



Judge Higginbotham

Death of Judge Higginbotham

The Honorable A. Leon Higginbotham, Jr., a distinguished and beloved emeritus trustee of the University of Pennsylvania, died of a massive stroke on Monday, December 14, at Massachusetts General Hospital at the age of 70.

"The University of Pennsylvania shares the nation's sorrow at the loss of Judge Higginbotham, one of the wisest men of our times," said President Judith Rodin. "It was a tremendous honor for Penn to have a long and rewarding association with him. We are grateful for his generous service to our University community, and very much the better for it. He is deeply missed."

Judge Higginbotham was of counsel at the New York law firm of Paul, Weiss, Rifkind, Wharton & Garrison, as well as the Public Service Professor of Jurisprudence at the John F. Kennedy School of Government at Harvard University.

A graduate of Antioch College and Yale Law School, he also taught as an adjunct professor at Penn's Law School. He served as a judge, chief judge, and senior judge of the U.S. Court of Appeals for the Third Circuit from 1977-93 and as a U.S. district judge from 1964-77.

At Penn, Judge Higginbotham served as a trustee of the University for over 30 years, from May 1968 until his death, bringing his wise counsel to the Executive Committee from 1978-80, as well as to numerous other committees, including the Academic Policy, Honorary Degrees and Awards, Student Affairs, and University Responsibility Committees.

In recognition of, and appreciation for, his "generous service to others, his judicious compassion, and his warm understanding of man's strengths and foibles," the Board of Trustees conferred upon Judge Higginbotham the Honorary Degree of Doctor of Laws in May 1975. Over the years, Judge Higginbotham also was a trustee of the University of Pennsylvania Press and former chairman of the Boards of Overseers of the Law School and the Graduate School of Education. Most recently, Judge Higginbotham served as a member of the 1993-94 Commission on Strengthening the University Community.

A 1995 recipient of the Presidential Medal of Freedom, Judge Higginbotham received national and international accolades and appointments during his stellar legal career, many of which have been recorded in obituaries published in *The New York Times*, the *Los Angeles Times*, *The Washington Post*, the *Boston Globe*, the *St. Louis Post-Dispatch*, and many other newspapers.

The family has requested that in lieu of flowers, donations be made to either the NAACP Legal Defense Fund, 99 Hudson St., New York, NY 10013, or the Children's Defense Fund, 25 E.St., N.W., Washington, DC 20001.

The University of Pennsylvania will hold a Memorial Service for Judge Higginbotham on February 24, in the University Museum's Harrison Auditorium, from 4 until 6 p.m. To be announced are memorial services for him in New York, Cambridge and Washington on dates to be determined.

COUNCIL Agenda

University Council Meeting
Wednesday, January 13, 1999, 4-6 p.m.
McClelland Hall, The Quadrangle

PENNCard required for entry to the Quad.
To attend as observer, call the Office of the Secretary in advance, 898-7005.

- I. Approval of the minutes of December 9, 1998 meeting (1 minute).
- II. Status Reports of the President, Chair of the Steering Committee, Chair of the Graduate and Professional Student Assembly, Chair of the Undergraduate Assembly, Chair of the Penn Professional Staff Assembly, Chair of the A-3 Assembly (20 minutes).
- III. Video monitoring policy recommendations from the Committee on Open Expression and the Committee on Safety and Security (15 minutes presentation; 15 minutes discussion).
- IV. Faculty Senate Executive Committee Policy on Consultation (*Almanac* December 8, 1998) (15 minutes presentation; 15 minutes discussion).
- V. Charitable giving and the decision-making process (20 minutes presentation; 10 minutes discussion).
- VI. Adjournment by 6 p.m.

New Commonwealth Trustee

Senator Robert C. Jubelirer, President Pro Tempore of the Pennsylvania Senate, has appointed Robert A. Gleason, Jr. as the Commonwealth Trustee to succeed Edwin Krawitz, Esq. on the Board of Trustees of the University of Pennsylvania, according to University Secretary Rosemary McManus.

Mr. Gleason's term as a Trustee became effective immediately and will be coterminous with that of the President Pro Tempore.

Mr. Gleason, a 1961 graduate of the Wharton School, is the Chairman and CEO of The Gleason Agency, Inc., an insurance agency in Johnstown, Pennsylvania. A holder of numerous national and Commonwealth posts during his public service career, he served as Secretary to the Commonwealth during the Thornburgh administration and was more recently Secretary-Treasurer of the Pennsylvania Turnpike Commission.

At Penn, Mr. Gleason was vice president of the University of Pennsylvania Alumni Society from 1989-1991 and has served on the School of Veterinary Medicine Board of Overseers.

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MLK Celebration: January 18

To the University Community:

The theme for this year's celebration of the birth of Dr. Martin Luther King, Jr., is *Keeping the Dream Alive*.

We encourage all faculty, staff and students to participate in some of the many commemorative programs being held on January 18 and throughout the spring semester.

Release time has been authorized for staff to attend Martin Luther King Jr. Day commemorative programs on January 18, and supervisors are encouraged to be flexible in granting release time and making arrangements for coverage of responsibilities.

Likewise, faculty are encouraged to be flexible regarding class attendance to allow students the opportunity to participate fully in January 18 programming.

Judith Rodin, President

Robert Barchi, Provost Designate

John Fry, Executive Vice President



Note: for a list of events see www.upenn.edu/VPGE/mlk.html.

Deaths

Dr. Robert J. Johnson, Anatomy and Surgery

Dr. Robert J. Johnson, professor emeritus of anatomy and surgery at the School of Medicine, died on December 22, in Wynnwood, PA of a malignant brain tumor and medical complications. He was 83 years old.

Robert Joseph Johnson was born in Toppensish, Washington, February 8, 1915, the son of a Methodist minister. Graduating from the University of Iowa's College of Medicine in 1943, in the midst of World War II, he served as a battalion surgeon in the 75th Infantry Division and participated in the Battle of the Bulge. He treated wounded G.I.s as well as German civilians in need of care. Following active duty, he continued to serve in the U.S. Army Reserve, retiring in 1975 with the rank of colonel.

Dr. Johnson developed an intense interest in and capacity for the study of anatomy early in medical school, and this led to his life's work as a teacher of human anatomy. He was selected as a member of the first faculty of the newly formed School of Medicine of the University of Washington, Seattle, joining several outstanding colleagues who included Robert H. Williams in medicine and Henry Harkins in surgery. Dr. Johnson then began the development of his approach to the teaching of his subject, including the use of detailed color plates from German and American anatomical masterworks, which resulted in an effect remembered by students and by colleagues, then and later, who were struck by his profound knowledge of the structure of the human body in its magnificent detail and infinite variety. Dr. Johnson's own work was informed by his background as a physician. Throughout his professional life he lectured to the members of virtually all medical specialties.

In 1959, Dr. Johnson became chairman of anatomy at West Virginia University. Subsequently he was recruited by Dr. Isadore S. Ravdin of the University of Pennsylvania, and in 1963, became chairman of the Department of Anatomy of the Graduate School of Medicine at Penn. His

commitment was to scholarship and to the sharing of knowledge with all of his students. Even after becoming emeritus professor in 1985, he remained active teaching advanced anatomy to students, house staff and residents at PennMed despite the illness he faced.

Dr. Johnson served on the National Board of Medical Examiners, was a member of a number of professional societies including the John Morgan Society and the Halsted Society, and was a Fellow of the American Academy of Forensic Sciences. He made many contributions to scientific literature.

Dr. Johnson is survived by his wife, Dorothy, whom he met during medical school in Iowa City, and by their three daughters, Lynn, Patsy, and Nora, and by a grandson, Ethan Penn.

Burial, with full military honors, was at Arlington National Cemetery.

Mildred Eckles Hutchison

Mildred Eckles Hutchison died on December 12, in Portland, OR, at the age of 88.

Mrs. Hutchison was employed by the University from 1953 to 1975, first as assistant cashier then head cashier in the check-cashing service of Houston Hall Store. The joy of her job over the years was the opportunity to meet staff members, faculty members, and especially students. Many will remember her warm smile, her encouraging words, and her good-natured kindness.

After her retirement, she pursued a number of volunteer activities, including work at HUP and Presbyterian Hospital and active involvement in Woodland Presbyterian Church, where she was a long-time member.

Survivors include a sister, Mary Sorrell, of Riverdale, MD; daughter Lucy Vosmek (CW '63) of Portland, OR; granddaughter Alice Vosmek of New York City; and grandson John Vosmek III of Seattle, WA.

The family welcomes donations to the University of Pennsylvania in her memory.

Commonwealth's University Research Investment Program

In November of 1998 Representative John Pippy (R-Allegheny) introduced legislation (HB 2946) in the Pennsylvania House of Representatives to create a University Research Investment Program in the Commonwealth. This proposed legislation, developed through the joint efforts of Penn and the other major research universities in the state, would establish a program to award grants to Pennsylvania institutions for research projects that are consistent with the Commonwealth's economic goals and priorities. The bill appropriates \$25 million in funds in Fiscal Year 1999-2000 for this program.

This proposal builds on the recommendations set forth in the Governor's *Technology 21* report, which outlines a comprehensive technology policy for the Commonwealth. The report recognizes university-based research as a vital component of the Commonwealth's economic competitiveness in high technology. The report states that "Pennsylvania's technology past and future are rooted in its rich infrastructure of university-based research... This rich base of research capabilities also reflects Pennsylvania's most fundamental challenge.... A strategy to better translate research capabilities into jobs and economic development must begin by strengthening the future of these institutions."

Although Pennsylvania ranks fourth in federally funded research, the Commonwealth lags significantly behind other states in the level of state investment for university-based research. In FY 1996, the Commonwealth provided 3.1 percent of total university research funding. In that same year, New Jersey appropriated 7.5 percent of total research funding while Ohio's share was 7.4 percent and Maryland's was 6.5 percent. In North Carolina, a state that is frequently looked to as a leader in high technology, over 14 percent of university research was supported by state funds.

The University Research Investment would be modeled after similar programs in other states and would enhance Pennsylvania's ability to attract increasingly competitive federal and private sector funding. The program would be administered by an oversight committee and grants would be awarded to institutions after a merit review process. Preference would be given to research proposals that demonstrate the greatest potential to leverage additional funding.

This legislation will be reintroduced when the General Assembly begins its new session in January. It is hoped that the proposal will be considered by the Administration and the Legislature in developing the FY 99-00 Commonwealth Budget next spring.

— Paul Cribbins, Director, Commonwealth Relations

In Support of Flexible Work Options

Dear University Colleagues:

We want to take this opportunity to publicly endorse the use of flexible work options at Penn. We believe flexible work options support our mission as a premier educational and research institution and enable us to sustain Penn's position as an employer of choice. Staff face increasing demands in their personal and work lives. We would like to enhance existing work practices at Penn to further ease this challenge, support career development, community service, and family activities. We believe that formally introducing flexible work options to our campus is one way to meet these goals. There are significant organizational benefits to be derived from these programs as well. Research has shown that flexible work options can improve staff morale, increase commitment and productivity, reduce absenteeism and turnover, enhance customer satisfaction, and improve competitiveness for job candidates.

Flexible work options are commonplace at Penn, through informal arrangements. However, there are individuals on our campus who would like flexible work arrangements and managers who would like to offer these arrangements but are unsure of the best way to do so. Therefore, we asked the Division of Human Resources to form a task force to consult with individuals from across our campus. We requested that they research the best designs for flexible work options in an academic and research setting with a focus on approaches that are cost-effective, allow for accountability, and encourage customer satisfaction.

The following information is the outcome of a collaborative effort between the task force and other leaders in our community. It incorporates information gained from corporate and academic organizations with flexible work option programs, from focus group discussions with nearly 70 individuals from diverse work situations at Penn, and from consultation with other interested parties on campus. This information is being offered as guidelines rather than as policy because the University is a complex organization and no single approach would apply. Instead, these guidelines provide a format for identifying opportunities for flexible work arrangements at Penn in consideration of organizational needs and individual capabilities.

We support the formal introduction of flexible work options at Penn and encourage their use, where practical and feasible.

—Judith Rodin, President

—Robert Barchi, Provost Designate

—John Fry, Executive Vice President

Guidelines for Flexible Work Options at Penn

Why Are Flexible Work Options Important?

Flexible Work Options (FWOs) respond to significant changes at work and at home. Educational and research environments have not been immune to these changes. We feel their influence more strongly at Penn now than ever before.

Examples of these changes are:

- Women with young children are the fastest growing segment of the work force. Men are more involved in family and home care responsibilities. 85% of all workers have family care responsibilities.

- Our society is aging. 25% of all workers have elder care responsibilities.

- More focus is being placed on work and personal goals and responsibilities.

Flexible work options respond to these issues by supporting efforts to manage the demands of work, personal commitments and individual needs.

How Do We Know They Work?

National surveys repeatedly show that workers seek flexibility as the key response to the competing demands of work and personal responsibilities. Many corporations with formal flexible work programs have reported increased productivity and reduced absenteeism and turnover. A recent research study found that the number one work factor correlating with workforce commitment was management's recognition of the importance of personal and family life and support for these obligations. This commitment directly affected productivity and retention.

How Are Flexible Work Options Being Introduced?

This week, the Division of Human Resources is posting on their web site, www.hr.upenn.edu/quality/, detailed information on flexible work options, including examples of flexible work and suggested step-by-step instructions for implementation. This month, all faculty and staff will receive an introductory guidebook on flexible work options via intramural mail.

The following training sessions are being offered by the Division of Human Resources Office of Training to help staff understand and utilize FWOs.

* *Managing A Flexible Workforce*—for first-line supervisors and middle and upper management. This will offer preparation for introducing and utilizing FWOs to benefit the goals of the organization, and provide insights into the subtleties of managing flexible work arrangements.

* *Flexible Work Arrangement Proposals*—offers staff an opportunity to assess the appropriateness of flexible work arrangements considering work style, work responsibilities and the needs of the organization; and coaching on how to develop a flexible work options proposal that outlines how it will work and how the organization will benefit.

These trainings are available the following dates and times:

Date	Supervisors	Staff
January 29	9-11:30 a.m.	11:30 a.m.-1 p.m.
February 5	9-11:30 a.m.	11:30 a.m.-1 p.m.
February 8	9-11:30 a.m.	11:30 a.m.-1 p.m.
February 19	9-11:30 a.m.	11:30 a.m.-1 p.m.
March 1	9-11:30 a.m.	11:30 a.m.-1 p.m.

Please see www.hr.upenn.edu/trainreg/ to register for these sessions.

Note: Staff members covered in collective bargaining units are governed by the terms and conditions of the respective collective bargaining agreements.

What Are Flexible Work Options?

FWOs offer alternatives to getting work done through non-traditional work hours, locations and/or job structures. They offer creative approaches for completing work while promoting balance between work and personal commitments. The decision to implement a flexible work arrangement rests with the first line supervisor and School/Center leadership, who must approve the plan and be prepared to manage the work under the conditions of the arrangement.

Typical FWO arrangements:

Flextime: The most requested, easiest to manage and the most affordable FWO, Flextime offers flexibility in the beginning, middle or end of the day. Typically, there is a designated time during which all staff are present, referred to as the core time.

Flexplace: This arrangement allows for a portion of the job to be performed off-site, on a regular, recurring basis, usually at the worker's home.

Many assignments are not suitable for a Flexplace arrangement, either because of the type of work to be done, the need for frequent supervision, the lack of necessary technology at home, or the need to be a presence in the office. In addition, studies have found that some individuals do not like the isolation of a Flexplace arrangement.

Flexplace does not connote the professional or management practice of working at home after hours to work on reports or presentations or to catch up on reading.

For University purposes, Flexplace is not intended to represent an off-site work arrangement implemented by the organization to meet organizational goals. This is referred to as a telecommuting arrangement. It requires use of equipment and technology and most or all of the work is performed away from the office.

Note: When Flexplace and telecommuting arrangements require use of computing technology from an off-site office, it will be necessary to arrange through the School/Center/Department/Office specific and detailed arrangements for support of the technology, as well as appropriate access to PennNet. Consideration should also be given to possible working hours and the comparable availability of various administrative systems.

Additionally, it is important for managers and staff to be aware of the costs that will be incurred for establishing appropriate hardware, software, and connectivity; costs that will be incurred operating and maintaining that setup; and costs of providing support for that setup.

Use of University equipment, products and materials involves responsibility for University property, guided by the following policies:
 Policy # 002 *Safeguarding University Assets*
 Policy # 003 *Uses of University Resources*
 Policy # 009 *Acceptable Use of Electronic Resources*
 Policy # 624 *Return of Property*

For a sample Flexplace agreement, refer to the Division of Human Resources Quality of Worklife Programs web site, www.hr.upenn.edu/quality/, or call 8-0380.

Compressed Work Schedules: A traditional 35-40 hour work week is condensed into fewer than five days of work. This option is more easily applied to non-exempt (weekly paid) staff for whom work hours are tracked. The Fair Labor Standards Act requires weekly paid staff to receive time and a half pay for work over forty (40) hours in a week.

Part-time work is a regular hiring arrangement for between 17.5 and 28 hours a week. Part-time workers are differentiated from temporary workers, who are employed for fewer than 1000 hours in a fiscal year with an expectation of a short term relationship with the University.

Job sharing allows two staff members to share the responsibilities of one full-time position, typically with a prorated salary and paid time off. A job share arrangement is different from a part-time position which has a workload that can be managed within 17.5 to 28 hours a week. Innovative schedules can be designed to meet the needs of the job sharers and the office.

Note: If one position is scheduled for less than 17.5 hours a week, it becomes temporary and cannot retain regular part-time status.

Guidelines For Successful Flexible Work Arrangements

1. The arrangement must support the organization's goals, including cost-effectiveness and customer service.
2. The assignment must be appropriate for the flexible work arrangement and equipment, systems or materials must be available during non-traditional hours or outside of the workplace.
3. The supervisor and School/Center leadership must approve the plan and be prepared to manage the work under the conditions of the arrangement. Each school and center will determine the appropriate individual(s) to approve these arrangements in addition to the immediate supervisor. The provisions of Policy #620: Staff Grievance Procedure, do not apply to decisions regarding flexible work options.
4. The individual's work style and history must support the demands of the arrangement.
5. Special arrangements for communication and accountability must be established.
6. An effort should be made to maintain a collegial environment, through special opportunities for unit members to have shared hours and constructive interactions.
7. Written plans must be developed or the flexible work arrangement to document the understanding between all involved parties.
8. A pilot time frame is often helpful for trying out a flexible work arrangement prior to making a long term commitment to it by either party (management or staff member).
9. All must be prepared to return to pre-flexibility arrangements if the situation requires.

For additional information on flexible work options, please see the Division of Human Resources Quality of Worklife Programs web site: www.hr.upenn.edu/quality/.

Tax-Deferred Annuity

To All Faculty and Staff:

Effective January 1, 1999, faculty and staff may be eligible for exemption from the one-year wait requirement to participate in the University's Basic Tax-Deferred Annuity Plan. To qualify you must meet the following criteria:

1. Employed by an institution entitled to maintain an IRC 403(b) Plan;
2. Hired by the University from the eligible institution referenced above;
3. Employed in a position which would have been qualified for participation in the University's Basic Tax-Deferred Annuity Plan; and
4. Employed in the position for a minimum of one year.

In order to participate, the faculty or staff member must certify in writing that the criteria outlined above has been met and must obtain a similar certification from the previous employer.

The Benefits Office will supply employee certification forms to those who request them or they may be accessed on the HR website, www.hr.upenn.edu/forms. For information, call the Benefits Office at 898-7282, or e-mail leonardc@pobox.

—Leny Bader, Director of Benefits
Division of Human Resources

Symposium on Funding for International Health Research

The Provost's International Health Forum will host a "Symposium on Funding for International Health Research" on Thursday, January 21, in the Austrian Auditorium of the Clinical Research Building from 2-5 p.m.; a reception will follow. Interested faculty, students, and staff are invited to attend.

Speakers from the Penn community will describe their experience in obtaining grants from foundations, pharmaceutical companies, NIH/Fogarty Center, World Bank, non-governmental and international agencies. The featured guest speaker, Hope Sukin of the US Agency for International Development (USAID), will talk about USAID's objectives and programs. For more information on the program, please consult the International Medical Programs web site, www.med.upenn.edu/~oimp.

The International Health Forum (IHF) was established in October 1996, following discussions on world health at the Second Annual Provost's Conference on International Education and Research. Comprised of thirteen representatives from the University, the IHF seeks to develop inter-School and inter-disciplinary programs that focus on or include international health. Dr. Donald Silberberg, senior associate dean and director, International Medical Programs and professor of neurology, School of Medicine, chairs the IHF. The Office of International Programs provides staff support.

Center for Molecular Studies in Digestive and Liver Disease

Pilot and Feasibility Grant Program 1999 Competition: Call for Proposals

Penn's Center for Molecular Studies in Digestive and Liver Disease seeks applications to its Pilot and Feasibility Grant Program. Proposals should be related to the focus of the Center, which encompasses molecular studies on the biology or disease of the alimentary tract, pancreas, and liver. Relevant investigations include those in developmental biology, regulation of gene expression, growth, differentiation and carcinogenesis, the biology of stem cells, molecular genetics, gene therapy, and immunology, including growth factors and cytokines. Grants range from \$10,000 to \$15,000 for a twelve month period, and are eligible for one competitive renewal. Faculty members with U.S. citizenship or permanent visas who meet the requirements below are invited to apply.

1. New investigators who have never held extramural support (R29, RO1, PO1).
2. Investigators who wish to apply their expertise in other areas of biomedical research to a problem in digestive and liver disease.
3. Investigators in digestive and liver disease who wish to study an area that represents a significant departure from currently funded work.

Completed proposals are due Monday, February 8, 1999.

For applications and additional information, please contact: Lisa Kaiser, Center for Molecular Studies in Digestive and Liver Disease, telephone: 573-4264, fax: 573-2024, e-mail: kaiserl@mail.med.upenn.edu.

Grace Period for Dialing Changes in 215 and 610 Area Codes: Geographic Overlays

New ways to dial. New area codes. No doubt about it. New technologies and new choices for services are creating a huge demand for new telephone numbers. But only a fixed number of telephone numbers are available in each area code. In order to support the demand for Internet access, beepers, fax machines, and cell phones that callers want, we need new area codes.

As a result, starting December 5, 1998, these changes occurred in area codes 215 and 610.

What's happening? Bell Atlantic is implementing new dialing patterns to prepare for the area codes that will be introduced in 215 and 610 in June 1999.

These new area codes will be introduced as "geographic overlay" codes, in which a new area code is simply added to the same geographic region where an existing area code already works. The two area codes work in the same region. New area code 267 will work in the same region as 215, and new area code 484 will work in the same region as 610.

Why? The Pennsylvania Public Utility Commission mandated the change to increase the quantity of available telephone numbers.

Will I have to dial differently with the overlay? Yes, you have to change the way you dial calls within and between 215, 610, 267 and 484. You will need to dial: 1 + area code + number for every call you make within or between area codes 215 and 610. Even to the house up the street. (Note: If you forget to dial the 1, your calls will still go through.)

How will it affect me at Penn? When placing a call from a Penn telephone number to a number in 215 or 610 area codes, you must now dial: 9 + 1 + area code + number.

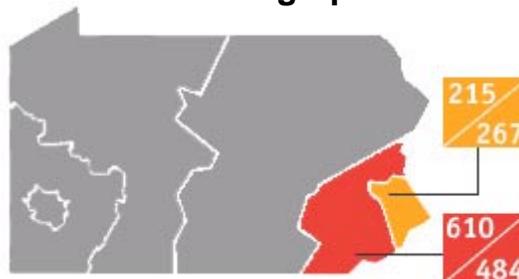
When do I start this new dialing? On December 5th, permissive dialing began. Start now to use 1 + the area code, along with the 7-digit number, for every call you make.

On June 5th, 1999, required dialing begins. Starting on this date, you must use the area code for these calls.

Will 511 be affected? Will 911 be affected? No. You will still dial 511 on-campus to reach Public Safety. And, off-campus, you will still dial 911 to reach local emergency services.

Will calls cost more after this change? No, the cost of your calls will not change. Your rates will not increase when you begin dialing 1 + area code + local telephone number.

Will I have to change my phone number? No. With an overlay, all existing customers will keep their current area code and phone number—no customer will have to change his or her number. Local calls are still



local calls, and your local calling area won't change, even if it includes telephone numbers in the new area codes.

What do I need to do to prepare? If you have any equipment that dials other phone numbers, such as fax machines, modems, or alarms, you will need to reprogram them. The permissive dialing period, (or as you may see it called, the grace period), will give you time to get it done.

For every number you dial with 7 digits right now, you should reprogram your equipment to dial a 12 digit number from on-campus: 9 + 1 + area code + number.

What about my phone equipment from Telecommunications? Don't worry, we're already working on it! Any system that we support, we'll take care of for you. Over the next six months, we'll be reprogramming system speed dial numbers on Eagles, Extrom, and Norstar systems.

Spread the word! Be sure to notify your friends and relatives. Update your printed materials, such as resumes, stationery, personal checks, business cards, etc., to include your area code. Most importantly, get into the habit of giving and getting area codes when exchanging telephone numbers.

I have questions. Who should I call? If you have questions about your campus telephone equipment, please see our web site for more information, www.upenn.edu/telecom, call our help desk at 898-4840, or e-mail telecom@pobox.upenn.edu.

For help with modems, contact your local support provider. For alarm systems, contact your vendor or review equipment manuals.

For more Bell Atlantic information, see their web site at: www.bellatlantic.com/areacode.

—Laurie Cousart, Director,
Telecommunications and Campus Card Services

University Council Committee Charges for 1998-99

Admissions and Financial Aid

- In the past year, a number of Ivy League and other elite universities, including Penn, have revised their financial aid policies. Review the University's financial aid policies, including Penn's need-blind admissions policy, relative to those of its peer institutions. After consulting with the University Committee for Undergraduate Financial Aid, report to Council on Penn's competitive standing within its peer group with respect to financial aid and make recommendations on how Penn might enhance that standing over time.
- Consulting with the Pluralism Committee, evaluate the effectiveness of Penn's financial aid policies with respect to minority recruitment and retention.

Bookstore

- The University engaged Barnes & Noble to manage the Penn Bookstore. In doing so, the University seeks to improve the quality of service and the efficiency of its Bookstore operation. Review the operation of the Bookstore and report to Council on the progress toward achieving the University's stated goals. Monitor the vitality of the two independent bookstores. Conduct the same evaluation of the Computer Connection.

Communications

- Review the progress of the Network Planning Task Force initiative and report status/findings to Council.
- The University recently expanded services available to PENNCard holders to provide greater access to financial and University services. Review the effectiveness of the PENNCard as well as the quality of service provided to card holders, and report findings to Council. Continue to discuss the policy on electronic privacy.
- Determine the University's goals for WXPB and evaluate the extent to which the station promotes them.

Community Relations

- Over the past several years, the University has developed, with community input, a number of initiatives that seek to strengthen its relationship with its neighbors. One such initiative is University City District, a multi-organizational community project with the broad goal of improving the quality of life in University City. Another is the Center for Community Partnerships. A third is providing monetary incentives to members of the University community who wish to purchase homes in West Philadelphia. Review these and other community-based initiatives; make recommendations to Council on their effectiveness.
- The Locust Street corridor, west of 40th Street, is home to many members of the Penn student body, faculty, and administration. Review development opportunities in this area.
- Explore the possibility of linking Latin-American students with the large Latin-American community in North Philadelphia, similar to the connection between African-American students and the African-American residents of West Philadelphia.

Facilities

- The University engaged the services of Trammell Crow to manage its physical plant. In doing so, the University seeks to improve the quality and efficiency of facilities management. Review the performance of Trammell Crow; report to Council on the progress of the University's stated goals. Make recommendations on how those goals might be further advanced.
- Evaluate the University's long-range comprehensive facilities planning process. Make recommendations to ensure appropriate participation by members of the University community. Determine the effectiveness of the facilities planning process in addressing the lack of large event space at Penn and propose solutions to the problem. Review policies on transportation and parking, and evaluate their effectiveness.

International Programs

- Review INS regulations and how they will affect current and future students; review health insurance programs for those traveling and studying abroad; review the orientation of international students, focusing on what programs exist and what forms of outreach are in place to encourage students and postdoctoral fellows to use them. Research options for short-term housing of international guests on campus. Report to Council on findings.
- Evaluate and respond to the question of why students are charged Penn tuition and fees while they are studying abroad.

Library

- The University has undertaken a multi-phase renovation of Van Pelt-Dietrich Library's physical facilities and a substantial upgrading of its computing and research capabilities to serve the research needs of students and faculty. In addition, the College House System and the Wheel System will potentially increase access to and use of the library's resources. The committee, and a suggested student subcommittee, should discuss the above and such issues as expanded hours, impact of staffing, and other ongoing needs, and evaluate response, review the renovations upgrading and report to Council.

Personnel Benefits Committee

- Resume practice of serving in an advisory capacity on benefits issues within the University community and issue timely reports to University Council regarding the impact of proposed changes to Penn's benefits program.

Pluralism

- Drawing from recent studies and reports, evaluate the University's performance with respect to minority recruitment and retention, perhaps in comparison with peer institutions. Report findings to Council by 1999.
- The University of Pennsylvania seeks to enhance the diversity of its student body, faculty, and staff. Review the policies and procedures of the University to achieve this goal, focusing specifically on African-American and Latin-American student recruitment and retention, Asian-American issues, Lesbian-Gay-Bi-

sexual issues, and issues of importance to the Latino community, drawing on existing administration resources for data as needed. Report to Council on findings and recommendations.

Recreation/Intercollegiate Athletics

- Using the Brailsford & Dunlavey report, review the University's progress toward improving recreational facilities. Make recommendations as to how Penn can achieve its stated goals in this area.
- Evaluate the effectiveness of the University's advising system for athletes to ensure that they are in compliance with University policies, including those on drug use, NCAA requirements, and other policies. In evaluating policies and practices related to student-athletes, ensure that the spirit as well as the letter of the NCAA's policies are followed.

Research

- Review the University's relationship with the University City Science Center; evaluate and report to Council on the opportunities for enhanced cooperation.
- Evaluate the grants and contracts system, assessing how well the faculty is served and offering recommendations for improvements.
- In consultation with committees of individual schools, especially the committee of the Office of Post-doctoral Programs in the Medical School, continue work on the University's policies concerning post-doctoral fellows.

Safety and Security

- The safety and security of all members of the Penn community are of paramount concern to the University. Mindful of this goal, work with the Committee on Student Affairs to educate community members about safety, with an emphasis on seeking continuity of message to students during their studies at Penn.
- Review the unique situation of the graduate student population in terms of safety and security. This constituency represents many members living off-campus and a large number of international students new to the city.
- Complete the formulation of the University's video monitoring policy, in collaboration with the Committee on Open Expression and the Department of Public Safety.

Student Affairs

- The University recently developed and implemented the College Houses in an effort to integrate academic and student life programs and services. Evaluate the progress of Penn's new system; report findings to Council and make recommendations as to how the initiative can be strengthened. In consultation with the Communications Committee, examine the differences in computing quality across schools. Continue to monitor issues pertaining to alcohol abuse. Evaluate dining facilities including eating halls, and space allocation for student activities in conjunction with the vice provost for university life.
- Work with the Committee on Safety and Security to educate community members about safety.



"The function of education is to teach one to think intensively and to think critically....Intelligence plus character—that is the goal of true education."

A Message from the Chair of the MLK Planning Committee

Penn will once again be joining the nation in commemorating the birth of Dr. Martin Luther King, Jr. whose legacy lives on, and befitting his legacy is this year's theme *Keeping the Dream Alive*. If you believe in Dr. King's dream you can no longer wait for the American conscience to suddenly awaken. Do what you know must be done to keep the dream alive. The new millennium is approaching and it's time for everyone to take a personal stand to ensure the success of the "Dream" in our lifetime by stirring up not only the American conscience but also our own.

I would like to publicly thank the planning committee, student organizations, departments, schools and centers for their continued commitment and hard work to make this celebration possible for the University and the community-at-large.

A number of programs and activities are being planned throughout campus and I challenge you to stand up and be counted. A listing of all activities will be on the African American Resource Center's homepage at www.upenn.edu/aarc and the University's Dr. Martin Luther King, Jr. homepage at www.upenn.edu/VPGE/mlk.html. MLK programs will continue throughout the spring semester. All programs are open to the community.

—Afi Roberson, 1999 Executive Chair

Some Upcoming MLK Events: Through January . . . and Beyond*

Now *Grass Roots Social Change: A Film Series Inspired by Dr. King*; titles all month long on the ResNet Movie channel 11. For a schedule, visit the Penn Video Network web site, www.upenn.edu/video. Through January 31.

16 *Family Festival of Fun Celebration of African Cultures*; music, dance performances, workshops, storytelling and more; explore different customs and cultures from Africa; 11 a.m.-4 p.m.; Museum; admission: \$5 adults, \$2.50 children, senior citizens, & students; Free for Museum members, PENNCARD holders, children under 6; info: 898-2680 (University Museum).

Rickie Levon Cameron, Tenor & Christopher Wong, Piano; arts songs & spirituals by African-American composers; 8 p.m.; Harold Prince Theatre, Annenberg Center; \$10, \$5-students; info: Annenberg Box Office, 898-6791 (Dept. of College Houses & Academic Services).

17 *MLK Banner Painting Event*; students gather to create banners decorated with quotes from Dr. King to be displayed on Locust Walk; 2-6 p.m.; Civic House, 3914 Locust Walk; 898-4831 (Civic House).

Martin Luther King, Sr. Anti-Violence Vigil; candlelight vigil to commemorate Dr. King's legacy. The march will begin at DuBois College House on to the Christian Association for prayers and speeches; 7-8:30 p.m.; DuBois College House & Christian Association (Alpha Phi Alpha Fraternity, Inc.).

18 *The History & Memory of the Black Bottom*; presentations, a theater performance, panel discussion and reception; 9-11:30 a.m.; Terrace Room, Logan Hall (Grad. School of Education, Black Bottom Assoc.).

Martin Luther King, Jr. Breakfast: "Memory of A King"; keynote speaker: Walter Palmer, Palmer Foundation, SSW; also Curtis Redding and Stuart Jasper; 9-11 a.m.; DuBois College House; (UMOJA, BGAPSA, UMC).

Philadelphia Housing Authority Youth & Adolescent Program in West Philadelphia; join 25 teens from West Philadelphia and BLSA for breakfast and discussion; special guest Judge Carol Wells; 9:30 a.m.; Law School; PENNCARD required (Penn Black Law Student Assn.).

Martin Luther King, Jr. Noontime Commemorative Program; keynote speaker: Rev. Betty Campbell, Salem Baptist Church; also, the Philadelphia Girls High School Choir and the MLK Essay Contest Winners; noon-2 p.m.; Penn Tower Hotel; info: Tom Henry, 898-2286 (African American Association of Administrators, Faculty & Staff).

Martin Luther King, Jr. Lunch; special Holiday Lunch Buffet; call to

inquire about prices; noon-4 p.m.; Penn Tower Hotel; contact: PT's, 387-8333.

Martin Luther King, Jr. Symposium: "How the University of Pennsylvania Can Help Keep Dr. King's Dream Alive Here at Penn and in the Community-at-Large"; moderator: Ivan Juzang; panelists: Angel Ortiz, Mark Barnes, Dr. Wendy Addae, and Dr. William Franklin; 3-4:30 p.m.; DuBois College House (UMOJA, BGAPSA, UMC).

University of Pennsylvania's Dr. Martin Luther King, Jr. Commemorative Evening Program; speaker: Angel Ortiz, Councilman-at-Large; also featuring an MLK Community Service Award recipient; 5-6:30 p.m.; Room A-1, DRL.

Eyes on the Prize; broadcast on the Penn Video Network Channel 24; 6 p.m. and continuing every 2 hours in full rotation each day. Also showing on January 19 & 20 (Penn Video Network).

19 *The Time is Always Right to Do What is Right—Community Service Fair*; students get involved in community service; meet reps from the community service organizations on campus; 7 a.m.-9 p.m.; Civic House.

A Night with Brother Paul Robeson; exploring Robeson's influence on Civil Rights and celebrating the legacy of his pursuit for social and economic justice; 7:30 p.m.-9 p.m.; Multipurpose Room, DuBois College House (Alpha Phi Alpha Fraternity, Inc.).

20 *Voter Registration Drive*; getting students and staff registered to vote; 11 a.m.-2 p.m.; AARC, 3537 Locust Walk. Also February 3, 10, 17 & 24 (AARC).

Current Exhibits; free admission with PENNCARD; 12:30-1:30 p.m.; ICA; (Institute of Contemporary Art).

The Village of Arts and Humanities Presents "Time Montage"; theater/dance performance; 7 p.m.; Dunlop Auditorium, Stemmler Hall (Social Work).

21 *Interfaith Council Program* featuring Charles Marsh, theology, Loyola College, and author of *God's Long Summer: Stories of Faith and Civil Rights* and *The Use and Abuse of Faith in the Civil Rights Struggle*; 4:30 p.m., B-6, Stiteler Hall (Office of the Chaplain).

26 *University of Pennsylvania's Dr. Martin Luther King, Jr. Commemorative Public Reception and Keynote Address* by Rev. Al Sharpton, president, National Action Network, 4:30-5:30 p.m., B-1, Meyerson Hall; reception: 5:30-6:30 p.m.

* For a list of other MLK events through March 3 see the websites above.—Ed.

OEHS Training Program-January

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

*Occupational Exposure to Bloodborne Pathogens (In a clinical setting)**. For all faculty and staff who have potential clinical exposures to blood and other human source material; employees with direct patient contact, or those who handle clinical specimens, and administrators who routinely work in a clinical environment. January 27, 9:30 a.m., 104 Logan Hall. *Registration is required.

Laboratory Safety and Bloodborne Pathogens—Annual Update. For all faculty and staff who work with human source material, HIV or hepatitis viruses and have previously attended *Occupational Expo-*

sure to Bloodborne Pathogens. Participation in *Laboratory Safety—Annual Update* is not required if this program is attended. January 14, 9:30 a.m., John Morgan, Class of 1962.

Radiation Safety Training—New Worker. Fundamental radiation concepts and requirements for the use, storage and disposal of radioactive materials at Penn. Personnel working in labs where radioactive materials are present must attend before beginning work followed by annual attendance at the training program described below. Training can be done online, www.oehs.upenn.edu, under *Radiation Safety Programs, Training for Credit*. January 21, 3 p.m. OEHS, 14th floor conference room, Blockley Hall.

Radiation Safety Training—Annual Update. Updates radioisotope users on current radiation safety issues and practices; for all personnel who work in areas where radioisotopes are used or stored. January 14, 10:30 a.m., John Morgan, Class of 1962.

Attendees are requested to bring their PENN ID cards to facilitate course sign in. Additional programs will be offered on a monthly basis during the spring. Check EHRS web site, www.oehs.upenn.edu, or call Bob Leonzio at 898-4453.

Quaker Basketball Discounts

The Department of Athletics, along with First Union Bank, is offering reduced priced tickets to Penn's faculty and staff for selected Penn men's and women's basketball games at the Palestra starting this month. Tickets are limited, so interested parties are encouraged to order now. To inquire about discounted tickets or the "Family Plan", call the ticket office at 898-6151 and identify yourself as a Penn employee. Tickets may be picked up and paid for at the will-call window of the Palestra on game day. The next discounted game—men's basketball vs. Colgate—is on January 16, at 2 p.m.

Registration for Recreation

Instructional Classes; aerobics, spinning, yoga, ballroom dance, jazz dance, modern dance, jitterbug/swing dance, scuba, rowing, adult & children's swimming, CPR, lifeguard & lifeguard instructor training, aqua workout, golf, squash, tennis, boxing, self defense, tai chi chuan.

Basketball & 3-on-3 Basketball Tournament; spring intermural rosters and *Katz Fitness Center* spring semester memberships now being accepted.

Info: 898-6100 or www.upenn.edu/recreation

The University of Pennsylvania Police Department Community Crime Report

About the Crime Report: Below are all Crimes Against Persons and Crimes Against Society from the campus report for **December 7, 1998 through January 3, 1999**. Also reported were **Crimes Against Property: 76 total thefts & attempts (including 5 burglaries & attempts, 8 thefts of autos & attempts, 22 thefts from autos, 5 thefts of bicycles & parts), 24 incidents of criminal mischief & vandalism, 3 incidents of trespassing & loitering and 2 incidents of forgery & fraud.** Full reports on the Web (www.upenn.edu/almanac/v45/n16/crimes.html).—Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department between the dates of **December 7, 1998** and **January 3, 1999**. 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: Sexual Assaults—1; Aggravated Assaults—1; Threats & Harassment—2

12/07/98	5:11 AM	Brooks Dorm	Unwanted phone calls received
12/14/98	9:59 AM	Caster Bldg.	Unwanted e-mails received
12/11/98	1:48 PM	Stiteler Bldg.	Unwanted advances from suspect
12/23/98	8:04 AM	3700 Blk Spruce	Taxi driver struck officer in leg

38th to 41st/Market to Baltimore: Robberies (& Attempts)—2; Threats & Harassment—5

12/09/98	2:30 PM	Hamilton House	Harassing calls received
12/14/98	7:28 AM	Harnwell House	Harassing e-mail and unwanted calls received
12/15/98	2:00 AM	1925 House	Complainant harassed by ex-girlfriend
12/16/98	8:21 PM	Harnwell House	Unwanted e-mail received
12/23/98	1:05 AM	Mayer Hall	Harassing phone calls & e-mail received
12/29/98	7:11 PM	40th & Baltimore	Complainant robbed by unknown suspect
01/01/99	2:37 AM	4000 Blk Spruce	Complainant robbed by unknown suspect

41st to 43rd/Market to Baltimore: Robberies (& Attempts)—2; Simple Assaults—1;

Threats & Harassment—1			
12/15/98	6:17 PM	204 S. 42nd	Unwanted calls received
12/18/98	11:00 PM	42nd & Walnut St.	Walkman taken from complainant by unknown suspect
12/18/98	11:25 PM	42nd & Chestnut	Female struck by male
12/27/98	12:47 AM	42nd & Pine	3 Complainants robbed by 2 unknown suspects

30th to 34th/Market to University: Threats & Harassment—2

12/11/98	1:06 PM	Bennett Hall	Harassing letter received
12/13/98	8:21 PM	Hill House	Unwanted call received

Outside 30th to 43rd/Market to Baltimore: Robberies (& Attempts)—4; Aggravated Assaults—1; Threats & Harassment—2

12/08/98	3:54 PM	233 S Melville	Complainant reports receiving threats
12/08/98	9:45 PM	51 N. 39th St.	Complainant robbed by suspect with gun
12/08/98	10:01 PM	2031 Locust	Unwanted calls received
12/13/98	2:46 AM	45th Larchwood	Complainant robbed by suspect with gun
12/13/98	8:34 PM	4106 Walnut St.	Suspect arrested for assault with knife
12/18/98	7:56 PM	31st & Powelton	Complainant robbed by unknown suspect
12/22/98	4:39 PM	400 S 43rd St.	Complainant pushed to ground and purse taken

Crimes Against Society

34th to 38th / Market to Civic Center: Alcohol & Drug Offenses—1; Weapons Offenses—1

12/19/98	8:15 PM	300 Blk 38th	Operator under influence of alcohol/Arrest
12/22/98	12:28 PM	3601 Walnut St.	Males threatened employees/2 stopped with weapon/Arrest

38th to 41st / Market to Baltimore: Disorderly Conduct—1

12/19/98	3:34 AM	4033 Spruce St.	Disorderly male cited
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41st to 43rd / Market to Baltimore: Disorderly Conduct—1; Alcohol & Drug Offenses—4

12/07/98	1:23 AM	42nd & Walnut	Male refused to leave area/Cited
12/17/98	11:59 PM	4200 Blk Walnut	Driver intoxicated/Arrest
12/24/98	1:10 AM	43rd & Walnut	Driver cited for intoxication
01/03/99	1:03 AM	42nd & Walnut	Driver struck police vehicle/Arrested for intoxication
01/03/99	1:10 AM	42nd & Walnut	Driver stopped/Arrested for intoxication

18th District Crimes Against Persons

55 Incidents and 16 Arrests (including 21 aggravated assaults and 27 robberies, 4 rapes and 3 homicides) were reported between **December 7, 1998** and **January 3, 1999** by the 18th District, covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

ISC Technology Training Group

The following is ISC's January 1999 course schedule. All hands-on courses are 9:30 a.m.-4:30 p.m. except where noted. Lunchtime seminars are noon-1 p.m. For more information please call 573-3102 or check www.upenn.edu/computing/isc/ttg.

Hands-on Courses for Windows Users

Introduction to Windows 95	1/12/99
Introduction to Word 97	1/20/99
Introduction to Excel 97	1/26/99
Introduction to Access 97	1/28/99
Creating a Web page (Intro.)	1/27/99

(This course is 1 p.m.-4 p.m.)

Hands-on Courses for Macintosh users

Intermediate Word 6.0 Mac	1/18/99
Intermediate Excel 5.0 Mac	1/14/99

Lunchtime Seminars

Browsing using Netscape	1/14/99
File Transfer Using WS_FTP	1/18/99

UCD Contest to Name New Shuttle

Yellow Submarine? Gus the Bus? Loop da Loop—the hottest ride in West Philly?

A new bus shuttle is coming to University City, and the University City District is holding a contest to name the service. UCD is looking for the profound, the silly, the clever and witty from the staff, faculty and students at University City-area institutions. The prize for the winning name? Dinner for two at Marigold Dining Room, your home away from home.

The yellow shuttle buses, which will begin running this spring, will loop from 30th Street Station to major University City employers and institutions. More information about the service is available at www.universitycitydistrict.org.

Send contest entries by **January 21** to ucd@universitycitydistrict.org or Shuttle Name Contest, University City District, 3508 Market Street, Suite 030, Philadelphia, PA 19104 or call 243-0557. The winner will be announced in February.

Update

JANUARY AT PENN

TALKS

13 *The Realignment of Japanese Institutions: Emergence of the Non-Profit Sector and the Role of the Press;* panel discussion; 4-6 p.m.; Carolyn Hoff Lynch Lecture Hall, Chemistry Bldg (Fels Center of Government, Japan America Society).

Surprising Roles for Matrix Metalloproteinases in Tumor Progression; Lynn Matrisian, Vanderbilt Univ. School of Medicine; 4 p.m.; Grossman Auditorium, Wistar Institute (Wistar).

15 *The Demand for Private Insurance when Public Insurance is Compulsory: Evidence from Australia;* James Butler, NCEPH, The Australian National University; noon-1:30 p.m.; 1st floor Auditorium Colonial Penn Center (Leonard Davis Institute).

20 *Chemokines and Allergic Disease;* Robert Schleimer, Johns Hopkins Univ. School of Medicine; 4 p.m.; Grossman Auditorium, Wistar Institute (Wistar).

Group Representation Theory Seminar; Valerio Toledano, Université de Paris VI, Pierre et Marie Curie; 2-3 p.m.; room 4C8, DRL (French Institute).

Deadlines: The deadline for February At Penn is **January 12**. The deadline for the Update At Penn is a week before the date of publication.

Classified

Therapy

Shari D. Sobel, Ph.D. Psychotherapy (215) 747-0460.

Vacation

Pocono Chalet, 3 BDR/1B, Near Jack Frost/BB. Firewood incl. \$400/weekend, (215) 898-9928.

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

OPPORTUNITIES

All open positions at Penn for qualified applicants in office support, research, computing, professional, and financial areas, among others, are posted on the Human Resources web site at www.hr.upenn.edu.



Almanac

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

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Welcome Back

Welcoming Penn's New Provost

We open the spring semester at an auspicious moment in the University's history with the appointment of a new Provost, Penn's 32nd since it was founded by Benjamin Franklin in 1740. A renowned scholar and respected academic leader, Robert L. Barchi, M.D., Ph.D., will be an eminently worthy successor to the illustrious Provosts who have gone before him, and I was delighted to announce his appointment just before the holidays.

Having been a Provost myself, I told Bob without hesitation that it is a wonderful job, and one that is exceptionally important to the future of our institution. In this column today, I would like to say something more about why this is so—and about why Bob Barchi will be such an outstanding addition to Penn's leadership team.

The role of the Provost has evolved with the University over the course of three centuries. When Penn was founded, the Provost was the principal officer of the University. The title, which originated in the Middle Ages, referred to the chief dignitary of a collegiate or cathedral chapter of scholars, but in early modern times the title was given to the chief magistrate of a Scottish burgh. At Penn, the term was undoubtedly chosen to invoke the Scottish Enlightenment and the University's ties with Edinburgh. After Rev. Dr. William Smith, from Scotland, was appointed Provost by Franklin in 1754, the term came into usage at colleges and universities in America.

In the late 1800s, the Provost's purview began to extend to the new professional schools that were being founded at Penn. This included oversight of faculty appointments and issues of academic freedom, decisions on curriculum and degree requirements. During the tenure of Edgar Fahs Smith (1911-20), the Provost became fully responsible for the University's educational affairs. When the Trustees established the Office of the President in 1930, the Provost formally became the University's chief academic officer.

The Provost's responsibilities today include close, collaborative work with the faculty, and with deans, vice provosts, and directors, which results in policy development and implementation in the schools, academic departments, research programs and libraries—as well as in academic support services, admissions, financial aid, and student life. The Provost's leadership provides the foundation for a strong and vital teaching and research institution.

The Office of the Provost requires stellar scholarship and leadership, and Bob Barchi has those qualities in abundance. A deeply respected member of our faculty since 1974, he has been awarded the highest honors in his field and brings a quarter-century of expertise at Penn to the position. He has great and deep enthusiasm and respect for academic life and embraces the core values of a world-class teaching and research university.

On February 1, when he assumes office, Provost Barchi will take his place among some of Penn's true luminaries. In particular, he will follow in the tradition of the venerable Jonathan E. Rhoads, M.D., and the late Eliot Stellar, Ph.D., both of whom drew on their expertise in our School of Medicine during their Provostial leadership of the University.

Scholar, teacher and leader—Bob Barchi is ready and eager to take on the challenge of Penn's academic leadership. He will lend new spirit and dynamism to current projects and bring vision and energy to future ones. I have the greatest confidence in him, and I look forward to a partnership that will further Penn's tradition of academic innovation and excellence. As I welcome you back, please join me in welcoming our new Provost.

*Scholar, teacher
and leader—Bob
Barchi is ready
and eager to take
on the challenge of
Penn's academic
leadership*
