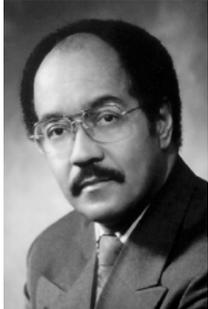


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Remembering MLK: January 20



William Gray

One of the many commemorative events being held now through January 28, is the January 20 *Martin Luther King, Jr. Interfaith Program* featuring William H. Gray III, president and CEO of the United Negro College Fund and former majority whip of the U.S. House of Representatives. The program—to be held at Annenberg Center's Harold Prince Theatre from 7 to 8 p.m.—opens with remarks by President Judith Rodin. Also featured will be music by *R'nanah* and the *New Spirit of Penn*, with a presentation of the Martin Luther King, Jr. Community Involvement Awards to follow.

This year's commemoration of the birth of Dr. Martin Luther King, Jr., with the theme *The Importance of King's Philosophy and Action for the 21st Century* explores Dr. King's ideas and the events and issues that have arisen since his death.

Engman's Latest

Sculpture at Penn



Dr. Soldo: New Chair in Financial Gerontology

Dr. Beth J. Soldo, who joined Penn last August, was named the first Joseph E. and Ruth E. Boettner Professor of Financial Gerontology and director of the Boettner Center of Financial Gerontology in the School of Social Work. She is also a professor of sociology, a research associate in the Population Studies Center and director of the Center's Population Aging Research Center in SAS and a Senior Fellow of the Pension Research Council in Wharton.

The Boettner Center studies the relationships among aging, financial issues and quality of life. According to Dr. Soldo, "...financial gerontology attempts to understand both the accumulation of assets and resources in mid-life and the conservation of these resources in late life."

Dr. Soldo took her B.A. in sociology from Fordham University in 1970, and her M.A. and Ph.D. in sociology/demography from Duke University in 1973 and 1977 respectively. She served as the assistant director of the Center for Demographic Studies at Duke from 1974 to 1977, before becoming a senior research fellow at the Kennedy Institute of Ethics at Georgetown. She became an assistant professor of demography at Georgetown in 1981, and moved through the ranks to full professor, serving as chair of the department from 1986 to 1995. Dr. Soldo has published nearly 30 papers and 20 chapters, and also co-authored a book and co-edited two others, the most recent of which is *Racial and Ethnic Differences in Late Life Health in the United States*. She also serves as a

investigator on two biennial National Institute on Aging panel studies that focus on people in mid-life and old age. Since coming to Penn, Dr. Soldo has been awarded a \$7 million grant from the National Institute of Aging (NIH) to conduct the *Mexican Health and Aging Study*, the first national panel study of individual dynamics in mid- and late-life in Mexico.

The Boettner Institute of Financial Gerontology (a non-profit corporation) was established in 1986 at The American College in Bryn Mawr, through the generosity of Joseph E. and Ruth Elizabeth Boettner. Mr. Boettner, a life-long Philadelphia resident who passed away in 1994, was president of the Philadelphia Life Insurance Company. The Boettner Institute established and supported the Boettner Center of Financial Gerontology at Penn. It was affiliated with SAS, 1992-1995, before it moved to the School of Social Work in 1995. To create a permanent affiliation with the University in honor of the Boettners, the Institute gave \$2 million to endow the chair in 1997, and then gave \$3.3 million last year to endow the Center.



Beth Soldo

Photo by Candace diCarlo

One of Penn's newest buildings has a recently commissioned sculpture by one of the University's most prolific sculptors, Robert Engman, professor emeritus of fine arts and former co-chair of the department. A gift of former Trustee Chair Dr. P. Roy Vagelos and his wife Diana, it is located in the main entrance to the Vagelos Labs of IAST. Consisting of individually mounted stainless steel rods, on a bronze and limestone base, this piece is a variation on a helix, symbolic of DNA.

At the south end of the block, in the adjoining Chemistry Building, is one of three sculptures Engman did in honor of Indian yoga master B.K.S. Iyengar. This cast aluminum mobile, *After Iyengar*, (below left) which is suspended in the lobby of the 1973 Wing, came first in 1976, followed by two copies of *After B. K. S. Iyengar*, one at the Hirschhorn in Washington, D.C. and the other, a bronze at the Morris Arboretum's Step Fountain since 1988 (right).

Another geometric sculpture by Engman is *Quadrature #1* located in the center of Miller Plaza, the forecourt of Founder's Pavilion at HUP. The provocative four-part painted steel curved forms rise alongside of the 30-ton, pyramid shaped MRI.

The centerpiece of the fountain in the backyard of the President's House, is a stainless steel sculpture from his *Williamsburg Series*.

Standing west of the entrance to the Van Pelt-Dietrich Library Center, for the past thirty years is *The Peace Symbol*, that he turned into a work of art which has endured well beyond the era that inspired it, now a familiar site for protests.



Engman at work on his bronze at the Arboretum.

Photo by Steven Goldblatt

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Presidential Committee on Research Using Human Subjects

Provost Robert L. Barchi, will chair a 10-person committee of members of the faculty named by President Judith Rodin to review "...carefully and completely..." all aspects of Penn's research using human subjects.

Dr. Rodin said that Dr. Barchi is "...an extraordinary scientist and scholar who has been at the forefront of the design and implementation of important multi-disciplinary advances" for more than a quarter-century. He will lead the committee, which she describes as "... an incredible wealth of talent and relevant experience..." in a proactive review of all aspects of research using human subjects at Penn, considering "... everything we do, from the mechanics of the approval process, to oversight and the functions of the Institutional Review Board, accountability and, ultimately, to the outcomes of our clinical trials."

She said that while there are, and will continue to be, risks in patient-oriented human research, Penn, as one of America's premier teaching and research universities, "...must make certain that our investigators do everything possible to address those risks and fulfill our obligation to protect volunteers in the clinical trials we conduct."

Dr. Barchi said that patient-oriented human research is critically important, both to the future of medicine and health and to the well-being of the overall population, and Penn "...is committed to being a leader in translating basic science into clinically-relevant and useful medical advances," and, he said, "we are committed to accomplishing these goals with the highest possible level of scientific integrity." The committee will include:

Ralph D. Amado, Vice Provost for Research, professor of physics
Linda H. Aiken, the Claire M. Fagin Leadership Professor of Nursing
Robert Austrian, Director of the Center for Bioethics, professor emeritus of research medicine

Arthur L. Caplan, Trustee Professor of Bioethics in Molecular and Cell Engineering

Alfred P. Fishman, Senior Associate Dean, William Maul Measey Professor Emeritus of Medicine

Harvey Freedman, professor of infectious diseases

John H. Glick, Director of the University of Pennsylvania Cancer Center, professor of medicine, Leonard and Madlyn Abramson Professor in Clinical Oncology

John Jemmott, Director of the Center for Health Behavior and Communication Research, Kenneth B. Clark Professor of Communications
Samuel H. Preston, Dean of the School of Arts and Sciences, Frederick J. Warren Professor of Sociology

Intellectual Property Task Force

Provost Robert L. Barchi has appointed an Intellectual Property Task Force to consider our current intellectual property policy and revisions to the policy that have been recommended by the Faculty Senate committee. Dr. Peter Conn, Deputy Provost, and Dr. Barbara Lowery, Associate Provost, will co-chair the task force, which plans to publish its recommendations for comment by the end of June, 2000. In consultation with the Faculty Senate chairs, the following faculty have been asked to serve on the task force:

Eric Clemens, Professor, Operations & Information Management
Peter Conn (*co-chair*), Deputy Provost; Professor, English
David Farber, Alfred Fittler Moore Professor of Telecommunications Systems; Professor, Computer & Information Science

Mike Fitts, Robert G. Fuller, Jr. Professor of Law

Richard Kihlstrom, Miller-Freedman Professor of Finance

Barbara Lowery (*co-chair*), Associate Provost; Independence Foundation Professor of Nursing

Mitchell Marcus, RCA Professor of Artificial Intelligence; Chair, Computer & Information Science

Gail Morrison, Vice Dean of Education; Professor, Medicine

Russell Neuman, Professor, Communications

Jim O'Donnell, Vice Provost, Information Systems & Computing; Professor, Classical Studies

Gerald Porter, Professor, Mathematics

Kenneth Shropshire, Associate Professor, Legal Studies; Associate Professor, Real Estate

Peter Stallybrass, Professor, English

Dana Tomlin, Professor, Landscape Architecture & Regional Planning

Please direct questions or comments regarding Intellectual Property Policy to Task Force staff members Peter Conn (pconn@english.upenn.edu), Barbara Lowery (loweryb@pobox.upenn.edu) or Bethany Zecher (zecher@pobox.upenn.edu).

SENATE From the Senate Office

Election of Chair-elect

No nominations were received by petition and the Senate Nominating Committee's nominee, David B. Hackney, Professor of Radiology at the Hospital of the University of Pennsylvania, is declared elected Chair-elect of the Faculty Senate, effective immediately.

Council Agenda

**Wednesday, January 19, 4 - 6 p.m.
McClelland Hall, The Quadrangle**

Observers must register their interest by calling the Office of the Secretary, in advance, at (215) 898-7005. A PENNCARD is required to enter the Quad.

- I. Approval of the minutes of December 8, 1999 meeting: 1 minute.
- II. Status Reports: President; Provost; Chairs of Steering Committee, Graduate and Professional Student Assembly, Undergraduate Assembly, Penn Professional Staff Assembly, and A-3 Assembly
Time limit for reports and clarifications: 20 minutes.
- III. Policy on Privacy in the Electronic Environment: 10 minutes presentation; 10 minutes discussion.
- IV. Recreation and Intercollegiate Athletics year-end committee report: 5 minutes presentation; 5 minutes discussion.
- V. Report of the Undergraduate Assembly on dining survey: 10 minutes presentation; 15 minutes discussion.
- VI. Adjournment by 6 p.m.

Genomics Task Force

The Provost has recently formed a task force of faculty to develop a proposal for a program that will significantly advance and coordinate genomics research at Penn. The field of genomics—the study of genes and their function—represents a new, dynamic development within biological research involving the collaboration of scholars in multiple disciplines. Many faculty at Penn are already pursuing genomics research in a variety of areas. Task force members include representatives from the Schools of Medicine, Engineering & Applied Science, Arts & Sciences, and Veterinary Medicine.

Ralph Amado (*chair*), Vice Provost for Research; Professor, Physics
Robert Barchi, Provost

Maja Bucan, Associate Professor, Molecular Genetics in Psychology
Tony Cashmore, Professor, Biology; Director, Plant Science Institute
Vivian Cheung, Assistant Professor, Neurology, CHOP

Susan Davidson, Professor, Computer and Information Science;

Co-director, Center for Bioinformatics

Jim Eberwine, Professor, Pharmacology; Associate Professor, Psychology

Beverly Emanuel, Professor, Pediatrics, CHOP; Division Chief, Human Genetics and Molecular Biology

Charles Emerson, Joseph Leidy Professor and Chair, Department of Cell and Developmental Biology

Warren Ewens, Professor, Biology

Haig Kazazian, Seymour Gray Professor of Molecular Medical Genetics; Chair, Department of Genetics

Chris Overton, Associate Professor, Genetics; Director, Center for Bioinformatics

Jonathan Raper, Professor, Neuroscience

David Roos, Associate Professor, Biology

Hans Scholer, Associate Professor, Animal Biology

Richard Spielman, Professor, Genetics

Peter Traber, T. Grier Miller Professor and Chair, Department of Medicine

Faculty Masters and Fellows for College Houses

Dr. Ivar Berg will step down as Faculty Master of Goldberg College House at the end of this academic year, according to Dr. David Brownlee in the Office of College Houses and Academic Services. Dr. Berg, an eminent sociologist and former Dean of the College of Arts and Sciences, has been part of the residential system for many years, serving as the Faculty Fellow in Ware College House in 1984-86 and, starting in 1994, as Head Faculty Resident of Butcher/Speakman/Class of 1928—a position that was transformed into the Faculty Mastership of Goldberg College House when the College House system was launched in 1998. Dr. Berg has been instrumental in establishing the House theme, *Public Affairs and Public Culture*. He and Associate Master Calli Berg are famous for their weekly seminars and dinners held in their home. The Bergs' lemonade stand, welcoming students and parents during move-in, has become a beloved Quad tradition. "We love the Bergs and will miss them very much," noted Dr. Brownlee. "Working together, they have done more than anyone to transform the entire undergraduate experience at Penn—from classroom and administrative office to College House."

Dr. Brownlee acknowledged the impossibility of replacing the Bergs, but added that bring-

ing new members of the faculty into the Houses is always exciting—especially for students. "The faculty play a powerful role in shaping the House personality. It's wonderful to have a long-term commitment like that of the Bergs', which we cherish, but change is good, too," said Dr. Brownlee. A new Faculty Master in Goldberg will be appointed this spring for the Fall 2000 term, as well as a permanent Faculty Master for Community House.

Expressing gratitude for all who devote their time to College House residency, Dr. Brownlee pointed out four opportunities for Faculty or Senior Fellows. In Gregory College House, Dr. Peter Steiner will be stepping down after an impressive 15 years in the College Houses, and there will also be positions in DuBois, Spruce, and Ware College Houses where William Franklin, Jonathan Pletcher and Dr. Vivian Gadsden are departing.

Nominations and applications are invited for all positions. For more information, please consult the College House Web site, www.upenn.edu/resliv/chas/staff. Inquiries should be directed to David Fox, associate director, College Houses and Academic Services, 112 Hamilton College House/6180 (dfox@sas.upenn.edu).

Death of Dr. Lash: Noted Embryologist



James Lash

Dr. James W. Lash, Professor Emeritus of cell and developmental biology, died on January 11 at the age of 70 in Woodstock, Vermont. He had a long and distinguished career in fundamental research at the Medical Center. His research focused on cell and tissue interactions during early embryonic development and the role of morphoregulatory molecules during morphogenesis. His special emphasis was on avian somite formation, i.e., the morphogenetic processes that result in the segmentation of the vertebrate embryo. He published six books, and over 90 original articles, chapters, reviews and films on his research, and was supported in this endeavor by 40 years of grant awards from the NIH. He served on the editorial boards of four eminent journals devoted to Embryology.

Dr. Lash earned his doctorate at the University of Chicago. He first came to Penn in 1955 as a postdoctoral research fellow in the Public Health Service. He joined the Penn faculty in 1957 as an instructor in anatomy and rose through the ranks, attaining full professorship in 1969. He was awarded numerous fellowships and other research awards, including two prestigious Helen Hay Whitney Foundation awards, that took him to England and Finland, where he worked with Professor L. Saxen, to the Netherlands, and to the Marine Biological Laboratory at Woods Hole, Massachusetts. He spent many summers at the MBL doing research and teaching the embryology of marine organisms and was elected a Trustee and Executive Trustee of the MBL. He also had a long and fruitful relationship with the National Institute of Child Health and Human Development, serving on its

Board of Scientific Counselors and various research committees and as a consultant. The Institute honored his work by bestowing on him its Special Achievement Award.

Dr. Lash won the Louis R. Dinon Award for Teaching and in 1982 the Lindback Award for Distinguished Teaching. His congeniality and unflinching consideration for others made him unusually effective both with students and colleagues. He treasured most a note from a student, thanking him for his insight and instruction in her embryology tutorial saying, "I had thought that I was completely desensitized from further impressions in science, embryology however shook everything up. In preparing for our discussions, I was like a child at Christmas with each facet of development another present. Many a night I sat wide-eyed and amazed pondering the miracle of life. To be able to experience the joy of gaining new knowledge was fantastic and, as a result, I am permanently indebted to you."

Professional ethics and standards were among Dr. Lash's continuing interests. He served on and chaired the Penn School of Medicine Committee on Academic Freedom and Responsibility and on many other committees and councils involving student standards, training programs, affirmative action, appointments and promotions, and curricular revision. He served as acting chair of the Department of Anatomy in 1987, Vice Chair of the Department of Cell and Developmental Biology (formerly Anatomy) in 1992-1993, and Interim Chair in 1993-1994.

Dr. Lash retired to Woodstock, Vermont in 1995 to pursue his love of birds and nature, and to write and spend more time on his accomplished avocation of painting. His watercolors were often exhibited at the Faculty Club. On his retirement, his colleagues and former students dedicated a chair in his honor in Lillie Auditorium at the MBL.

Dr. Lash is survived by his wife, Natalie, a daughter, Rebecca of Woods Hole, MA, and two brothers, Joseph and John of Chester, Vermont. A memorial service in the School of Medicine is planned for early spring.

Vice Provost for Research Search Committee

Provost Robert Barchi has named the following faculty members, administrators and students to serve on the search committee for the new Vice Provost for Research. The Vice Provost for Research is responsible for pre- and post-grant awards; regulatory and compliance areas, technology transfer, strategic planning and research. The position, which has been part-time, is being reconfigured to a full-time position, as part of Dr. Barchi's ongoing, comprehensive plans to strengthen and enhance the Office of the Provost. A national search will begin immediately.

Andrew Binns, Professor & Dept. Chair, Biology, *Chair*
Peter Conn, Deputy Provost
Nicole Davison, Undergraduate student, Wharton
Steven Fluharty, Professor, Animal Biology
Susan Fuhrman, Dean, Graduate School of Education
Robert Grossman, Professor, Radiology
Dan Hammer, Professor, Chemical Engineering
Loretta Sweet Jemmott, Professor, Nursing
Kenneth Lande, Professor, Physics
Barbara Lowery, Associate Provost
Douglas Massey, Professor & Dept. Chair, Sociology
Priscilla Schaffer, Professor & Dept. Chair, Microbiology
Sundhiraj Sharma, Graduate student, Engineering & Applied Science

Death of Danforth Campbell

Mr. Danforth Campbell, an employee of the New Bolton Center, died on December 30 at the age of 55. Mr. Campbell came to Penn in 1969 as a groom and became a farmworker in 1985 in which capacity he worked until his death. His duties included the care of various carriage horse teams driven by Dean Mark Allam and more recently by Associate Dean and Hospital Director Bruce Rappoport.

Mr. Campbell received the first "Employee of the Month" recognition award given by the School of Veterinary Medicine in 1989.

Mr. Campbell is survived by a sister, Karen C. Hauslein.

Memorial Service: Dr. Mitchell

The University community is invited to a memorial service in honor of Dr. Howard E. Mitchell on Friday, January 28, from 4:30 to 5:30 p.m. in room 17 on the ground floor of Logan Hall. A reception will follow in the Terrace Room, Logan Hall.

Dr. Mitchell, was the UPS Foundation Professor of Human Resources and Management who died on September 30 (*Almanac* October 12) at the age of 78.

Death of Dr. Hollander

At presstime *Almanac* learned of the death of Dr. Joseph L. Hollander, emeritus professor of rheumatology and Nobel Prize nominee, on January 7, at the age of 89. An obituary will be published next week.

Safety on Campus: Displaying ID Cards

To: All Students, Faculty and Staff
From: Thomas M. Seamon, Vice President for Public Safety
Re: Displaying ID Cards After Hours—Phase II

In January of 1998, the University instituted a policy requiring the wearing of ID cards in buildings that are used 24 hours a day (*Almanac December 15, 1998*). The first phase targeted specific buildings with high after-hours populations. The policy states that "...building users...are required to prominently display their PENNCards between the hours of 10 p.m. and 7 a.m.-7 days a week." This initiative has been very successful in providing increased levels of safety and security for the University community.

Building on this success, Public Safety is expanding the policy to include all campus buildings used by students, staff and faculty after hours. There will be some obvious exceptions, such as students and faculty residents in residential buildings and those actively participating in activities in athletic buildings.

This next phase will take effect Monday, January 24, 2000. As with Phase I, there will be an informational period prior to implementation. This will include distribution of policy information and reminders by police and security officers. Full enforcement of the policy will begin on Tuesday, February 1, 2000.

Of course, all Penn community members are encouraged to wear their ID cards at all times while in campus buildings. The success of Phase I is evident in the increased safety and reported perception of safety on campus. We are committed to ongoing efforts and initiatives in order to provide the highest level of security and safety for all members of our community.

The Security Policy for After Hours Use of University Buildings appears below as well as the Security Policy for 24-Hour Academic Buildings.

OF RECORD

Security Policy for After Hours Use of University Buildings

(10 p.m. through 7 a.m.-7 days a week)

1. All building users (students, staff, faculty) are required to prominently display their PennCards between the hours of 10 p.m. and 7 a.m.-7 days a week.
2. All building users should notify security officers or Penn Police officers immediately if they observe any individual inside the building acting suspiciously or without a PENNCARD.
3. If a Penn Police officer or security officer observes anyone in the building between 10 p.m. and 7 a.m. without their PENNCARD, that person will be asked to leave the building and to return with the card. Officers will provide assistance with escort or shuttle services.
4. No one is authorized to prop or otherwise cause any exterior building door to be held open. If this is observed, the door should be closed and/or the situation reported to a security officer or a Penn Police officer as soon as possible. Everyone should be alert for anyone who attempts to enter the building through an exit door as someone is leaving. Such observations should be reported to Penn Police or security immediately.
5. All building users are asked to exit through non-emergency exit doors only. ("Emergency Exit Only" doors will be marked appropriately)
6. If an emergency situation arises and no officers are in the immediate area, persons should immediately call 511 (the Penn Police emergency number) to report the incident.

The University recognizes that perpetrators of crimes are not always easily identifiable. Crimes can be committed by both University and non-University members. These policies are intended to enhance security and security awareness for all students, staff and faculty in campus buildings used after normal University hours. Violations of these safety procedures will be documented by Penn police and/or security officers and can result in appropriate University disciplinary action.

"Remember—Safety is a Shared Responsibility"

The following policy is reprinted from Almanac, December 15, 1998

Security Policy for 24-Hour Academic Buildings

Building Usage. Limit the number of buildings being used for 24-hour academic activities. Spaces for after-hours activities within buildings should be limited to specific rooms and floors. Rooms and labs not designated for 24-hour use should be secured to prevent use after hours.

Building Access. Limit after-hours access to one door only; this door should be accessible only by card reader or security staff member who checks IDs or otherwise controls access (sign-in/out, or a card reader as in residential buildings).

Security Officers. Require the presence of an adequate number of security officers during after hours activities—the number and deployment of officers to be determined specifically for each facility.

ID Card Visibility. Require all after-hours building users to prominently display their PENNCards between 10 p.m. and 7 a.m.

Building Exit Control. Limit the number of non-emergency exit doors, and ensure they lead to well-lighted, non-secluded areas. All exit doors will be armed with intrusion- and prop-detection alarm devices monitored by Penn Police. Appropriate signage regarding door alarms will be displayed at these doors.

Security Technology & Maintenance. All security devices will report electronically to the Penn Police. High building-maintenance standards for doors, locks, lighting and other safety related equipment will be observed. All life-safety related maintenance requests will be processed as a high priority.

Awareness. All building users will be provided information describing after-hours policies to ensure awareness and compliance.

ACE-NNWL Networking Breakfast

The American Council on Education, and the National Network for Women Leaders in Higher Education, Pennsylvania's southern region will host a networking breakfast on February 4, at the Sheraton University Hotel.

The featured speaker is Dr. Beverly Edwards, executive director of Learning and Education at Penn. The topic to be presented is:

Managing Your Professional Development: Taking a Holistic Approach

- Exploring core competencies needed in higher education;
- Developing a personal and job-specific development plan;
- Giving and getting managerial support for learning initiatives;
- Identifying and accessing learning opportunities at your institution.

Dr. Edwards has comprehensive responsibility for training initiatives across the University including the Center for Professional Development, Human Resources Training and Financial Training.

The breakfast will be held from 8:45 a.m. to 11 a.m. and the fee of \$20 includes breakfast and Sheraton parking. Contact Ellie Rupsis at (215) 898-3547 or e-mail at rupsis@pobox.edu. Registration deadline is January 31, 2000.

Summer Research Stipend for Faculty

The Trustees' Council of Penn Women offers three \$3,000 summer research stipends to female faculty or faculty members whose research is centrally concerned with the role of women in society, science, or arts and letters.* These awards are given to assist in the promotion of standing faculty to the permanent rank of Associate Professor. Faculty who have already won an award are eligible to apply again. Those who have previously applied and did not receive an award are also encouraged to apply again.

If you are interested in applying for the stipend, please submit a 2-page summary of the research you wish to undertake, an explanation of how the stipend will facilitate the research, a curriculum vitae, and the name of a University reference. In your application please stress how you will use the award and why it would be particularly useful to you at this time. The summary should be sent to:

Summer Research Award
The Alice Paul Research Center
411 Logan Hall
249 S. 36th St./6304

no later than Friday, February 25, 2000.

Research proposals will be reviewed, and the stipend awarded, through a peer review process. It is expected that the research, or a significant subset thereof, will be concluded during the summer of 2000, and a written report will be submitted to the review panel and to the Trustees' Council. Any subsequent publication of the research results should acknowledge the support of the Council.

*Note: The amount of the award varies according to whether the recipient chooses to receive it as salary or to use it for research expenses.

Volunteers Make a Difference

Dear Penn Community,

December saw a boom in the Penn community's volunteer efforts.

- Over 500 toys and hundreds of canned goods were collected and donated to the surrounding community.
- Volunteers participated in the Mayor's Annual Christmas Party for Philadelphia school children.
- Volunteers participated in the Jaycee's Christmas program where they took children shopping at Strawbridge's to buy gifts.
- Departments adopted families for Christmas and provided the families with gifts and toys.
- We donated used computers, collected from the University, to churches, community service agencies and school programs.
- We held our monthly Workplace Mentoring Program.

Thank you for your generosity. Below is the monthly list of more volunteer opportunities.

Please contact me via e-mail at sammapp@pobox.upenn.edu or call (215) 898-2020 to volunteer for any of the programs.

—Isabel Sampson-Mapp, Associate Director, Faculty, Staff and Alumni Volunteer Services/
Director Penn VIPs, Center for Community Partnerships

January Volunteer Opportunities

Volunteer to teach a computer class and/or basic job readiness skills at University City High School for one or two days a week from 5:15-7 p.m. Help participants develop resumes and cover letters. Teach participants how to do job searches on the internet. Classes are scheduled to begin in January.

Tutors Needed! Haddington Community Services needs you to volunteer in their after-school program. Provide homework help, teach computers, or work with arts & crafts. The center is located at 54th Street & Wyalusing Avenue in West Philadelphia and is open from 3:30-5 p.m.

Interested in Space & Science? The Philadelphia Space & Science Club is in need of tutors. Join them on Sundays at 3 p.m. in the David Rittenhouse Lab. Volunteer to be a tutor, present special lessons that would be of interest to club members or help with paperwork.

Financial Planning: February 1-3

Join us during Financial Planning Week for a seminar entitled *Estate Planning-Completing the Circle*, presented by American Express Financial Advisors. You will learn how to:

- create a "Life Options plan"
- reduce taxes on your estate
- leave a legacy for loved ones, charities or other organizations
- balance your needs today with the needs of others tomorrow
- exert more control over how your estate is ultimately distributed

You have a choice of sessions on three consecutive days:

February 1: noon-1:30 p.m., 3:30-5 p.m.

February 2: 10:30 a.m.-noon, 2-3:30 p.m.

February 3: noon-1:30 p.m., 3:30-5 p.m.

All sessions will be held at 105 Williams Hall.

To register call 1-800-220-2190, Ext. 303, or e-mail william.b.carter@AEXP.com.

—Division of Human Resources

Introductory Period Reminder

The Introductory Period policy and process for newly hired staff members was revised effective January 1, 2000. Supervisors are reminded that they should share written performance expectations with their new staff members during the first week of employment using the new Introductory Period Performance Plan. The Introductory Period Performance Plan, Guidelines for Supervisors, policy, and other materials can be accessed via the Division of Human Resources web site at www.hr.upenn.edu. For more information on the revised Introductory Period, please refer to the December 14, 1999 *Almanac*, contact the Division of Human Resources/Staff and Labor Relations at (215) 898-1344, or e-mail us at askhr@hr.upenn.edu.

—Division of Human Resources

Faculty Conversations on the Academic Job Search

Each spring semester Career Services and the Deputy Provost co-sponsor a series of noontime faculty conversations that focus on topics of interest to doctoral students. The series is entitled "Faculty Conversations on the Academic Job Search and Academic Life," and for most programs, speakers are Penn faculty. Faculty speakers often find it enjoyable to present and discuss issues with a faculty member from a different discipline. Doctoral students are very grateful for the chance to hear about these topics and ask questions. The series for this spring is:

Friday, January 21, noon, McNeil Building, room 285-86

Preparing for a Campus Interview for an Academic Job: Research Universities

Tuesday, January 25, noon, McNeil Building, room 169

Preparing for a Campus Interview for an Academic Job: Liberal Arts Colleges, Community Colleges, and State University Campuses Oriented Toward Teaching

Tuesday, February 15, noon, McNeil Building, room 169

Behind the Scenes with a Search Committee

Date and room TBA

Negotiating an Academic Job Offer

Tuesday, March 7, McNeil Building, room 169

Conversation: Distance Learning? Virtual Universities? Changing Roles, Changing Jobs?

Friday, March 24, McNeil Building, room 285-86

Having a Life: Balancing Professional and Personal Responsibilities

Tuesday, April 11, McNeil Building, room 169

Making the Most of Your First Year in a New Faculty Position

Friday, April 28, McNeil Building, Rm. 285-86

Organizing Yourself to Complete a Dissertation and Do a Job Search

Doctoral students and postdocs should sign up for these seminars by calling (215) 898-7530 or sending an e-mail message to vick@pobox.upenn.edu. Feel free to bring your lunch.

QOWL Workshops

This semester The Division of Human Resources will present eight workshops related to emotional well-being and life balance issues.

All workshops will be held in the conference room located in the 1st floor lobby of 3401 Walnut Street.

If interested in attending any or all of the workshops, call (215) 898-5116 or e-mail rosenthal@hr.upenn.edu to register.

Emotional Well-Being

(Presented by PENN-Friends, our Employee Assistance Service Provider) On the 2nd Wednesday of the month, from 11:30 a.m. to 12:30 p.m.

- | | |
|------------|--|
| February 9 | <i>Emotional Skills for Workplace Success</i> |
| March 8 | <i>Relationships: Making Time for Each Other</i> |
| April 12 | <i>Stress Reducing Techniques to Use at Your Desk</i> |
| May 10 | <i>Take the Burnout Test: Learn to Prevent and Overcome Workplace Overload</i> |

Life Balance

(Presented by Ceridian Performance Partners, our Life Balance Provider) On the 3rd Thursday of the month, from 12:30 p.m. to 1:30 p.m.

- | | |
|-------------|--|
| February 17 | <i>Connecting with Your Teens</i> |
| March 16 | <i>The Single Parent Experience</i> |
| April 20 | <i>Grandparenting: Changing Families, Changing Roles</i> |
| May 18 | <i>Bridging the Miles: Caregiving from a Distance</i> |

—Division of Human Resources

Telephone Directory Update

The 1999-2000 Faculty/Staff Directory will be distributed by February 14.

The directory is long overdue and we would like to apologize for this inconvenience. Production has been problematic due to difficulties with first-time outsourcing production, large departmental moves and changes on campus, changes in the Health System phone numbers, plus the addition of area codes to our local numbers, and changes in NJ area codes.

On-Line Directory and Telephone Operators' Database

Penn's on-line directory and the telephone operators' database have been updated and are available for internal and external lookups.

You can easily access directory information on-line through your e-mail client and via the following URL, www.upenn.edu/directories/.

Directory Updates

The on-line directory provides the most up-to-date faculty/staff information through on-line lookups via your e-mail client or the URL listed above. We strongly suggest that everyone keep the on-line directory information current throughout the year as follows: To add/update/delete name, phone number, address, send your request to fsdirect@pobox.upenn.edu.*

*For new staff, Social Security Number must be included for on-line directory submissions.

To add/update e-mail address, home page URL, department, and privacy settings: go to the following URL:

www.upenn.edu/directories/dir-update.html.
—Donna Petrelli Aquino, Business Services

Tax-Deferred Annuity Plans

Beginning February 1, 2000, University of Pennsylvania employees will have a valuable new resource for information about the University's Tax-Deferred Annuity (TDA) plans: The University of Pennsylvania Retirement Call Center. The Call Center will be your main source of information about general TDA plan features, such as eligibility, University contributions, and enrollment.

The Call Center will be administered by TIAA-CREF, but you should contact the Call Center with your general TDA plan questions whether you participate with TIAA-CREF or Vanguard. When you call, you will receive assistance from trained representatives, dedicated exclusively to the University of Pennsylvania. The Call Center will be available weekdays from 8:30 a.m. to 5 p.m., at 1-877-PENN-RET (1-877-736-6738).

If you have more detailed questions about the investment options available under TIAA-CREF or Vanguard, or have questions about your accounts with those vendors, you will continue to contact the investment vendors directly. The Call Center can answer your questions about TIAA-CREF, and you can call Vanguard at 1-800-523-1188 for Vanguard information. In addition, representatives from TIAA-CREF and Vanguard will be easily accessible on campus each month. Contact the vendors for information on upcoming meeting schedules or to arrange a one-on-one counseling session.

<i>For Information About</i>	<i>For This Carrier</i>	<i>Contact</i>
General Plan provisions	TIAA-CREF	University of Pennsylvania
Plan eligibility	or	Retirement Call Center
Salary Reduction Agreements	Vanguard	1-877-PENN-RET(1-877-736-6738)
TDA calculations		www.hr.upenn.edu
Account enrollment forms	TIAA-CREF	University of Pennsylvania
Rollover options		Retirement Call Center
Investment accounts		1-877-PENN-RET(1-877-736-6738)
Account transfers		www.tiaa-cref.org
Account enrollment forms	Vanguard	The Vanguard Group
Rollover options		P.O. Box 1101
Investment funds		Valley Forge, PA 19482
Fund transfers		1-800-523-1188
		www.vanguard.com
Your maximum allowable contribution under the Plans	TIAA-CREF or Vanguard	University of Pennsylvania Retirement Call Center 1-877-PENN-RET (1-877-736-6738)

*CPUP employees should continue to call the CPUP Benefits Office at (215) 349-5435 or -5789 for information on maximum allowable contributions.

—Division of Human Resources



A star magnolia (*Magnolia stellata*) along the Morris Arboretum entrance drive formed a delicate tracing against the snow many winters ago.

Update

JANUARY AT PENN

FILM

25 *Mr. Death: The Rise and Fall of Fred A. Leuchter, Jr.* (E. Morris, 1999, 96 min.) and *Stairway to Heaven* (E. Morris, 1998, 27 min.); films of Errol Morris series; 7:30 p.m.; International House; free (Neighborhood Film & Video Project).

MUSIC

22 *Kenny Garrett*; jazz saxophone; 8 p.m.; Zellerbach Theatre, Annenberg Center; \$25, \$20 and \$15 (Annenberg Center; Temple University Public Radio/WRTI 90.1 FM).

READINGS/SIGNINGS

Kelly Writer's House

3805 Locust Walk. Info: call (215) 573-WRIT or e-mail wh@english.upenn.edu.

20 *Go West for Third Thursdays: A Winter Literary Feast*; readings by Karen Miller and Shawn Walker; music from Third Policeman and the Virgin House Band; open mic; 5 p.m.

22 *Laughing Hermit Reading Series*; Nathalie Anderson, Swarthmore College and Barb Daniels, Camden County College; 2 p.m.

23 *Manuck! Manuck!*; fiction writing group; 6 p.m.

25 *The Craft of Screenwriting: An Alumni-Student Workshop*; 7 p.m. (Talking Film Series; Student Performing Arts; Kelly Writers House).

SPECIAL EVENT

20 *Cinq à Sept*; vin, pâté, et bonne compagnie; 5-7 p.m.; Terrace Room, Logan Hall (French Institute for Culture and Technology).

TALKS

19 *Insight into the Role and Regulation of Matrix Metalloproteinase gelatinase B through Transgenic Mouse Models*; M. Elizabeth Fini, New England Eye Center; noon; room 253, BRB II/III (Center for Research on Reproduction and Women's Health).

Recombinant Vaccines for Cancer Therapy; Jeffrey Schlom, DHHS; 4 p.m.; Grossman Auditorium, Wistar (Wistar).

(Update continues on page 7.)

Morris Arboretum Activities

Winter activities abound at the Morris Arboretum. For details, call (215) 247-5777.

TuB'Shevat, Jewish New Year of Trees—January 23, 2-4 p.m. Bring your family for seedling planting, craft activities and environmental games in the Widener Visitor Center.

Asian Landscapes Lecture—January 30, 2 p.m. Join Bob Gutowski, Director of Public Programs, for a presentation on Japanese and Asian influences that shaped Compton, the estate that became the Morris Arboretum.

Walk in a Winter Wonderland—every Sunday at 2 p.m. until March 19. Enjoy winter blooms and holly berries at the Morris Arboretum on a Winter Walk. The 45-minute tour proceeds along graded paths past the trees including witch hazel, Japanese alder, common snowdrop, and winter aconite.

Discovering Winter Tree Secrets—through March 31. Families can uncover the winter mysteries of bark, berries and buds by picking up the "Love a Tree" activity sheet at the entrance kiosk. When completed, kids can stop by the Widener Visitor Center to collect a prize and enter their name in a raffle for gift certificates.

20 *Who's on First? When is Secondary Prevention Primary?*; Rosemary Sokas, National Institute for Occupational Safety and Health; 12:15-1:45 p.m.; Grossman Auditorium, Wistar (Institute for Environmental Studies).

Nonfiction Creative Writing: the Latino Experience; Lilvia Soto; 5:30-8:10 p.m.; La Casa Latina (La Casa Latina).

21 *Benefits and Costs of Medical Specialization: Initial Insights from a Randomized Trial of Hospitals*; David Meltzer, University of Chicago; noon-1:30 p.m.; Auditorium, Colonial Penn Center (Leonard Davis Institute).

Core Knowledge and Cognitive Development; Elizabeth Spelke, MIT; 1 p.m.; room G17, Logan Hall (IRCS).

24 *Education Forum*; scientists, educators and

artists speak in connection with the *Patricia Moss-Vreeland: Memory Connections-Matter* exhibit at the Esther M. Klein Gallery; 10 a.m.-noon; large conference room, University City Science Center, 3624 Market St. (Esther M. Klein Art Gallery).

25 *The Logic of Difference: Race and Gender in 19th-Century Gynecological Surgery*; Evelyn Hammonds, MIT; 4:30 p.m.; room 352B, 3401 Walnut St. (History; Women's Studies).

New Views of the Ancient Maya; Jeremy Sabloff, University Museum; 7-9 p.m.; La Casa Latina (La Casa Latina; Perspectives in Humanities, Kings Court English College House).

Deadlines: The deadline for the weekly update is each Monday for the following week's issue; for the March At Penn calendar it is *February 15*.

Photo by Lois Greenfield



On January 27, The Parsons Dance Company will give their premiere performance of Fill The Woods With Light, a piece with live music by the Phil Woods Little Big Band. The show is part of the ongoing Dance Celebration/Next Move series and can be seen at Annenberg Center's Zellerbach Theatre through January 29. The curtain goes up at 7:30 p.m. on Thursday, at 8 p.m. on Friday and at 2 and 8 p.m. on Saturday. For information and tickets, call the Annenberg Center Box office at (215) 898-3900.

At Left: Parsons Dancers outfitted in military blues defy gravity in "Anthem".

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 **January 3, 2000 through January 8, 2000**. Also reported were **Crimes Against Property: 15 total thefts and 8 incidents of criminal mischief**. Full reports on the web (www.upenn.edu/almanac/v46/n17/crimes.html). Prior weeks' reports are also on-line. —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 **January 3, 2000 and January 8, 2000**. The University Police actively patrol from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at (215) 898-4482.

Crimes Against Persons and Society

Date	Time	Location	Details
01/3/00	4:58 PM	243 S. 41st	Unwanted calls received
01/3/00	10:30 PM	Unit blk S. 38th	Unknown male snatched purse
01/4/00	1:57 PM	3800 Spruce St	Complainant harassed by estranged husband
01/6/00	9:44 PM	41st/Spruce	Complainant struck by boyfriend
01/6/00	11:18 PM	3465 Sansom	Unauthorized access to building/Arrest
01/7/00	1:27 AM	34th/Spruce	Fight ensued between employees
01/8/00	4:30 PM	Children's Hosp.	Dispute between parties

18th District Report

7 incidents and 2 arrests (including 5 robberies, 1 aggravated assault, and 1 homicide) were reported between **January 3, 2000 and January 8, 2000** by the 18th District covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

Date	Time	Location	Details
01/4/00	8:30 AM	4950 Walnut	Aggravated Assault/Arrest
01/4/00	6:40 PM	100 Farragut	Robbery
01/6/00	4:25 AM	334 42nd St.	Robbery/Arrest
01/7/00	9:55 PM	4800 Baltimore	Robbery
01/7/00	8:10 AM	4800 Warrington	Robbery
01/9/00	2:28 AM	4423 Sansom	Homicide
01/9/00	12:15AM	4815 Trinity	Robbery

CLASSIFIEDS

VACATION

Pocono chalet, 3BDR/1B. Near Jack Frost/BB. Firewood incl. \$400/weekend, (610) 356-3488.

RESEARCH STUDIES

Overweight teenagers, ages 13-17, are wanted for a weight loss study. Call the Weight and Eating Disorders Program at the University of Pennsylvania: (215) 898-7314.

Children and adults, children ages 7-17 and adults ages 18-65 are needed for ongoing medication research trials for the treatment of depression. Evaluation and treatment are free to those who qualify. Call the Mood & Anxiety Program of the University of Pennsylvania (800-422-7000 or (215) 898-4301).

Research participants needed for hypertension pharmaceutical study. Must be diagnosed as hypertensive and able to keep early morning appointments. \$500. Contact Virginia Ford, MSN at HUP Hypertension Program. (215) 662-2410 or (215) 662-2638. ●

To place a classified ad, call (215) 898-5274.

Computer Classes for Penn Community

The Office of Information Systems and Computing, Technology Training Group offers computer classes to Penn, CHOP and the HUP community. All classes are held at the Sansom Place West /3650 Chestnut Street 2nd floor.

Registration is required for all hands-on class. Individuals must register themselves by calling 573-3102 (no third party registration). Call now to register for January 2000 classes. Payment is required for all classes. All prerequisites must be satisfied before registering for any class.

For more information on class descriptions and prerequisites send email to learnit@pobox.upenn.edu or visit our web site at www.upenn.edu/computing/isc/ttg.

Course name	Date
Intermediate Access 97	1/19/2000
Intermediate Filemaker	
Pro 4.0 for Windows 95	1/21/2000
Introduction to Windows 95	1/25/2000
Creating a Web Page (Introductory)	1/26/2000
Introduction to Word 97	1/27/2000
Introduction to Word 98 for Macintosh	1/31/2000



Almanac

Suite 211 Nichols House
3600 Chestnut Street, Philadelphia, PA 19104-6106
Phone: (215) 898-5274 or 5275 FAX: (215) 898-9137
E-Mail: almanac@pobox.upenn.edu
URL: www.upenn.edu/almanac/

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

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The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania does not discriminate on the basis of race, sex, sexual orientation, religion, color, national or ethnic origin, age, disability, or status as a Vietnam Era Veteran or disabled veteran in the administration of educational policies, programs or activities; admissions policies; scholarship and loan awards; athletic, or other University administered programs or employment. Questions or complaints regarding this policy should be directed to Valerie Hayes, Executive Director, Office of Affirmative Action, 3600 Chestnut Street, 2nd floor, Philadelphia, PA 19104-6106 or (215) 898-6993 (Voice) or (215) 898-7803 (TDD).

What to Look For

by Larry M. Robbins

"I want to improve my teaching, but I don't know how." This is a statement made by too many teachers faced with the desire and need to create the best possible atmosphere for learning. After more than 25 years of observing teachers (myself included) I would like to offer some suggestions on what to look for in your own teaching style.

First, be objective. Too many people are so self-judgmental that they become self-conscious. Often, when reviewing the videotape of a class, the teacher will say, "I can't stand looking at myself. I don't sound the way I think I should, and I certainly don't look good." Since our eyes are behind our noses, and our ears are behind our mouths, we really don't know how we look and sound to others. For the most part, however, this kind of self-examination is not relevant. More importantly, we should listen to and look at ourselves from the eyes of others, analyzing not *what* we are doing or saying but *why*. In other words, if you observe that you walk around the classroom without realizing it, ask yourself, "so what?" And then answer the question: "So, I am probably distracting the students and making it look like I don't know what I am saying or doing."

When you observe your own teaching, analyze structure as well as presentation. In an informal poll I take every year, most students believe that organization and enthusiasm are the best attributes of their best teachers. Good organization shows that you are prepared; enthusiasm shows that you care about communicating your subject. Therefore, you need to spend as much time thinking about the organization of a class as about how you come across to the students. Consider splitting the class into "modules" of about eight to ten minutes during which you introduce, explain and summarize a topic. Remember that students' attention begins to wane after about 30 to 40 minutes, so plan carefully to reinvigorate interest for the remaining 20 minutes of the class. Give a summary of what you have covered or ask a question that will make the students think.

The process of organization begins when you design a course (or when someone else designs it for you). Ask yourself: "Why am I telling the students these things at this time?" In other words, what is your intellectual authority, what does your class need to know and how does the material fit within the general curriculum of your discipline? Examine your syllabus to see if what you are teaching is relevant and if the material is in the right sequence.

Several years ago, I spent many hours with a teacher who tried to cover too much. When I suggested eliminating 20 percent of the material, he balked but later realized that he was using far too many examples of the same topic. He also realized that he started with the "effect" and not the "cause," not necessarily a bad strategy but one that didn't seem to make sense to his students. Although cutting and rearranging were difficult tasks, the teacher *and* the students were rewarded by a much more economical presentation of crucial material.

Thinking about ideas and presenting them are closely tied. A well-organized person may not be able to motivate students to learn if presentation style becomes a barrier to learning. Some simple suggestions helped one instructor who received high evaluations for organization but negative comments about presentation.

Visit the classroom (with a colleague if possible) before the beginning of the semester. Determine acoustical dead spots (usually right in front of a desk or lectern) and establish clear sight lines (mind the peripheries). Plan visual support—blackboard, over-

head projector, computer-assisted display, mechanical devices. Create visuals that truly *support* and do not dominate. When using visuals, above all, don't put too much information on the screen. Reproducing pages from a textbook is redundant; *summarizing* ideas in bullet form or showing relationships graphically will focus on important issues. Developments in instructional technology are changing the way we teach; we should manage the technology and not be dominated by it.

In any classroom, even those that are "technologically-outfitted," interaction between teacher and student remains, as it has since Socrates, the most important stimulus to learning. The teacher creates the direction of the course, doing so by clear organization and by the types of questions posed to the students. Whether actually or virtually, teachers need to know how to ask and answer questions. Using a now classic taxonomy developed by Benjamin Bloom, (*Taxonomy of Educational Objectives*, 1956), instructors can achieve a particular "learning outcome" by the types of questions they ask. The taxonomy suggests six outcomes—knowledge, comprehension, application, analysis, synthesis and evaluation—with specific types of directive questions to achieve these outcomes—*define, explain, demonstrate, differentiate, combine, justify*. There are other valid theories of cognition, but Bloom's taxonomy provides the types of questions that motivate students to demonstrate what they have learned. Asking good questions involves everyone in the learning process.

Answering questions requires honesty. If a student asks a question you cannot answer, then have the courage to say so—once. If you have to say, "I don't know," more than once a class then you haven't prepared well. And if you ramble in your answer, not dealing directly with the question, then you demonstrate a lack of organization. Be economical in your answers, reinforcing when appropriate. If a student asks an irrelevant question or gives an incorrect answer, be honest and say, "no," but always add "*because*" in order to support your judgment with logic. Some professors respond to questions or statements, with "yes, that's excellent," when in fact not everything is excellent. The student might feel good, but if the response turns out to be wrong, then the message is, at best, confusing and potentially insincere.

"So, how was class today?" To prepare for tomorrow, we need to evaluate *today*. A simple process of self-evaluation begins with going back over your notes to see how much was covered and in what sequence. Did you have time to finish, and if not, why not? Did the students respond? How many students spoke in class, how many nodded in understanding and how many nodded off? Not everyone needs to speak (unless you are grading for oral participation), but everyone needs to listen. If you create barriers to listening by wandering—in body and mind—then determine what changes you need to make for the next class.

When observing your own teaching, don't be too judgmental. If you say to yourself, "I observed that I kept the overhead projector on the whole class," then ask, "so what?" If the answer is, "what was on the screen didn't support what I was saying," then turn off the machine next time. If the answer is, "my computer display graphically demonstrated surprising trends," then you have a model that works.

Knowing what to look for as you observe your teaching will help you determine what you need to continue doing and what you need to change in order to improve your students' ability and desire to learn.

Dr. Robbins is director of the Center for Teaching and Learning in the School of Arts and Sciences (e-mail: robbinsl@sas.upenn.edu). For further information on teaching, consult the Center's website: www.upenn.edu.pennteach/.

His essay continues the Talk About Teaching Series into its sixth year as the joint creation of the College of Arts and Sciences and the Lindback Society for Distinguished Teaching.