First Snow of the Century

Not only did College Green turn white last week, but as snow fell for the first time this year, some new campus landmarks such as Sansom Common, the Inn at Penn and Steve Murray’s Way were part of the winter wonderland as well.

(Above) Facilities Services’ plows were prepared to clear Steve Murray’s Way.

(At left) Antillean Couple stands stoically as snow blanketed its base and 36th Street.

UNIVERSITY of PENNSYLVANIA
Almanac
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First Holder of New Endowed Chair in Gerontology: Dr. Strumpf

The School of Nursing has received a gift funding a newly endowed chair in gerontology to be held, effective January 1, 2000, by internationally-known scholar, Dr. Neville E. Strumpf, director of the Center for Gerontologic Science. The Edith Clemmer Steinbright Chair in Gerontology was made possible through the generosity of the Arcadia Foundation of Norristown, PA. The Steinbright Chair is the sixth of eight endowed chairs to be filled within the School of Nursing.

“I am personally and professionally pleased to name Dr. Strumpf to this endowed professorship, one of many honors in her distinguished and important career as a nursing scholar,” said Dr. Norma Lang, the Margaret Bond Simon Dean of Nursing. “Widely respected for her work with elders, Dr. Strumpf has conducted ground-breaking research that has changed many previously accepted practices in health care. Her important work stands as an expression of her concern that older adults be treated with empathy and respect.”

“My scholarly work focuses on quality of care and quality of life for frail older adults, regardless of setting or circumstance. I am proud that much of our research has tested the impact of advanced practice nursing interventions on outcomes of care,” said Dr. Strumpf. “In so doing, I think we have changed the lives of many older people.”

Dr. Strumpf and her colleague, Dr. Lois Evans, the Viola MacInnes/Independence Professor in Nursing, co-authored the preeminent study which has led to significant reductions in the use of physical restraints in hospitals and nursing homes nationally. For this remarkable achievement, Drs. Strumpf and Evans received the Sigma Theta Tau International Baxter Foundation Episteme Award which recognizes a major breakthrough in nursing care.

Dr. Strumpf and colleagues have just completed a $1.8 million clinical study funded by the National Institute on Aging to examine individualized care approaches for hospitalized nursing home residents. Preliminary findings describe the impact of patient behavior on the use of restraints as well as the long-term consequences of physical restraints.

Currently, Dr. Strumpf is studying palliative or end-of-life care in nursing homes under the auspices of the Robert Wood Johnson Foundation. This $450,000 project focuses on staff training in palliative care and the use of interdisciplinary care teams to treat pain and manage symptoms. The program is also designed to improve advanced care planning, family satisfaction, and better use of clinical resources. This innovative program is a partnership with Genesis ElderCare, the third largest long-term care network in the country.

Dr. Strumpf continues as director of the Center for Gerontologic Nursing Science and the Adult and Gerontological Nurse Practitioner programs at the School of Nursing. RENOWNED in the gerontology field, Dr. Strumpf was named Gerontological Nurse of the Year by the American Nurses’ Association in 1994 and has been recognized with numerous teaching and service awards.

University’s Statement in Response to FDA Action

The Institute for Human Gene Therapy (IHGT) at the University of Pennsylvania was notified on Friday, January 21, by the FDA that the agency was suspending eight Investigational New Drug Applications (INDs) previously issued to IHGT and pursuant to which IHGT was conducting five active clinical trials in cystic fibrosis, mesothelioma, melanoma and breast cancer, muscular dystrophy and glioma. In its letter, the FDA said that it took this action in light of its recent inspection related to the OTC clinical trial. IHGT received these findings from the FDA in a Form 483 on Wednesday, January 19.

The FDA letter said that the inspection had disclosed “…serious deficiencies in the procedures in place for oversight and monitoring of the clinical trials conducted by…” IHGT. The FDA publicly released the letter (see page 2) and the Form 483 on Friday.

In light of this action by the FDA, and the agency’s expressed concerns with respect to IHGT’s monitoring of clinical trials President Judith Rodin has asked Provost Robert L. Barchi to appoint a committee of scientists without affiliation to the University to review IHGT’s oversight and monitoring of clinical trials and any remedial steps already undertaken by IHGT, and to recommend any additional remedial steps that may be necessary. President Rodin has asked Provost Barchi to seek the assistance of distinguished scientists with extensive experience in clinical research. The committee will report directly to President Rodin.

President Rodin has previously appointed a committee of distinguished members of the Penn faculty, chaired by Provost Barchi, to review “carefully and completely” all aspects of Penn’s research using human volunteers. (Almanac, January 18.) The unaffiliated scientists reviewing IHGT’s supervision of clinical trials will operate independently of the University review of research using human volunteers.

President Rodin said that the University has cooperated fully with all aspects of the FDA’s investigation and would continue to do so. She has directed IHGT to respond promptly and completely, both to the Form 483 and last week’s letter from the FDA.

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12 Legislative Update
Pullout: February AT PENN
Letter from the FDA to the IHGT

Below is the letter from the Food and Drug Administration to Philip J. Cross at the Institute for Human Gene Therapy. It refers to BB-INDs 5139, 5613, 6274, 6301, 6624, 7552, 8384 and 8410. It was dated January 21, 2000.

Dear Mr. Cross:

Subsequent to an FDA inspection for BB-IND 6624, conducted from November 30, 1999 through January 19, 2000, that disclosed numerous serious deficiencies in the procedures in place for oversight and monitoring of the clinical trials conducted by investigators as outlined in 21 CFR 312.50 and 21 CFR 312.56, your studies under the above referenced INDs have been placed on clinical hold effective today.

Your INDs are on clinical hold because the nature and scope of the deficiencies in oversight of the clinical studies raise substantial concerns that similar deficiencies in oversight of the above referenced INDs under the sponsorship of the Institute for Human Gene Therapy may exist and that the subjects enrolled in the proposed clinical investigations would be exposed to a significant and unreasonable risk [21 CFR 312.42(b)(1)(i)]. Appropriate oversight by the Institute for Human Gene Therapy should diminish risks to patients by, among other things, ensuring the following: conduct of the studies in accordance with the clinical protocols that are contained in the IND; obtaining adequate informed consent from subjects prior to participation in a study of an investigational agent or performance of invasive procedures; compliance with reporting protocol changes and adverse events to the responsible IRB; filing of safety reports as outlined in 21 CFR 312.64; and maintenance of complete and accurate records.

Please submit the following information to each applicable IND:

1. Provide a detailed description of the monitoring plan for oversight of the conduct of clinical studies. The plan should include an organizational chart, identifying each individual responsible for oversight of clinical studies and list their duties, and should include a copy of the procedures to be followed for all aspects of study monitoring. This plan should demonstrate your ability, as a sponsor, to comply with all obligations outlined in 21 CFR 312. Subpart D. If you choose to transfer some or all of these obligations to a contract research organization, as outlined in 21 CFR 312.52, please describe the monitoring plan as requested above.

2. For each study submitted under these INDs, please provide a statement that you have reviewed all aspects of the clinical trial(s) and have determined that the clinical investigators have conducted the study in accordance with the IND; obtaining adequate informed consent from subjects prior to participation in a study of an investigational agent or performance of invasive procedures; compliance with reporting protocol changes and adverse events to the responsible IRB; filing of safety reports as outlined in 21 CFR 312.64; and maintenance of complete and accurate records.

You may not continue or initiate clinical trials under the above referenced INDs until your response to the above deficiencies has been received and reviewed by FDA, and you are informed that the response is satisfactory. When you respond to all of the above issues, please identify your response as a "CLINICAL HOLD COMPLETE RESPONSE" and submit this information in triplicate to the IND. In addition, FAX a copy of the Form 1571, cover letter, and delivery tracking number to Ms. Andrea Wright at (301) 827-5397. For additional information, please refer to the FDA Guidance: Submitting and Reviewing Complete Responses to Clinical Holds—5/14/98 (http://www.fda.gov/cber/gdlns/clinhold.pdf).

If you have any questions, please contact the Regulatory Project Manager, Andrea Wright, at (301) 827-5101.

Sincerely yours,

Glen D. Jones, Ph.D.
Director
Division of Application Review and Policy
Office of Therapeutics Research and Review
Center for Biologics Evaluation and Research

COUNCIL Overview of January 19 Meeting

At the January 19 Council meeting, Provost Robert Barchi gave the first report as the President was enroute back to Philadelphia on University business. He said that during MLA Interfaith Service the night before, the President announced her intention to propose that Martin Luther King’s birthday become a University holiday. Provost Barchi said there are many consultative steps that would be taken.

Dr. Larry Gross, the new chair of Steering, introduced Dr. David Hackney, the new chair-elect of the Senate, whom he described as, “the last domino felled by Peter Conn.” Dr. Gross said that the naming of University buildings will be discussed at the next steering meeting.

Kendra Nicholson reported that GAPSA received 1300 responses to a web-based survey on the need for graduate student space. She also said that GAPSA is forming task forces on safety and the modern pool changes. Penn will be hosting a meeting in April of GAPSA and BGAPSA’s Ivy League peers.

The UAs Michael Silver reported that they will unveil their goals this week in support of such areas as social, housing, diversity and safety initiatives. He suggested that new Student Orientation should take into account what’s best for all freshmen.

The concern of Terri White, on behalf of PPASA, is their need for funding for the group’s facilities costs to cover functions; she said dues would be inappropiate. They are planning a Professional Development Workshop and Information Fair on Graduate Studies for March.

Dr. Martin Pring presented the Proposed Policy on Privacy in the Electronic Environment which he said has been in the formative stage for the past several years. Without enough Council members present for a quorum, there could not be a vote but there was much discussion on the topic which raised several questions and suggestions. The decision was to bring the topic back to Council for the discussion to be continued.

Dr. Edward Lally presented the 1998-99 Committee Report on Recreation & Intercollegiate Athletics and explained the challenges of providing for all of the recreational requirements of the campus community.

(continued on page 3)

From the Vice Provost for Research

Strengthening the Institutional Animal Care and Use Committee (IACUC)

The Institutional Animal Care and Use Committee (IACUC) of the University of Pennsylvania serves as the focal point of the institution’s commitment to maintain the highest standards of animal care. The University recognizes the scientific and ethical responsibility for the humane care and use of animals involved in research and education, and enjoins all individuals involved to maintain the highest standards of animal care and consideration. This responsibility extends to investigators to protect the animals as well as comply with the specific requirements established and regulated by the sponsors of their research. The University of Pennsylvania recognizes and supports fully the IACUC, as the agent in its obligations for the humane care and use of animals. The IACUC is empowered to:

- Assure all activities involving animals meet the ethical and legal requirements for humane care and use.
- Maintain and promote an open and cooperative relationship with investigators and faculty, and the greater university community.
- Educate the University of Pennsylvania community concerning the ethical and regulatory considerations for the humane care of animals.

The recent years of double-digit growth of research at the University placed severe strain on the system of laboratory animal oversight. In order to strengthen the IACUC, the Committee will undergo a reorganization of its regulatory oversight activities. Under the direction of Dr. Lawrence Soma, V.M.D., Chairman of the IACUC, and with new administrative support from the Office of Regulatory Affairs under the direction of Joseph R. Sherwin, Ph.D., the IACUC will significantly expand its federally mandated education and compliance inspection activity. This reorganization of the IACUC will include an increase in the committee membership and the establishment of several new subcommittees to address specific education and review activities. These faculty-guided committees will provide the IACUC with assurance that faculty, staff, and students are complying with the standards of humane animal care established by local and federal agencies as well as independent accrediting bodies. The Chairman of the IACUC will continue to report directly to me.

The University of Pennsylvania Animal Care and Use Committee considers it a moral and ethical obligation to educate our community, both internal and external, on the importance of animals for research and teaching. As research continues to grow, so too will our commitment to review the quality of the infrastructure to support these activities. I know that I can depend on the support of the University Community in assisting the IACUC in its activities by complying with the standards of care and use established by the Committee.

—Ralph D. Amado, Vice Provost for Research
COUNCIL (continued from page 2)

The final item on Council’s agenda was the Report of the Undergraduate Assembly on the dining survey which was recently carried by students in cooperation with Campus Dining. The survey rated the areas of importance to students and how well they feel the Dining Service is performing. Some areas that are of the most importance: variety, convenient hours of service, cleanliness and tasty, flavorful foods. Peg Lacey, managing director of Campus Dining said that in response to the feedback the dinner hour has been expanded from 8 p.m. to 9 p.m., Monday through Friday; Moosewood food program will be introduced as a vegetarian option; the variety of food options has been increased in all four dining facilities and extensive employee training was conducted during the winter break in customer service and culinary skills. More than 1000 of the 6000 students on a dining plan completed the survey.

Speaking Out

On Teaching and Learning

While I thought the Talk About Teaching essay by Dr. Larry Robbins, What to Look For, was well thought-out and likely of value for those in the teaching profession, I question whether it addressed the right question. The focus of this article was on the improvement of one’s teaching. The more central question to ask is what can be done to improve student learning. The focus of Dr. Robbins seems to be highly reflective from the teaching perspective, whereas I would like to see presentations more organized, how to structure what is taught, the type of room being used (i.e. “determine acoustical dead spots”).

When the shift becomes one of student learning, it throws open many possibilities for teachers. Research is clear that individuals learn in different ways. The focus of this essay is on the presentation of the faculty member (including questions and answers). What gets overlooked is that this type of pedagogy is less than effective for all students. Many students learn through a variety of active learning activities including group projects, service learning, problem-solving activities, doing research, making presentations, debates, etc.

While this may appear as a subtle distinction, the shift in philosophy from effective teaching to effective student learning is a critical difference. As an academic institution we have the responsibility and the capability to assess the efficiency of our educational efforts. We need to strengthen our ability to measure the degree of learning that takes place. We need the courage to change our teaching styles and approaches in response to what we ourselves learn from our assessments.

—David M. Smith
Director of Professional Development Center for Professional Development

Dr. de la Haba

Dr. Gabriel de la Haba, associate professor emeritus of cell and developmental biology, and a chemist, died of cancer on January 14, at the age of 73 in Wayne.

Dr. de la Haba was born in San Juan, Puerto Rico on May 29, 1926 to a prominent Puerto Rican family. His elementary schooling was in Puerto Rico at Colegio San Jose. He attended High School in Montreal, Canada. He earned his bachelor’s and doctorate degrees at Johns Hopkins University and did postdoctoral work at Yale University, Johns Hopkins University and at the National Institutes of Health.

He was recruited to the School of Medicine here in 1959, and retired in 1995. His research focused on identifying the factors that permit a group of stem cells to fuse and form the long multinucleated skeletal muscle cells known as myotubes. His final paper on muscle formation was published last August. His early and seminal work in the late 1950s on the identification of puromycin as an inhibitor of protein synthesis played an important role in our understanding of protein synthesis. This compound has been used by biologists in determining if protein synthesis is involved in the process they are studying in living cells. For example, this compound was used to demonstrate that protein synthesis is not necessary for the formation of memory in vertebrate brains.

Dr. de la Haba was a dedicated teacher of histology to first year medical students for 35 years. He is survived by his mother, Teresa, who just turned 100, a sister, Teresa, both of Puerto Rico, and a brother, Louis, of Washington, DC; and two step-daughters, Jenny Rogers and Nancy Conkle.

Dr. Hollander

Dr. Joseph L. Hollander, professor emeritus of rheumatology, died of cancer January 7 at the age of 89. Dr. Hollander was a leading rheumatologist and was nominated twice for the Nobel Prize for his work in rheumatology.

He graduated from Cornell University in 1932, and from the Penn School of Medicine in 1935. During World War II Dr. Hollander trained as a rheumatologist at the Army Arthritis Centers and attained the rank of Professor in Medicine in 1962 and held that position for 25 years.

The University of Pennsylvania and Children’s Hospital of Philadelphia donated $1.5 million to endow a chair last year in Dr. Hollander’s name in recognition of his work for research in pediatric arthritis.

Dr. Hollander was president of the American Rheumatism Association in 1961 and 1962. In 1972 he was named a master by the American College of Physicians, and received four Distinguished Service Awards from the Arthritis Foundation as well as the Jacob Ehrenreiter Award for achievement and service in medicine. In his name, the Arthritis Foundation established an award for excellence and achievement in the field of rheumatology.

Dr. Tulleners

Dr. Eric Peter Tulleners, the Lawrence Baker Sheppard Professor of Surgery in the School of Veterinary Medicine, died of cancer on January 16 at the age of 47. He was an expert in upper respiratory tract disfunction in horses and pioneered the use of laser surgery to treat them. He also studied laparoscopic surgery for horses and general surgery for cows.

Dr. Tulleners received his B.S. with honors in Animal Science from California Polytechnic State University at San Louis Obispo in 1974, and his veterinary degree with honors from University of California at Davis in 1978. He served as an intern at Western College of Veterinary Medicine in Canada, and as a resident at Penn’s New Bolton Center.

He became a lecturer in the School of Veterinary Medicine in 1981, and was promoted to assistant professor of surgery in 1982, as well as becoming the Head of Food Animal Surgical Services. In 1986, Dr. Tulleners became the Head of the newly-founded Laser Surgical Services and in 1991 he was named Chief of the Section of Surgery. He was named the Lawrence Baker Sheppard Associate Professor of Surgery in 1993, and attained the rank of Professor in 1998. He was a Fellow of the American Society for Laser Medicine and Surgery, and last year was elected to a three-year term on the Board of Regents of the American College of Veterinary Surgeons.

Dr. Tulleners is survived by his wife, Susan Y. Ashburn Tulleners; their two children, Pamela Diane and Steven Eric Tulleners; his mother, Hortense Van Dissel Tulleners; two brothers, Frank Leonard Tulleners and Robin Mark Tulleners; and three sisters, Joyce Patricia Simpson, Michelle Laureen Tulleners and Paulette Armay Howell.

Donations may be made either to the Pamela and Steven Tulleners Trust Fund, c/o Common-wealth Bank, New Garden Shopping Center, Kennett Square, PA 19348; to the Dr. Eric Peter Tulleners Scholarship Fund, c/o Trustees of the University of Pennsylvania, New Bolton Center, 382 West Street Road, Kennett Square, PA 19348-1692, or to the Willowdale Chapel, 675 Unionville Road, Kennett Square, PA 19348.

To Report a Death

Almanac appreciates being informed of the deaths of current and former faculty and staff members, students, and other members of the University community. However, notices of death of alumni should be directed to The Pennsylvania Gazette.
Report of the Office of Student Conduct

To the University Community:

The Office of Student Conduct periodically prepares reports to inform the University Community about the character and extent of the work of the Disciplinary System, including the nature of violations of University rules and regulations and the sanctions imposed. These reports are made, in part, to provide an accurate and informative picture of the kinds of misconduct which are brought to the attention of our office and the variety of ways in which these matters get resolved. At the same time, we are mindful of our obligation under our Charter to protect the confidentiality of individual students.

With respect to the report itself, please note the following: we have separated “Type of Incidents” of misconduct into broad, generally understood categories. It is important to stress that the categories and accompanying numbers represent the kinds of complaints received, not disciplinary charges filed nor individuals ultimately found responsible for misconduct.

Further, please note that many incidents involve more than one student which is why the number of respondents so far exceeds the number of cases.

Finally, we have, pursuant to the mandate of our Charter, increasingly attempted to resolve disciplinary and other referrals through mediation or other informal, constructive means. Those of you familiar with our previous reports to the community will see a greater emphasis placed on these alternative means of solving some disputes, where appropriate.

There is no substitute for student and faculty input, consultation and participation in the disciplinary process. This report, while meant to be informative, ideally should serve only as a catalyst for candid discussion about conduct and academic integrity issues of concern to our community. In that spirit, I welcome any comments or questions regarding this report or any other aspect of our disciplinary process.

I can be reached at (215) 898-5651 or by e-mail at goldfarm@pobox.upenn.edu.

—Michele A. Goldfarb, Director, Office of Student Conduct

1998-1999 Annual Statistical Case Report

I. Incidents Received September 1, 1998 to August 31, 1999

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<th>Category</th>
<th>Academic Integrity</th>
<th>Conduct</th>
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<td>Total Respondents</td>
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<td>Undergraduate</td>
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<td>Graduate</td>
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<td>Fraternity Cases (Incidents)</td>
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<td>Disorderly Conduct</td>
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<td>Disturbance/Investigation of Person</td>
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<td>Drug</td>
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<td>E-Mail Threats/Unethical Use</td>
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<td>Noise</td>
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<td>Propulsion of Object</td>
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<td>Recklessly Endangering Another Person</td>
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<td>Retail Theft/Shoplifting</td>
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<td>Use or Possession of Airguns/Firearms</td>
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<td>Use or Possession of Fake ID Card</td>
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<td>Vandalism</td>
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II. Type of Incidents

(Categories based on initial allegations only; does not necessarily reflect final charge)

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<td>Cheating</td>
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<td>Facilitating Academic Dishonesty</td>
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<td>Misconduct During Examination</td>
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<td>Misrepresentation of Academic Records</td>
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<td>Multiple Submission</td>
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<tr>
<td>Plagiarism</td>
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<td>Unfair Advantage</td>
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<tr>
<td>• Referred to OSC for Disciplinary Action</td>
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<tr>
<td>• Investigation Completed by OSC and then Referred to the Office of Fraternity and Sorority Affairs for Final Resolution/Sanctioning</td>
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<tr>
<td>• Incidents Received from College Houses and Academic Services for Record Keeping Only, Sanctioned In-House</td>
<td>78</td>
</tr>
<tr>
<td>Drug</td>
<td>3</td>
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<td>E-Mail Threats/Unethical Use</td>
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<tr>
<td>Retail Theft/Shoplifting</td>
<td>3</td>
</tr>
<tr>
<td>Sexual Harassment</td>
<td>2</td>
</tr>
<tr>
<td>Theft</td>
<td>9</td>
</tr>
<tr>
<td>Threats</td>
<td>1</td>
</tr>
<tr>
<td>Use or Possession of Airguns/Firearms</td>
<td>3</td>
</tr>
<tr>
<td>Use or Possession of Fake ID Card</td>
<td>2</td>
</tr>
<tr>
<td>Vandalism</td>
<td>21</td>
</tr>
</tbody>
</table>

III. Resolution of Cases

<table>
<thead>
<tr>
<th>Resolution of Case Per Individual Respondent</th>
<th>Academic Integrity</th>
<th>Conduct</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signed Agreement</td>
<td>32</td>
<td>56</td>
<td>88</td>
</tr>
<tr>
<td>Hearing</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>No Formal Disciplinary Action</td>
<td>13</td>
<td>33</td>
<td>46</td>
</tr>
<tr>
<td>Investigation Completed by OSC and then Referred to the Office of Fraternity and Sorority Affairs for Final Resolution/Sanctioning</td>
<td>0</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Incidents Received from College Houses and Academic Services for Record Keeping Only, Sanctioned In-House</td>
<td>0</td>
<td>95</td>
<td>95</td>
</tr>
<tr>
<td>Unsolved Cases</td>
<td>0</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

IV. Sanction Information

(Information provided for probation or more serious sanction only)

<table>
<thead>
<tr>
<th>Sanction</th>
<th>Academic Integrity</th>
<th>Conduct</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probation</td>
<td>18</td>
<td>12</td>
<td>30</td>
</tr>
<tr>
<td>(Range of Charges: Alter Examination/Paper for Regrade; Facilitating Academic Dishonesty; Multiple Submission; Plagiarism; Unfair Advantage; Alcohol; Assault; Computer Misuse/Piracy; Disorderly Conduct; Disturbance; E-Mail Threats/Unethical Use; Harassment; Retail Theft/Shoplifting; Use or Possession of Airguns/Firearms)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suspension/Withdraw</td>
<td>10</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>(Range of Charges: Cheating; Misconduct During Examination; Misrepresentation of Academic Records; Plagiarism; Theft; Vandalism)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expulsion</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>(Range of Charges: Alter Examination/Paper for Regrade; Cheating)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
School of Medicine: Financial Stabilization Plan

The following was issued January 17, as a part of a series of messages from Dr. William M. Kelley, to the medical faculty.

At right is the piece on Strategic Planning issued on December 9 as referred to below.

All of you who came through these difficult past months were kept well aware of the Health System’s need to cut its expenses significantly on the health-services side. Through periodic messages, Dr. Robert D. Martin, COO of the Health System, and I have kept you abreast of the financial developments. One unfortunate consequence of our financial challenges that we also face, which we have reviewed with you in the past, is having to reduce substantially the financial support that UPHS allocates to the School of Medicine. We are well aware that this change will have a significant impact on the school’s operations, which is why we welcome the input of Arthur Andersen, the international professional services firm, which the University has retained to help us with this effort.

The consultants will report to an executive committee consisting of Provost Robert L. Barchi, myself, and several other senior administrative and financial officials of the University and the School of Medicine. The Andersen consultants will also work closely with a consultation committee formed of a select group of the School’s department chairs, senior faculty, and senior administrators.

One thing we should never lose sight of is the tremendous success our School of Medicine has experienced over the past decade. Demonstrating the highest rate of growth in grant funding from the National Institutes of Health, the School of Medicine has risen from second to first in the nation in research funding and training. Our academic reputation has never been higher, as measured by the non-scientific survey published annually in U.S. News & World Report—Penn Med ranked third. Critical to this success, however, has been the substantial support the School has received from the Health System in several forms, including the Academic Development Fund.

But now that support has to be cut back. Our task, then, is to develop a strategy that addresses the reality of decreased support from the health-services component of UPHS without compromising the School’s excellence. It is likely that we will need to shape an interim funding strategy to help us through the transition period—perhaps three years. At the same time, we must develop a longer-term strategy to identify alternative sources of external support and to make the management of our School more cost-effective. Part of that initiative is to increase the amount of faculty salary support from grants. Both for the near future and for the extended term, a respected consulting firm like Arthur Andersen should prove invaluable.

Already, we have encouraging signs that our efforts on the health-services side are beginning to pay off. Although the struggle is by no means over, we are quite confident that if we stay the course and intensify our efforts, we will emerge stronger than ever. I am confident that the same kind of effort—as demanding and painful as it may be—is needed for the School of Medicine. And we have not been standing still. Some of the strategic imperatives we have recently taken to enhance the School’s management are: an improved grants management system; enhanced compliance and oversight; and the design and implementation of a management information system, administration, and finances. A research pilot should yield valuable lessons that can be applied to the overall management of research grants. As I mentioned in my letter of December 9, 1999, to department chairs and directors of centers and institutes, we intend to keep our commitments made during recruitment and honor all commitments for funding from the Academic Development Fund.

Yet it will be necessary to defer all but the most essential expenditures related to those commitments as enumerated in that communication. Dick Tannen and Mike Black have been working with many of you in implementing these first actions, and they will continue to oversee our efforts. The two Arthur Andersen consultants handling the assignment in the School of Medicine are James H. Roth and Timothy J. Fournier. Roth, who is the partner-in-charge of Arthur Andersen’s Higher Education Consulting Practice, specializes in assisting educational institutions and health-care organizations in the areas of operational efficiency, strategic planning, research administration, compliance issues related to federally funded programs, and systems implementation. For ease of communication, they have asked that their e-mail addresses be shared:

James.H.Roth@us.arthurandersen.com
Timothy.J.Fournier@us.arthurandersen.com

I know I can count on your cooperation. Please be generous with your time and expertise, because your insights and recommendations will be extremely valuable as we develop our financial stabilization plan during these difficult times.

Strategic Committees for Medical Center

Strategic Integration and Planning Committees have been formed to develop a strategic planning and management structure that will enhance Medical Center clinical operations. Through the Medical Center Strategic Planning Committee and the Medical Center Strategic Integration Committee, clinical planning and operations will be better coordinated.

In addition, the Medical Center Integration Committee will develop a system to better align the goals of UPHS operations in West Philadelphia, including HUP, PMC and CPUP.

Strategic Planning Committee

Purpose:
To develop an overall clinical strategic plan for the Medical Center within the overall context of the UPHS Strategic Plan.

Membership:
William N. Kelley, M.D. (Chair), CEO, University of Pennsylvania Health System and Dean, School of Medicine
Robert D. Martin, Ph.D., Chief Operating Officer
Gavin R. Kerr, Vice President, Planning and Organizational Effectiveness

Strategic Integration Committee

Purpose:
The Strategic Integration Committee will be the coordinating body for resource allocation, operational coordination and major initiatives for HUP, PMC and CPUP. It will make decisions and recommendations within the context of the clinical strategic plan developed by the Strategic Planning Committee and will operate under the principles of organizational effectiveness to ensure all parties are informed and incentives and activities are coordinated and well-aligned wherever possible.

Membership:
David E. Longnecker, M.D., Vice Dean for Professional Services
Gary L. Scheib, Executive Director, HUP
Michele M. Volpe, Executive Director, PMC
Douglas E. Henson, Executive Director, CPUP
Peter L. DeAngelis, Jr., Interim Chief Financial Officer
I. William Ferniani, Ph.D., Senior Vice President for Administrative and Network Services

A Physician from HUP appointed by the Committee for one two-year term
A Physician from PMC appointed by the Committee for one two-year term

Chair:
The Chair for the first year will be David E. Longnecker, M.D., the Vice Dean for Professional Services. During the first year, the Committee will be staffed by I. William Ferniani, Ph.D., the Senior Vice President for Administrative and Network Services in order to ensure continuity of programs discussions which are underway.

Scope of Authority:
The Strategic Integration Committee will be responsible for the overall coordination and integration of health services programs in the Medical Center. It will report to the UPHS Chief Operating Officer and the UPHS Chief Executive Officer and Dean. Areas of responsibility include, but are not limited to, the following:

• Annual capital budgets for board approval;
• Allocation of contingency capital budgets to specific entities;
• Approval of new programs;
• Priorities for clinical resource management;
• Program development and expansion;
• Facility planning;
• Physician recruitment;
• Approval of any joint ventures or agreements between CPUP departments and the hospitals; and
• Providing input regarding the terms of managed care and other insurance contacts that affect the Medical Center.

Alignment of Incentives:
One goal of the Strategic Integration Committee is to better align incentives between HUP, CPUP and PMC. The model that will be developed must:

• Support the education, research, and clinical mission of UPHS;
• Be compliant with all laws and regulations;
• Ensure the financial viability of each entity; and
• Align incentives for the three entities—HUP, PMC, and CPUP to:
  • Improve quality;
  • Implement aggressive clinical resource management;
  • Improve access and service; and
  • Reduce the cost per unit of service.
More than 30 years after his earthly journey ended in Memphis, the Reverend Dr. Martin Luther King, Jr. remains a part of the light by which we chart our ongoing struggle for justice and human dignity for all. While braving tear gas, bullwhips, bricks, police dogs, fire hoses — and a ceaseless cascade of death threats — Dr. King never stopped witnessing for justice. He never stopped working to create what he called a “beloved community.”

I am sure that were he with us today, Dr. King would compliment universities like Penn for producing brilliant, imaginative doctors, lawyers, scholars and scientists who press the envelopes of their disciplines and professions. He would commend us for conducting research that yields important advances in the health sciences and other fields. But he would also say that it is not enough. It is not enough to expand the intellect and talents of our students if we fail to rouse their souls to serve others and engage them in the larger issues of the day. Nor is it enough, he would say, for us to make great discoveries in the lab and develop theoretical solutions to society’s problems if we do not use them to tackle the kinds of challenges we face every day.

Dr. King would be right. But I also believe he would be right at home at Penn, whose founder professed a similar philosophy of education that today guides us more than ever. Dr. Franklin declared that “the great aim and end of all learning is to serve society.” For Penn, society begins right here in West Philadelphia—right here in this beloved community that we are building together.

I would like to reflect on what Penn has done and can do to witness for a “beloved community” both on campus and throughout West Philadelphia. First, what can Penn do to instill the idea of service in its students?

The answer is, we are doing a lot — more than I could possibly begin to describe in this space. We believe that a student who never ventures beyond the campus boundaries forfeits the chance to become a properly educated citizen.

Society needs men and women who can think critically, act responsibly, and interact respectfully with people from many different social, racial, national, and religious backgrounds. That is why Penn has woven community service into the very fabric of the University. The commitment to service permeates our College Houses, blooms in nearly 40 student service organizations, and thrives in partnerships between Penn students and faith-based communities in West Philadelphia.

About 25 percent of all Penn undergraduates lend their time, talents, and passion to serving others. Our students are out in the community fighting homelessness, hunger and poverty as volunteers for groups like Habitat for Humanity. Our students are promoting health and nutrition. And they are mentoring and educating our young people in programs like the West Philadelphia Tutoring Project, whose team leader, Penn senior Sarah Zimbler, was recently awarded the prestigious Truman Scholarship for her contributions.

Penn is producing outstanding leaders like Charles Howard, who is carrying on Dr. King’s work through his efforts to bring our diverse communities together and through his service to young people in West Philadelphia.

Dr. King is not just about caring for others. It is about learning and applying what is learned in the classroom. In that regard, Penn is setting the national standard for developing courses that link scholarship and service.

We currently offer more than 60 “service-learning” courses. These are not second-rate, watered-down, “applied” field sessions. They do not offer academic credit for what should properly be volunteer activities, which, as I mentioned, Penn already has in abundance.

Rather, these courses bring about structural, enduring community improvements such as effective public schools, neighborhood economic development, and vital community organizations.

Under the capable leadership of Provost Robert Barchi and Deputy Provost Peter Conn, Penn will continue to embrace, enrich, and incorporate “service-learning” into our core academic mission.

So far, I have touched on what individual students and faculty can do to build a beloved community here. What about Penn’s role as an institutional “citizen”?

I believe universities can and should shoulder extensive civic responsibilities to improve the quality of life throughout the community. Penn is meeting those responsibilities. We and our neighbors have worked creatively and energetically to revitalize West Philadelphia.

For starters, we have worked with neighborhood groups, businesses, and community organizations to make our neighborhood cleaner and safer through initiatives like UC Brite and the formation of a special services district.

We have worked together to attract restaurants, retail and entertainment establishments to our neighborhood, creating a broad range of jobs and opportunities for West Philadelphians.

We have worked together to ensure that all Penn purchases and construction projects create substantial access and opportunities for local businesses, particularly businesses owned by minorities and women.

We have worked together to encourage home ownership throughout West Philadelphia. We have also targeted strategic investments toward rehabilitating neglected houses on otherwise stable blocks.

Nowhere is this partnership more comprehensive — or challenging — than in our drive to improve public education. Penn, the public school district and the teachers’ union are working together to build a new university-assisted pre-K through 8 neighborhood school.

This new school will feature small classes and learning communities, active professional development for teachers, a cutting-edge curriculum and other important innovations.

This will not be a Penn lab school. It will not be a charter school or a magnet school. It will be a neighborhood public school that will be a genuine partner with and resource for other West Philadelphia schools.

We want parents, teachers, and principals from all West Philadelphia schools—including this new school—to pool their expertise and ideas together to help all schoolchildren reach their potential.

While Penn cannot educate every public school child in Philadelphia, we will continue doing what we do best. We will leverage our research and expertise in our Graduate School of Education toward improving city schools and programs like Head Start; we will assist in the professional development of Philadelphia teachers; and we will continue preparing our graduates to teach in city classrooms.

We have worked hard to forge a relationship of trust in which we cooperate on social, economic, and academic ventures, in which we find ways to deal with problems of here and now, and in which we enjoy true fellowship with one another. We must continue to build on these impulses and accomplishments.

During his life, Martin Luther King, Jr. was a supreme challenger. He challenged the nation to change unjust laws. He challenged a U.S. President to forsake war. And he challenged each of us to love and serve humanity as best we can.

By meeting Dr. King’s challenge and rallying to his call, each of us can help make Penn the national model for building a beloved community.
Call for Proposals: The Diversity Fund

Statement of Purpose
The Diversity Fund was established three years ago to help foster the recruitment and retention of faculty and students from under-represented minority groups as well as to facilitate research on diversity in higher education. Although the amount of funding awarded varies, funding for most projects will not exceed $20,000.

The Diversity Fund supports:
• Implementation of schools’ strategic plans to increase the presence of under-represented minorities (matching funds required).
• Research on diversity in higher education.
• Projects to diversify the campus environment.

Application Process
Proposals to the Diversity Fund are reviewed in the spring of each academic year. Applications are due on or before March 15th of each year. If the date falls on a weekend or holiday the deadline is the following business day.

Proposals must include:
1. The Diversity Fund Cover Sheet. Failure to complete the cover sheet or to comply with page limitations will risk disqualification from the competition. The cover sheet should include: name of Principal Investigator, rank, phone number, e-mail address, department, school, campus address, and mail code; the name of the Business Administrator, phone, and e-mail address; the title of the proposal; and the signatures of the Dean, Department Chair and Principal Investigator.
2. 100-word abstract of the proposal.
3. Amount of current support for the project.
4. Other pending proposals for the same project.
5. List of related support received during the past three years. If the proposal was funded in the past by the Diversity Fund, a report on the use of those funds and an assessment of the project’s impact should be included.
6. A one-page biographical sketch of each project director.
7. A proposal of no more than ten single spaced pages giving the scope, rationale, significance, plan, and impact of the project.
8. Budget (one page). Budget items should be listed in order of priority.

Proposals (original and four copies with the cover sheet) should be submitted to the Office of the Provost (110 College Hall [6303]) for review. Criteria for review will include the following:
• Relation of the project to the Agenda for Excellence and the University’s goals for recruitment and retention of under-represented minorities.
• Potential for generating new insights about diversity in higher education.
• Budget appropriateness.
• Current support.
• Projected/Committed amount of matching funds and/or School/Responsibility Center contribution.

Dr. Mitchell: TIAA-CREF Award

The International Foundation of Employee Benefit Plans Professor of Insurance Risk Management and the Executive Director of Pension Research Council, Dr. Olivia Mitchell, was given the 1999 Paul A. Samuelson Award.

Dr. Mitchell received the award from the TIAA-CREF Institute along with John Geanakoplos of Yale and Stephen F. Zeldes of Columbia for their work entitled “Social Security Money’s Worth”. The award recognizes outstanding scholarly contributions to lifelong financial security and carries a $20,000 cash prize. The award-winning submission was first published in Prospects for Social Security Reform (University of Pennsylvania Press, 1999).

Consortium Chair: Dr. Schoenberg

Dr. Robert Schoenberg, director of the Lesbian Gay Bisexual Transgender Center, has been appointed as chair of the National Consortium of Directors of Lesbian Gay Bisexual Transgender Resources in Higher Education. He will hold the position through November 2001. Dr. Schoenberg received his MSW and DSW from the University. He is also a member of the American College Personnel Association, the National Association of Student Personnel Administrators, and the National Association of Social Workers.

The consortium’s projects and general programming are shaped by three main goals: provide support and mentoring to colleagues doing LGBT related work; to provide palliation to higher education administrators aimed at improving campus climate and services; and to advocate for institutional policy changes and program development which recognize the needs of LGBT people.

Middle East Librarians Association

Robert L. Dougherty, Van Pelt Library’s Middle East Bibliographer and Head of Middle East Information Processing at the library, was elected president of the Middle East Librarians Association at the group’s annual meeting in Washington, D.C. in November.

National Humanities Fellow

Dr. Carol A. Muller, assistant professor of music, has been appointed a fellow for the National Humanities Center for the academic year 1999-2000. Dr. Muller will study at the National Humanities Center in Research Triangle Park, NC.

Internet Scout Project

The Morris Arboretum’s Botany Department website has received the designation as among “the best resources on the Internet” from the Internet Scout Project. The website was created by botany research assistant Lynn Heilman. Visit the website at www.upenn.edu/pflora.
Funding for International Study

AAAS Science Scholars
The American Association for the Advancement of Science invites applications for the 2000-01 AAAS Science Scholars in Higher Education for International Development Program.

Selected Scholars will spend one year at the U.S. Agency for International Development (USAID) in Washington, DC, as part of a team to conceptualize, plan, and implement international development activities in which there is collaboration between USAID and the higher education community in the U.S. and abroad.

Scholars must have a minimum of five years experience in international higher education and have a Ph.D. in any physical, biological, or social science, or any field of engineering. The emphasis will be on selecting individuals who have substantial experience in higher education development abroad and have developed education linkages or networks with international higher education institutions. The program begins September 1, 2000, and includes a $80,000 stipend plus allowances for relocation to Washington DC, health insurance, and international travel. Deadline for receipt of applications is March 1, 2000. Finalists will be interviewed on March 30, 2000. U.S. citizenship is required.

Application information is available from:
AAAS Science Scholars in Higher Education for International Development Program
Tel: 202/326-6700
E-mail: science_policy@aaas.org
Website: www.aaas.org/spp/dspp/stg/scholars.htm

Summer Travel Fellowships
Penn’s French Institute for Culture and Technology (FICT) is pleased to announce that it will again award several $1,500 competitive Fellowships to Penn seniors, graduate and postdoctoral students, with a functional command of French, to help defray expenses incurred while participating in a scholarly conference in France or while working in a French laboratory or organization.

Fellows and interns will be selected by a juried process. Preference will be given to students who are neither citizens nor residents of European Community countries.

Applications should include the following:
• résumé
• cover letter explaining the pertinence of the student’s work in France to the subject of his/her research or career plans
• two letters of recommendation from Penn professors
and should be sent by March 15, 2000 to:
FICT Fellowship/Internship Programs
3440 Market Street/3325

Staff Changes

Business Services’ Financial Appointments

Larry Bell Karen Zinn Peggy McGee-Pasceri

The Division of Business Services announces the appointment of its new financial directorial staff. Larry Bell and Karen Zinn join Peggy McGee-Pasceri as directors of finance for the division. This team, responsible for over $150 million in operating budgets and $400 million in capital projects, completes Vice President Lee Nunery’s reorganization of the financial leadership for his units.

Larry Bell assumes primary responsibility for financial planning for the Business Services auxiliary units and new business development finances. Mr. Bell comes to the University from the West Philadelphia Partnership, where he was responsible for overall management on the consortium of educational and medical institutions, businesses, and community organizations engaged in community revitalization activities. He has previous experience at Pepsi Cola East, the West Philadelphia Enterprise Center, and Wharton Small Business Development Center. Mr. Bell holds a MBA in accounting from Temple and his MBA from the Wharton School.

Karen Zinn focuses on the University’s real estate portfolio and financial management of Penn’s Community Housing program. Prior to joining Penn, Ms. Zinn worked as a consultant with the department of Institutional Real Estate for four months. She leaves her consulting practice of six years to join us on a regular basis.

MS. ZINN holds a degree in accounting from the University of Scranton and has extensive experience in accounting, financial analysis, and consulting in the commercial real estate marketplace. Her background includes property valuations and acquisitions, financing, portfolio management, real estate database systems, and lease negotiations. Past clients include Liberty Property Trust, Toll Brothers Inc., Right Management Consultants, and Tacitx Advisory Services.

Peggy McGee-Pasceri continues to lead the financial planning for the Campus Services unit. She has primary responsibility for overseeing the finances for Housing and Conference Services, Dining, Campus Card Services, the Bookstore, the Faculty Club, the two hotels, and the retail within Perelman Quad. In addition, she handles the capital budgets for the Housing and Dining Renewal project and Sansom Common.

Ms. McGee-Pasceri is also a graduate of the Wharton School and has held various positions within the University with extensive experience in financial and strategic planning, human resources, and facilities. Ms. McGee-Pasceri had been working on a consulting basis for Business Services prior to her appointment.

College Research Grants and Association of Alumnae Scholars’ Awards

Each year the School of Arts and Sciences offers two opportunities for students in the College to apply for funding to support special educational experiences.

The College Research Grant program, made possible by generous gifts from the College Alumni Society, individual alumni, and friends, provides awards of up to $1,000 to support College students’ prospective research projects.

• A gift from the Association of Alumnae funds several Scholars’ Awards specifically for women in the junior class of the College. These awards may be used either to support a prospective research project or to enable a student to undertake an unpaid internship.

Applications for both programs are available in the College Office, 120 Logan Hall. To apply for research funds, students must seek sponsorship of a faculty advisor and obtain the signature of their undergraduate chair or program director. Proposals are due on February 18, 2000.

Applications and additional information are also available on the web at:
www.college.upenn.edu/options_honors/college_research.html
www.college.upenn.edu/options_honors/alumnae_award.html

If you have any questions, please contact my office at (215) 898-7867.

—Richard R. Beeman, Dean of the College

ALMANAC January 25, 2000
The W-2 Form for Calendar Year 1999

The University has recently mailed over 28,000 Calendar Year (CY) 1999 W-2 Forms to our employees’ home addresses as they appear on the Payroll File (Employee Database). An explanation of the contents of the various boxes on the W-2 form is as follows:

A. Wages, tips, other compensation: this represents the total amount of Federal Taxable compensation paid or imputed to you during calendar year 1999 through the University Payroll System. This amount includes:
   a. The value of your taxable graduate and/or professional tuition benefits, if you, your spouse and/or your dependent children have received such benefits;
   b. The value of Group Life Insurance coverage for amounts greater than $50,000. The premium payments for this excess coverage, if any, have been included as imputed income (see Excess Insurance Premium—below);
   c. Health, Dental and Vision Care insurance premiums that have been sheltered;
   d. Amounts voluntarily contributed to a dependent care or medical reimbursement account.

B. Federal income tax withheld: this represents the amount of Federal Income tax which was withheld from your earnings during the year and paid to the Internal Revenue Service, on your behalf, by the University.

C. Dependent care benefits: this represents the total amount which you have voluntarily “sheltered” for dependent care expenses, regardless of whether you have been reimbursed by the University for the expenses associated with this “shelter” as of December 31, 1999.

D. Social security wages: this represents the total amount of compensation paid to you during calendar year 1999 which was subject to Social Security (FICA/OASDI) tax, including all of your tax deferred annuity contributions and excess life insurance premiums, if applicable, but excluding health and dental insurance premiums and any voluntary dependent care or medical reimbursement account contributions which you have “sheltered”.

E. Social security tax withheld: this represents the total amount of Social Security (FICA/OASDI) tax which was withheld from your earnings during the year and paid to the Social Security Administration, on your behalf, by the University.

F. Benefits included in box 1: if you have received certain fringe benefits, the value of such benefits is shown here, and is also included in Box 1, Wages, tips, other compensation. These benefits include the value of taxable graduate and/or professional tuition benefits and other benefits relating to imputed income. If you have received any of these benefits the University has recently advised you, individually and personally, concerning their taxability; please refer to those communications specifically.

G. Medicare wages and tips: this represents the total amount of compensation paid to you during calendar year 1999 which was subject to Medicare tax, including all of your tax deferred annuity contributions and excess life insurance premiums, if applicable, but excluding health and dental insurance premiums and any voluntary dependent care or medical reimbursement account contributions which you have “sheltered”.

H. Medicare tax withheld: this represents the total amount of Medicare tax which was withheld from your earnings during the year and paid to the Social Security Administration, on your behalf, by the University.

I. Excess insurance premium: the Internal Revenue Service requires that the premiums paid by an employer for group life insurance coverage in excess of $50,000 be imputed as income to the employee. The amount which appears in Box 13 and labeled (C) is the value of the premiums paid for this excess insurance coverage. This amount is based on an Internal Revenue Service (IRS) table which identifies premiums for different age groups.

J. Tax deferred annuity contributions: this represents the total amount of contributions made by an employee to a retirement plan on a tax-deferred basis. The amount is shown in Box 13 and labeled (E).

K. Excludable moving expense reimbursements: this represents the nontaxable moving expenditures that were paid to you as a reimbursement. The amount is shown in Box 13 and labeled (P). If any reimbursements or third party payments were deemed to be taxable income you were notified of these amounts under separate cover.

L. Employee’s social security number: this is the number that the Federal and State Governments use to identify you with the tax returns that you file, so please review it for accuracy. If the number is incorrect, then the University Payroll system is also inaccurate and you should contact the Payroll Office, immediately, before you file your returns.

M. State wages, tips, etc.: this represents the total amount of compensation paid to you during calendar year 1999 which was subject to Pennsylvania State Income Tax, including all of your deferred annuity contributions, if applicable, but excluding health and dental insurance premiums and any voluntary medical reimbursement account contributions which you have “sheltered”.

N. State income tax: this represents the total amount of Pennsylvania State Income Tax withheld during calendar year 1999 and paid to the Commonwealth of Pennsylvania, on your behalf, by the University. If you do not live in Pennsylvania no amount will be reflected in this box.

If you lived a portion of the year in the Commonwealth of Pennsylvania, and another portion in New Jersey or Delaware, you will receive two W-2 forms, one showing the state taxes paid to the Commonwealth of Pennsylvania, the other showing no taxes paid to the other jurisdiction.

O. Local wages, tips, etc.: this represents the total amount of compensation paid to you during calendar year 1999 which was subject to Philadelphia City Wage Tax, including all of your deferred annuity contributions.

P. Local income tax: this represents the total amount of Philadelphia City Wage Tax withheld from your earnings during calendar year 1999 and paid to the City of Philadelphia, on your behalf, by the University.

When you receive your W-2 form, please review it immediately to ensure that your name is spelled correctly and that your Social Security number is correct. If you feel that any information on your W-2 is incorrect, review your calculations carefully and compare the information on the form with your final 1999 pay stub.

If you have availed yourself of certain taxable benefits please review any additional information which was provided to you, under separate cover, concerning these benefits and their impact on your tax status. If you still believe that your W-2 is in error, please contact the W-2 Office at 573-3277 or write to W-2 Office, Room 310, Franklin Building /6284.

You should have received, via the U.S. Postal Service, your Federal and State Income Tax Forms and related instructions for filing. Federal Tax forms are available at the Internal Revenue Service, 600 Arch Street, Philadelphia, or by calling (800) TAX-FORM. Pennsylvania Income Tax forms are available at the State Office Building, 1400 Spring Garden Street, Philadelphia, or by calling (888) PATAXES. Federal and State forms are also available at many libraries and U.S. Post offices.

—Marstin Alexander, Associate Comptroller
**Handbook for Faculty and Academic Administrators**

A newly-revised version of the Handbook for Faculty and Academic Administrators is now available both in hard copy and on the web. It includes a description of the structure of the University, faculty policies and procedures, policies and procedures concerning faculty research, procedures regarding admission and instruction of students, policies related to information as well as the new alcohol policy. The handbook may be accessed on-line at www.upenn.edu/assocprovost/handbook/. To receive a hard copy, call the Associate Provost’s office at (215) 898-4032.

**1999-2000 Telephone Directory**

Orders for the 1999-2000 Telephone Directory were taken in December. If you are responsible for ordering telephone directories for your department and have not received an order form, please call the Business Services Office at (215) 898-9155.

**SEPTA Maps & Schedules**

The Loop Through University City (LUCY) provides free transportation to and from 30th Street Station for employees of University City institutions. Schedules and maps for LUCY are available at the Transportation and Parking Office, room 447A in 3401 Walnut Street. This office also provides schedules and maps for all of SEPTA’s other train and bus routes to help Penn commuters.

**UCD Guide**

The University City District (UCD) has published a new Guide to University City. It includes maps of the area, a listing of area businesses, and a guide to services, including transportation, public safety and postal services. The guides may be ordered at the University City District web site (www.universitycitydistrict.org) for $1 plus shipping, or they may be purchased at the UCD offices (3940 Chestnut Street) to avoid shipping costs.
TALKS
26 RNA Localization in Drosophila Oocytes: The Means to the Ends; Tulle Hazeltng, Columbia University; noon; room 251, BRB II/III (Center for Research on Reproduction & Women’s Health).

HIV Coreceptors: Insights into Pathogenesis from Genetics; Philip Murphy, NIAID/NIH; 4 p.m.; Grossman Auditorium, Wistar Institute (Wistar).

The Future of Latin America’s Leadership in Philadelphia; Pedro Ramos and Alba Martinez; 7:9 p.m.; La Casa Latina (La Casa Latina; Center for Community Partnerships).

27 Industry Self Regulation without Sanctions: The Chemical Industry’s Responsible Care Program; Andrew King, NYU; 12:15-1:15 p.m.; Auditorium, Vistar Institute (Institute for Environmental Studies; Public Policy and Management).

Bacteriophospholin Based Approaches for Membrane Protein Structure-Function Analysis; George Turner, University of Miami; 2 p.m.; room 252, BRB II/III (Biochemistry and Biophysics).

28 Un rôle politique pour l’Organisation internationale de la Francophonie: prévention de conflits et méditations; Rhida Bouabih, observateur permanent de la représentation permanente auprès des Nations Unies de l’Organisation internationale de la francophonie; 10-11 a.m.; Lauder Institute (French Institute for Culture and Technology).

Can Managed Care Be Managed?: Lawrence Brown, Columbia University; noon-1:30 p.m.; Auditorium, Colonial Penn Center (LDI).

30 Asian Landscapes; Bob Gotwolski, director of public programs on Japanese and Asian garden influences that shaped Compton, the Victorian estate that became the Arboretum; 2 p.m.; Widener Victor Center, Morris Arboretum (Morris Arboretum).

31 Designing the Material Properties of Synthetical Genes Carriers; Nily Dan, Drexel University; 3:30 p.m.; room 337, Towne Building (Chemical Engineering).

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.

AT PENN Calendar Deadlines
Almanac will be publishing four more AT PENN calendars this semester. Following are the dates the calendars will be published and the deadlines for submitting information to be published in them:

Deadline for Receipt of Information: February 15
March AT PENN: April AT PENN: May AT PENN: Summer AT PENN: April 15 March 14 April 11 May 16

Please note that the deadline for March AT PENN is coming up soon!

If your information is not received in time for the calendar, it may appear in the Update section of Almanac. Information to be published in the Update must be received on Monday of the week before the information is to be published.

If you have any questions about the Almanac deadlines, please call (215) 898-5274 or e-mail almanac@pobox.upenn.edu.

Emergency Closing Reminder
Penn’s Emergency Closing and Snow Day Child Care policies were published in the November 23/30, 1999 issue of Almanac, and are available in full on the web at www.upenn.edu/almanac/46n13/ORemergency.html and www.upenn.edu/almanac/46n13/snowdays.html. Information about University closings and other modifications of work schedules is available from the Penn’s special information number (215) 898-MELT, through communications from the Division of Public Safety, and from KYW News Radio 1060, where Penn’s emergency radio identification codes are “102” for day classes and “2102” for evening classes.

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 9, 2000 through January 15, 2000. Also reported were Crimes Against Property: 26 total thefts and 3 incidents of criminal mischief. Full reports on the web (www.upenn.edu/almanac/v46n10/crimes.html). Prior week’s reports are also online.

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 9, 2000 and January 15, 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

<table>
<thead>
<tr>
<th>Time</th>
<th>Location</th>
<th>Crime Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>01/10/00</td>
<td>11:14 AM</td>
<td>3400 Spruce St</td>
</tr>
<tr>
<td>01/10/00</td>
<td>9:17 PM</td>
<td>4100 Delancey St</td>
</tr>
<tr>
<td>01/10/00</td>
<td>3:37 AM</td>
<td>3465 Sansom St</td>
</tr>
<tr>
<td>01/11/00</td>
<td>7:52 PM</td>
<td>3400 Spruce St</td>
</tr>
<tr>
<td>01/15/00</td>
<td>4:10 AM</td>
<td>4039 Baltimore Ave</td>
</tr>
</tbody>
</table>

18th District Report

7 incidents and 3 arrests (including 3 robberies, 3 aggravated assault, and 1 rape) were reported between January 9, 2000 and January 15, 2000 by the 18th District covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

<table>
<thead>
<tr>
<th>Time</th>
<th>Location</th>
<th>Crime Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>01/12/00</td>
<td>5:36 PM</td>
<td>3900 Woodland</td>
</tr>
<tr>
<td>01/13/00</td>
<td>10:10 AM</td>
<td>4700 Walnut</td>
</tr>
<tr>
<td>01/13/00</td>
<td>10:50 PM</td>
<td>500 blk 48th</td>
</tr>
<tr>
<td>01/13/00</td>
<td>7:00 PM</td>
<td>5500 Spruce</td>
</tr>
<tr>
<td>01/14/00</td>
<td>9:10 AM</td>
<td>5019 Catherine</td>
</tr>
<tr>
<td>01/14/00</td>
<td>3:20 PM</td>
<td>5152 Ludlow</td>
</tr>
<tr>
<td>01/15/00</td>
<td>4:41 AM</td>
<td>4710 Locust</td>
</tr>
</tbody>
</table>

CLASSIFIEDS

VACATION
Pocono chalet, 38DR/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 managing their blood pressure. 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.

OPPORTUNITIES

All open positions at Penn are posted on the Human Resources web site at www.hr.upenn.edu. Today, the Penn Partnership provides services to Penn hiring officers for the hire of permanent and temporary office support staff. Today is also managing the Penn Job Application Center. You may contact them at (215) 222-3400 for your employment needs. Penn’s Job Application Center at 3550 Market Street, Suite 110, is open from 8 a.m. to 8 p.m. weekdays where computer stations are available for you to browse the openings and/or apply on-line.

Reminder
Express Almanac can be delivered to your computer, simply by registering electronically. Send an e-mail message with “subscribe” in the Subject Line to almanac@pobox.upenn.edu and include your e-mail address, and mailing address. —Ed.
Dear Colleagues:

I would like to take the opportunity to introduce you to the Office of the Vice President for Government, Community and Public Affairs (OGCPA). OGCPA is the University’s primary liaison with government, state and federal levels as well as its many external constituencies and community organizations. In addition, the OGCPA assists Penn’s internal constituencies comprising schools, and varied groups or individuals including faculty, students and staff. The OGCPA also functions to develop and present policy options and initiatives.

OGCPA is comprised of the offices of Federal Relations, Commonwealth Relations, Community Relations, and the Center for Community Partnerships. The Government Relations and Community Affairs offices of the University of Pennsylvania Health System report to OGCPA as well as the health system. In addition, the Managing Director of Economic Development co-reports to OGCPA and the office of the Executive Vice President.

Because of the extensive nature of the office’s activities on behalf of the university, starting this month we will begin to update you monthly in Almanac on different issues facing us at the federal, state, and local levels. We hope that this information will help keep you abreast of the many issues facing this University and provide you with a better understanding of the functions of our office. Should you be in need of our assistance or would like further information, please do not hesitate to contact my Executive Director, Carol J. de Fries, at (215) 898-5433. You can also keep abreast of the numerous issues which our office monitors by visiting our website at www.upenn.edu/ogcpa.

—Carol R. Scheman, Vice President for Government, Community, and Public Affairs

Government, Community and Public Affairs

Federal Relations
Congress reconvenes on January 24, 2000. We are pleased to report that in its first session, the 106th Congress increased funding for research at universities, including the University of Pennsylvania. Last year Penn’s faculty received $320 million to fund federally-sponsored research projects, and this year it is expected that the University’s federal funding for research will increase to over $350 million, an increase of 9 percent. Last year Penn ranked eighth in the nation in federally-funded research. There are a number of federal funding sources and programs critical to Penn’s continued academic excellence which were increased in the omnibus appropriations bill 106-113 and were signed into law by the President on November 29, 1999. This includes:

- The National Institutes of Health funding was increased by $2.3 billion for a total of $17.9 billion. The National Science Foundation is now funded at $3.9 billion, an increase of about 7 percent. The Department of Energy’s R&D budget was increased to $7.2 billion, or 3.7 percent. Defense research is funded at the level of $37.6 billion, an increase of 2.3 percent. The National Endowment for the Humanities is funded at $115.7 million, an increase of $5 million. The National Endowment for the Arts is funded at $98 million. The President has announced his intention to propose further increases in research funding. Total funding of $35.6 billion is provided for education—an overall increase of about $2.1 billion. The Pell Grant program is funded at $7.7 billion, with a maximum individual grant of $3,300. The Federal Work Study Program receives $934 million, an increase of $64 million. Supplemental Education Opportunity Grants will be funded at $621 million.

- Graduate Assistance in Areas of National Need (GAANN) program is funded at $51 million, with $20 million going toward the Javits program. Javits Fellowships are funded at $10 million for FY2000 and $10 million for FY2001.

Should you have any questions regarding this or any other federal programs, please feel free to contact Lawrence J. Bertuola, Associate Director or Melissa Peerless, Associate Director at (215) 898-1532.

Commonwealth Relations
This is an active time in the University’s Office of Commonwealth Relations. In early February, the Governor will submit his budget recommendations for FY 2000-01 which starts the appropriations process with the Commonwealth of Pennsylvania’s legislature. Last year, the University of Pennsylvania received close to $38 million in state appropriations. In September, the University’s Fiscal Year Commonwealth appropriations request was submitted to the Pennsylvania Department of Education. For FY 2000-01, the University requested a total of $41,793,000 in funding, a 10.7 percent increase overall and a 6.7 percent increase on recurring items. The funding request is broken down as follows:

<table>
<thead>
<tr>
<th>FY 1999-00</th>
<th>FY 2000-01 Request</th>
<th>FY 2000-01 % Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Veterinary Activities</td>
<td>$32,276,000</td>
<td>$33,713,000</td>
</tr>
<tr>
<td>Center for Infectious Disease Research (Vet)</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Medical School</td>
<td>$4,034,000</td>
<td>$4,911,000</td>
</tr>
<tr>
<td>Cardiovascular Studies (Med)</td>
<td>$518,000</td>
<td>$518,000</td>
</tr>
<tr>
<td>Dental Clinics</td>
<td>$938,000</td>
<td>$1,151,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$37,748,000</strong></td>
<td><strong>$41,793,000</strong></td>
</tr>
</tbody>
</table>

The School of Veterinary Medicine’s growth includes an inflationary increase of 3.5% plus $308,000 to provide additional scholarships to Pennsylvania residents. In addition, a new line item of $1.5 million is being requested by the Vet School to expand its continuing efforts in the Center for Infectious Disease Research and Food Safety.

The request of $4.9 million for the Medical School represents an attempt to bring the School’s funding back to FY ’97 levels (when the appropriated cost was cut by $246,000), plus an inflationary increase. The $1.2 million request for the Dental Clinics would bring their funding to the level being provided to the other Dental School Clinics in Pennsylvania (Pitt and Temple), plus an inflationary increase.

Following the Governor’s presentation, House and Senate Appropriations Committees will hold budget hearings in late February and early March. At that time, the University will be asked to testify before the House Appropriations Committee regarding its appropriation request. For FY2001, the Governor requested $308,000 in state appropriations. In September, the University’s Fiscal Year 1999 Appropriation Request Bill 106-113 was signed into law by the President.

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City and Community Relations
On January 3, former City Council President John F. Street was sworn in as Philadelphia’s 122nd Mayor. The Mayor has placed a priority on education and neighborhood revitalization. He has also declared 2000, the “year of the child.”

In November, then Mayor-elect Street named Robert Rodin as one of five members of his transition team. This core group of Street Administration transition leaders is helping to guide the Mayor in the development of his Administration and vision for the City. This appointment demonstrates the importance that Mayor Street places on the value of higher education to the future of Philadelphia’s growth. Many Penn experts and students are helping guide the new administration in the development of his agenda. In particular, Glenn Bryan, Director of City and Community Relations is one of the co-chairs of the Quality of Life sub-committee under the Neighborhood Revitalization Task Force. This sub-committee is addressing issues like safety and community control, streetscapes, bike lanes, civil society, and essential and affordable services. Other university faculty and staff involved in the transition include: John Fry, Executive Vice President; Dennis Culhane, SSW; GSE Dean Susan Fuhrman; Maureen Rush, Public Safety; Debra Kahn, Public Safety; Dennis Culhane, SSW; GSE Dean Susan Fuhrman; and many others.

With the change in administration, the office will be busy getting to know new Street appointments including George Burrell, Director of External Affairs and a Penn alumnus; Ken Snyder, Director of Communications; Barbara Grant, Press Secretary and a Penn alumna; Debra Kahn, Secretary of Education; and Joyce Wilkerson, Deputy for Strategic Planning. In addition, the Mayor will be moving to look forward to working with former Rendell appointees in their new capacities within the Street Administration including Stephanie Franklin-Suber, former City-Solicitor and now Chief of Staff, and Joe Martz, former Deputy Managing Director and now Managing Director.

For further information regarding city and community relations, you may contact Glenn Bryan, Assistant to the Vice President and Director of City and Community Relations, at (215) 898-3565.