, the chair-elect shall serve as chair of the Steering Committee. The Council moderator will be an official observer at meetings of the Steering Committee. The secretary of the Council shall serve as secretary of the Steering Committee. Members of the Steering Committee may attend the meetings of Council committees.

2. Duties

(a) The Steering Committee, within the limits imposed under IV.3, above, and subject to the directions of the Council, shall prepare the agenda for meetings of the Council. Announcement of forthcoming Steering Committee meetings shall be published in Almanac and in The Daily Pennsylvanian reminding the University community of the appropriate means to re quests that items be placed on the agenda of the Council, as provided for in IV.3.

(b) The Steering Committee shall have cognizance of the rules of procedure of the Council and its committees, and may recommend from time to time such modifications of Robert’s Rules of Order Revised, or special rules of procedure, as are deemed particularly appropriate for the efficacious consideration of proposals by the Council.

(c) Resolutions that committees elect to place on the Council agenda should be submitted to the Council through the Steering Committee. The Steering Committee shall promptly forward all such resolutions to the Council. The Steering Committee shall also inform the Council of its decisions concerning the inclusion of such resolutions on the agenda of a Council meeting. The Steering Committee may give its advice concerning such resolutions to the Council whenever the Steering Committee believes that its advice would be helpful.

(d) The Steering Committee shall publish an annual report to the University community. This report, to be published early in the academic year, shall include a review of the previous year’s Council deliberations (highlighting both significant discussions and the formal votes taken on matters of substance) and a survey of major issues to be taken up by the Council during the coming year.

3. Vacancies

Vacancies among the elected members of the Steering Committee shall be filled by election of the respective governing and elective bodies affected by the vacancies, following the rules of those bodies.

VI. Committees

The committees governed by these bylaws are the standing committees of the Council, special committees created by the Council from time to time, and the independent committees.

Members of all standing committees with the exception of the Committee on Research and the independent committees with the exception of the Committee on Open Expression and the Academic Planning and Budget Committee shall be chosen in the numbers required for each committee according to procedures established by the respective governing bodies as listed in II.2. The term of office for members of committees shall, unless otherwise specified in the charges, be one year.

Any member of the University may be asked to serve on committees of the University Council and only members of the University shall be eligible for membership on the committees. All committee members are eligible for reappointment. Members may be reappointed, if mutually agreeable, for a maximum of four years total consecutive service. To provide continuity, chairs-elect may be designated.

Each committee should normally include at least one faculty member, one undergraduate student and one graduate student who, to the extent possible, should be members of the Council. The members of committees shall be selected by the respective governing and selective bodies in the numbers required for each committee.

The memberships specified in the committee charges which follow constitute the normal makeup of each committee. Changes can be made only by action of the Council through amendments to the bylaws, as provided for in section VII.

1. Standing Committees

The standing committees of the Council are those whose activities are directly instrumental in advancing the work of the Council. The president, provost, chair and chair-elect of the Faculty Senate, chair of the Graduate and Professional Student Assembly, and chair of the Undergraduate Assembly (or their designees) shall be entitled to attend meetings of all standing committees of the Council and to participate in the discussions.

In cases where a committee has an oversight or advisory function to a branch or department of the University administration, in general the administrators who serve as ex officio members shall serve primarily as liaison and resource persons to support the work of the committee under consideration and as a vote of the committee, and accordingly should not vote.

Consistent with this principle, any such administrator(s) shall be designated as a non-voting ex officio member of each committee (except where noted below).

Any standing committee shall have the power to delegate specific tasks or functions to subcommittees whose members shall include one or more members of the parent committee. Unless specifically authorized, the subcommittee report or recommendations shall be represented to be a report or recommendation of the full committee without the express approval of the full committee as indicated by a majority vote at a regular meeting of the full committee.

Reports and communications by committees to the Council shall be submitted to the Council through the Steering Committee for inclusion in the agenda and publication in Almanac. The Steering Committee shall promptly forward all such reports and communications to the Council, and it shall monitor committee activities and, as necessary, report on these activities to the Council.

a. Committee on Admissions and Financial Aid. The Committee on Admissions and Financial Aid shall have cognizance over matters of recruitment, admissions, and financial aid that concern the University as a whole and that are not the specific responsibility of individual faculties. The Committee shall have the authority to carry out studies on existing recruitment and admissions procedures and their relationships with existing policies on admissions and financial aid, and shall be responsible for recommending changes in policy to the Council. The Committee may invite deans, associate deans and others responsible for undergraduate and graduate/professional recruitment, admissions, and financial aid to its meetings to provide information and shall be available to consult with these persons on interpretation of existing policy and application of policy to specific cases. The Committee shall consist of eight faculty members, one A-1 staff member, three graduate/professional, and three undergraduate students. The dean of each undergraduate school shall appoint one ex officio, non-voting representative to the Committee. The vice provost for University life, dean of admissions, director of the Penn Plan, and director of student financial aid are non-voting ex officio members.

b. Bookstore Committee. The Bookstore Committee considers the purposes of a University bookstore and advises the Council and the director of the University bookstore on policies, development and operations. The Committee shall consist of six faculty members, three A-1 staff members, one A-3 staff member, two graduate/professional students, and two undergraduates. The director of the University bookstore is a non-voting ex officio member.

c. Committee on Committees. The Committee on Committees, on behalf of the Steering Committee, will monitor all Council standing and ad hoc committees to assure compliance and consistency and to familiarize itself with the work and performance of committees and present recommendations to the Steering Committee for such changes in the structure, charges and number of members as it thinks appropriate.

The Committee on Committees will receive nominations from the various constituencies for membership on the standing committees with the exception of the Committee on Research and the independent commit-
ees with the exception of the Committee on Open Expression and the Academic Planning and Budget Committee. It will transmit those nominations together with recommendations for committee chairs to the Steering Committee.

The Committee will consist of six faculty members including the chair-elect of the Faculty Senate (who will nominate faculty members for the various committees on behalf of the Faculty Senate). In addition there will be a representative from each of the following: the A-1 staff, the A-3 staff, the Graduate and Professional Student Assembly, and the Nominations and Elections Committee. The chair-elect of the Faculty Senate shall be a voting ex officio member of the committee.

d. Committee on Communications. The Committee on Communications shall have cognizance over the University’s communications and public relations activities in their various formats and media including electronic (e.g. PennNet), audio (the telephone system), video and printed copy. In particular, it shall monitor the University’s internal communications, the operations of News and Public Affairs and the Publications Office, communications to alumni, and the interpretation of the University to its many constituencies. The Committee shall consist of eight faculty members, two A-1 staff members, two A-3 staff members, two graduate/professional students, and two undergraduate students. The assistant vice president for university relations, vice provost and director of libraries, vice provost for information systems and computing, and associate vice president for business services shall be non-voting ex officio members of the Committee.

e. Community Relations Committee. The Community Relations Committee shall have cognizance over the relationship of the University to the surrounding community. It shall advise the Council and help make policy with respect to the community. It shall work with the Office of Community Relations to assure that the University develops and maintains a constructive relationship with the community. The chair of the committee shall have cognizance of pending real estate activities of concern to the community. The chair along with the director of community relations shall meet quarterly or more often, if needed, with the senior vice president or his or her designee for real estate to be informed of impending real estate activities that affect the community. They shall, with discretion, discuss relevant cases with the Committee, and may inform the community as the need arises. The Committee shall consist of eight faculty members, four A-1 staff members, two A-3 staff members, two graduate/professional students, and two undergraduates. At least three members shall reside in West Philadelphia. The senior vice president or his or her designee, the directors of recreation, community relations, and Annenberg Center, the director of the African-American Resource Center, the manager of WXPN-FM, and the coordinator of off-campus living shall be non-voting ex officio members of the Committee.

f. Facilities Committee. The Facilities Committee shall have cognizance of the planning and operation by the University of its physical plant and all services associated therewith, including transportation and parking. The Committee shall consist of eight faculty members, three A-1 staff members, two A-3 staff members, two graduate/professional students, and two undergraduates. At least three members shall reside in West Philadelphia. The senior vice president or his or her designee, the directors of recreation, community relations, and Annenberg Center, the director of the African-American Resource Center, the manager of WXPN-FM, and the coordinator of off-campus living shall be non-voting ex officio members of the Committee.

g. International Programs Committee. The International Programs Committee shall review and monitor issues related to the international programs and other international activities of the University. The International Programs Committee shall advise and make policy recommendations to the Steering Committee on international programs and other international activities. The Committee shall consist of eight faculty members, two A-1 staff members, two A-3 staff members, two graduate/professional students, and two undergraduate students. The director of the African-American Resource Center, the manager of WXPN-FM, and the coordinator of off-campus living shall be non-voting ex officio members of the Committee.

h. Library Committee. The Library Committee shall advise the director of libraries on the policies, development, and operation of the University libraries. The Committee shall consist of eight faculty members, one A-1 staff member, one A-3 staff member, two graduate/professional students, and two undergraduate students. The director of the Biddle Law Library and the director of libraries shall be non-voting ex officio members of the Committee.

i. Personnel Benefits Committee. The Personnel Benefits Committee shall have cognizance over the benefits programs for all University personnel. The Committee shall consist of eight faculty members (of whom one shall be a member of the Senate Committee on the Economic Status of the Faculty), three A-1 staff members (of whom one shall be a designated representative of the A-1 Assembly), two A-3 staff members, and one graduate/professional student. The comptroller, vice president for human resources, and benefits manager shall serve as non-voting ex officio members.

j. Committee on Pluralism. The Committee on Pluralism shall advise the Offices of the president, provost, the executive vice president, and the vice provost for university life on ways to develop and maintain a supportive atmosphere on campus for the inclusion and appreciation of pluralism among all members of the University community. The Committee will also address specific diversity issues that may arise on campus. The Committee shall consist of eight faculty members, two A-1 staff members, three A-3 staff members, three graduate/professional students, and three undergraduate students, with due regard for appropriate diversity. The chairs of the Penn Professional Staff Assembly and the A-3 Assembly, and the directors of the Penn Women’s Center, the African-American Resource Center, Student Life Programs, the Office of Fraternity and Sorority Affairs, the Department of Residential Living, and the Office of International Programs shall be non-voting ex officio members of the Committee.

k. Committee on Recreation and Intercollegiate Athletics. This Committee shall have cognizance over recreation and intramural and intercollegiate athletics and their integration with the educational program of the University, including the planning and provision of adequate facilities for various sports and activities. The Committee shall consist of eight faculty members, two A-1 staff members, two A-3 staff members, two graduate/professional students, and two undergraduate students. The director of recreation and intercollegiate athletics, the vice provost for university life, the dean of admissions and one representative of the president’s office shall be non-voting ex officio members of the Committee.

l. Committee on Research. The Committee on Research shall be generally concerned with the research activity of the University. It shall have cognizance of all matters of policy relating to research and the general environment for research at the University, including the assignment and distribution of indirect costs and the assignment of those research funds distributed by the University. It shall advise the administration on those proposals for sponsored research referred to it because of potential conflict with University policy.

Its membership shall include eight faculty members nominated by the Faculty Senate Executive Committee, four faculty and/or A-1 staff members nominated by the president and/or the provost, two graduate/professional students, and two undergraduate students. Faculty members and A-1 staff members shall be appointed for staggered two-year terms and students shall be appointed for one-year renewable terms. The chair is selected by the Steering Committee from among the membership. The vice provost for research shall be a non-voting ex officio member of the Committee.

m. Safety and Security Committee. The Safety and Security Committee shall advise the president, the director of public safety, and the administrators or directors of specific buildings, offices, or projects on all matters concerning safety and security in the conduct of their operations. Its principal responsibility is to consider and assess means to improve safety and security on the campus. The Committee shall consist of eight faculty members, two administrators, two members of the A-3 Assembly, two graduate/professional students, and three undergraduate students. The dean of public safety, of transportation and parking (or his or her designee), the manager of fire and occupational safety, the coordinator of off-campus living, the director of the African-American Resource Center, and the vice provost for university life shall be non-voting ex officio members of the Committee.

n. Committee on Student Affairs. The Committee on Student Affairs shall have cognizance of the conditions and rules of undergraduate and graduate student life on campus. The Committee shall, inter alia: 1) gather and analyze information concerning student life and student affairs and make recommendations to Council; and 2) respond as appropriate to requests from and report information and recommendations concerning student life and student affairs to the vice provost for university life and other appropriate administrative officers. The Committee shall consist of eight faculty members, two A-1 staff members, two graduate/professional staff members, two A-3 staff members, two graduate/professional students, and two undergraduate students.
students, and three undergraduate students. The chair of the Undergraduate Assembly and the chair of the Graduate and Professional Student Assembly shall serve as voting ex officio members. The vice provost for university life and the chaplain shall serve as non-voting ex officio members. The Committee shall monitor the performance of all student services and shall recommend to appropriate administrators ways in which services to students may be improved; a standing Subcommittee on Student Services shall be charged with the monitoring function.

2. Special Committees

The Council may create special committees to undertake specific tasks or functions. The membership of special committees shall be specified in the charges detailed by the Council in creating such committees.

3. Independent Committees

The Council takes cognizance of several University committees, which it does not directly charge but which may be called upon to report to the Council on specific issues within their purview.

(a) Committee on Open Expression. The Committee on Open Expression has as its major task: monitoring the communication processes to prevent conflicts that might emerge from failure of communication, recommending policies and procedures for improvement of all levels of communication, investigating alleged infringements of the right of open expression of any member or members of the University community, advising the appropriate officers where appropriate, and recommending to the Council, after an evaluation and resolution of conflicts that may arise from incidents or disturbances on campus. The Committee shall consist of seventeen members: eight faculty members, two A-1 staff members, one A-3 staff member, and three undergraduate students, and three graduate/professional students. The faculty and A-1 staff members are appointed to two-year terms, staggered so that in each year either two or three faculty members are appointed, and one A-1 member is appointed. The student members are appointed to one-year terms. The chair of the Committee shall be selected by the Steering Committee from among the members. The jurisdiction of and procedures of the Committee shall follow the Guidelines on Open Expression. At the beginning of every year, the Committee shall conduct a meeting in order to familiarize the members with the Guidelines and the responsibilities of Committee members in enforcing and implementing the Guidelines.

(b) Academic Planning and Budget Committee. The purpose of the Committee shall be: 1) to provide to the administration advice on the composition of the annual budget and on multi-year financial plans for the University; 2) to take into account, study, and report on long-range implications of current budget issues and alternatives; 3) to provide systematic thought about the evolving educational mission and educational needs of the University, and their present and future budgetary implications; 4) to provide useful early warnings of potential problems and early information on potential opportunities; and 5) to clarify means-ends relationships regarding programs and resources, including a reasoned basis for priorities. The purpose of the Committee is to bring together academic planning and financial planning so that informed advice might be provided to the administration on both short-term and long-range resource allocation. Thorough involvement in the development of the annual budget shall provide the Committee with the opportunity to familiarize itself with the economic condition of the University and to develop and explore optimal modes of fulfilling the University’s academic mission. In pursuing this charge it may request other officials or bodies within the University to report short- and long-range plans, to analyze important problems, to evaluate available options, and to help support in other ways the planning process. In addition to the general charge to the Committee, the president may from time to time give more specific charges to the Committee. Preferably such periodic charges will be given at the beginning of the academic year, but the president may frame an ad hoc charge on matters that are either more specific or that are more immediate than the charge given at the beginning of each year. The Committee may, of course, develop its own agenda apart from the president’s charges, based upon the Committee’s interpretation of the general charge in the context of the University’s situation at that time.

It is to be understood that in regard to major reallocations that would change the character of an academic or other center or school, the president will seek and/or receive advice from other duly constituted advisory and consultative bodies according to the provisions and practices obtaining at the time.

The Committee’s work shall be confidential, and it shall be empowered to promise corresponding confidentiality to those with whom it interacts.

The requirement of confidentiality applies only to the proceedings of formal business meetings, including documents and information provided for or at such meetings. It does not apply to open hearings or other non-business formats that the provost or chair wishes to employ.

The provost will implement this rule of confidentiality not as an end in itself, but as means towards the larger ends of the Committee. As such, the provost will develop, in and through practices, the practical accommodations necessary to foster a necessary openness to the University community on the one hand and the confidentiality of the Committee’s actual deliberations on the other hand. The practical goal in this regard shall be to provide all of the following principles: openness to information and opinions from outside the Committee, the protection of ongoing deliberations and developing individual positions within the Committee, and the communication of the positions of the Committee as a whole after they have been achieved. In order to achieve this goal, the Committee shall provide progress reports and information on items on the agenda with the aim of facilitating communication between the Committee and the University community.

The provost, on behalf of the Committee, shall communicate with the president through whatever means and at whatever times are appropriate. In addition, the provost shall periodically, but at least annually, inform the University community about the advisory Committee as a whole has given the president and the reasons therefore.

The Committee shall have nine members and two alternate members: nine faculty, two graduate/professional students (one member, one alternate), two undergraduate students (one member, one alternate), two A-1 staff members, and the provost. The nine faculty shall be chosen as follows: four faculty shall be chosen by the president and five shall be chosen by the Faculty Senate Executive Committee. The two student members and two alternates shall be chosen as follows: one graduate/professional student member and one alternate by the Graduate and Professional Student Assembly; one undergraduate student member and one alternate by the Undergraduate Assembly. The two A-1 staff members shall be named by the president each year. The provost shall serve ex officio, and shall serve as chair.

The nine faculty members shall serve three-year non-renewable terms. The two student members, and the student alternates, shall serve one-year renewable terms. A student alternate may be renewed as a student member if a vacancy exists and vice versa. In order that there be the potential for partial faculty membership rotation annually, the nine initial faculty appointments shall include three one-year, and three two-year appointments which may be renewed as three-year appointments.

The fourteen members shall each have a vote; the provost as chair shall vote only to resolve a tie. The two alternates may attend all proceedings of the Committee, may be privy to all its information and deliberations, but shall not have voting power, except that when a student member (undergraduate or graduate/professional) is absent for a particular vote the respective alternate may vote in his/her stead.

The members of the following independent committees and their chairs are appointed by the Steering Committee with the advice of the Committee on Committees.

(c) Disability Board. The Disability Board continually evaluates the disability plan for adequacy, equity, and consistency with the broad University objectives; monitors the financial and administrative operations of the plan; oversees the processing of any applications for disability benefits and periodic reviews of existing disability cases; and hears appeals from decisions of the Medical Subcommittee of the Disability Board. The Board shall consist of eight faculty members, of whom at least three shall be members of the clinical faculty of the School of Medicine; two A-1 staff members; and two A-3 staff members. The chair of the Personnel Benefits Committee is an ex officio member.

(d) Honorary Degrees Committee. The Honorary Degrees Committee solicits nominations from faculty and staff members and students for honorary degrees to be awarded by the University at Commencement and at special convocations and submits a slate of nominees for action by the trustees. It may make recommendations to the president regarding Commencement speakers and the conduct of special convocations. The Committee shall consist of eight faculty members, two graduate/professional students, and two undergraduate students.

VII. Amendments

These bylaws may be amended by a majority vote of the members of the Council in attendance in the presence of an actual quorum at any meeting if the proposed changes have been distributed in writing to the members of the Council at least one month in advance of that meeting.