Three SAS Chairs: The First Holders

Dean Samuel H. Preston has named the inaugural holders of three recently endowed chairs in the School of Arts and Sciences. The chairs and their first incumbents are:

Roy Vagelos Professor: Dr. Percec, Chemistry

A new arrival, Dr. Virgil Percec, is the first P. Roy Vagelos Professor in Chemistry, taking the chair created by the Merck Company Foundation in honor of Penn’s former Trustees Chairman.

Dr. Percec comes to Penn from Case Western Reserve University, where he held the Leonard Case, Jr. Chair of Macromolecular Science and Engineering. Educated in Romania, he received his B.S. and M.S. from the Polytechnic Institute of Jassy and his Ph.D. from the Institute of Macromolecular Chemistry in Jassy. Dr. Percec has served as a visiting professor at the University of Freiburg, the Royal Austrian Chemical Institute, the Max Planck Institute for Polymers, and others.

Dean Preston described Dr. Percec as “a remarkably active scholar and researcher” who holds 26 American and European patents and has presented over 600 lectures in more than 30 countries. He has over 450 publications, including nine books, and serves as an editorial board member on 11 journals and is currently the editor or the Journal of Polymer Science: Part A: Polymer Chemistry. His research interests include polymer synthesis and modification, new organic polymerization reactions, reaction mechanisms, molecular recognition processes, molecular and supramolecular systems with complex architecture, and nature as a model for the design of nanoscale synthetic systems.

The P. Roy Vagelos Chair was established in 1994, as Dr. Vagelos, C’50, retired after 19 years’ leadership of Merck and took office as chairman of the University Trustees. A member of the National Academy of Sciences, Dr. Vagelos has received numerous awards including the National Medal of Technology presented in 1992 by George Bush, the Lawrence A. Wein Prize in Social Responsibility in 1993, and the Bower Business Leadership Award in 1998. He also received the Distinguished Alumni Award from SAS and an honorary degree from Penn in 1999.

Dr. Robert Weiss Professor: Jay Reise, Music

Professor Jay Reise, an internationally known composer who has been on the SAS faculty since 1980, is the first holder of the Robert Weiss Chair created by alumnus George A. Weiss in honor of his father.

Professor Reise is a graduate of Hamilton College who took his master’s degree from Penn in 1975. He studied at Tanglewood and wrote two symphonies under Guggenheim and NEA fellowships, and taught at Hamilton and Kirkland Colleges before rejoining Penn as assistant professor. He was named associate professor in 1986 and full professor in 1989. He was chair of the department from 1993-96 and has been director of the University of Pennsylvania/Moscow Conservatory Exchange Program since 1994.

He is particularly known for his opera Rasputin, which was commissioned by the New York City Opera in 1988, and was described in The Washington Times as “a spellbinding, challenging and profoundly beautiful creation.” He has written three symphonies—performed by the Philadelphia Orchestra among others—and numerous chamber works. In 1997, his choreographic tone-poem, The Selfish Giant, was commissioned and premiered by the Philharmonia Orchestra in London, and his chamber concerto Chesapeake Rhythms has been recorded by CRI. He has appeared as composer-in-residence with the International Music Festivals at Spoleto USA, Guanajuato/Mexico, Moldova, and the Grand Teton Music Festival, and in 1994 he gave master classes at the Moscow Conservatory.

Chair in SEAS

Dr. Anandalingam

Newly appointed to Engineering’s National Center Chair in Resource Management and Technology is Dr. G. (Anand) Anandalingam, who has been professor of systems engineering in SEAS and professor of operations and information management in the Wharton School. The endowed chair was established in 1982 to support long-term research in resource management, and was formerly held by Dr. Iradj Zandi, now emeritus professor, said Interim Dean Eduardo Glandt.

Dr. Anandalingam, who took his B.A. from Cambridge in 1975 and his Ph.D. from Harvard in 1981, joined Penn in 1987 as assistant professor of systems after serving as an engineer-economist at Brookhaven National Laboratories. He has become internationally known for his research in networks, multilevel programming, multiple criteria decision making and hierarchical optimization theory. Author of some 80 papers in his field, Dr. Anandalingam is known especially for his book, The Design of Large Scale Telecommunications Networks, and is frequently quoted on telecommunications issues in the popular press. He is also a columnist for Economic Times, which is regarded as “the Wall Street Journal of India.”

Teaching both in systems engineering at SEAS and in operations at Wharton, Dr. Anandalingam has been advisor to 18 Ph.D. students who have gone on to distinguished careers in academia and industry. Since 1997 he has also chaired the systems engineering department, where “The success of our multidisciplinary Executive Masters in Technology Management program can be attributed to his intellectual and organizational leadership,” said Dean Glandt. “His presence at Penn has helped establish the School as a center for telecommunications research.”
A. M. Rosenthal Professor: John Richetti, English

Dr. John Richetti, a member of the English department since 1987, is the first holder of the A.M. Rosenthal Professorship, given by Trustee Saul Steinberg in 1989 as part of a larger gift that provides for five chairs, a fellowship fund in English and the Steinberg Symposium.

Dr. Richetti is a 1960 alumnus of St. Francis College, Brooklyn, who spent ten years at Columbia University, where he specialized in 18th-century English literature, and wrote his dissertation at University College, London, as a Fulbright and a Danforth Fellow. He taught at Columbia, and Rutgers before coming to Penn as the Leonard Sugerman Term Professor of 18th English Literature. A Lindback Award winner at Rutgers, he has chaired the English department at Penn, 1990-95, and served as Faculty Fellow of Van Pelt, now Gregory College, 1996-98.

He has held fellowships from the ACLS, the NEH, and the Guggenheim Foundation. His books include: Popular Fiction Before Richardson: Narrative Patterns 1700-1739, Defoe’s Narratives: Situations and Structures, and Philosophical Writing: Locke, Berkeley, Hume. Most recently he edited the new Columbia History of the British Novel and the Cambridge Companion to the Eighteenth-Century Novel. His new history of the novel in Britain in the 18th century, The Novel in History: 1680-1780, will be published by Routledge this winter. He is currently working on a new critical biography of Defoe and beginning to edit the Restoration and Eighteenth Century volume of the new Cambridge History of English Literature.

The new Rosenthal chair was created by Mr. Steinberg, W’59, in honor of his friend Abraham Rosenthal, former executive editor of The New York Times. Mr. Steinberg is chairman and CEO of Reliance Group Holdings, Inc., a New York-based insurance holding company. He chairs the Board of Overseers of the Wharton School, where he funded the renovation of Dietrich Hall and endowed the Wharton deanship. Later his gifts created SAS’s Rodin and Gregorian chairs; the Kelley chair in Medicine; and seven more chairs in Wharton including the Palmer, Gerver and Bowman chairs and four that bear Steinberg family names.

Speaking Out

Bicycle Problem: Time to Fix It

Over the twenty-five years or so that I have been affiliated with Penn the traffic patterns around the campus have been dangerous for pedestrians, dangerous for motorists, and dangerous for bicyclists. For twenty-five years, Penn has been “working on it.” It is time to stop the stalling and fix the problem. Bicycle lanes have been touted as the solution, but that is because the latest two tragedies have involved bicycles. While I support the creation of such lanes, they are but one small part of the problem, and will do little for the pedestrians who take their lives into their hands every time they cross a campus street.

Penn should immediately form a commission of faculty, staff and students to make recommendations on this issue. There are faculty members who have expertise in this area, as well as community residents in Powelton Village and elsewhere who work with PennDOT and other agencies (perhaps this is another area where the university can show its commitment to increasing interaction with the community).

Whether or not such a commission is ever formed, a number of recommendations should be considered by the University:

1. Dedicated walk and don’t walk signs should be on every busy street corner. The most dangerous corners are the ones along Walnut from 33rd through 38th, and where Spruce intersects with 33rd, 34th, and 38th. There should also be a dedicated walk sign and a full traffic light on 34th Street between Spruce and Walnut, where there is now a crosswalk and a flashing yellow light. By dedicated walk/don’t walk signs, I mean that when the walk signs are lit, no traffic is allowed to move at all. None. No turning, no parallel travel. I think it is a disgrace that, despite twenty-five years of “working on it,” we still don’t have walk and don’t walk signs on our streets.

2. Put in turn arrows at select corners. Why is there no left turn arrow traveling south on 38th Street at Spruce? I have seen cars inching out again and again through groups of pedestrians, trying to beat the line of traffic that makes it impossible to take a left turn during rush hour (and most of the rest of the day as well). The same on 36th and Walnut, where cars trying to take a right onto Walnut must compete with pedestrians crossing to get to the bookstore. There should be a right turn arrow for cars traveling south on 36th, accompanied by a “don’t walk” sign for pedestrians, followed by a dedicated “walk” sign for people crossing to the bookstore. I cannot comprehend why these corners have not been made safer despite decades of problems.

3. I applaud the University’s crackdown on speeders on Walnut street. The way people race down that stretch we might as well have grandstands and pit crews. The speed limit for Walnut Street traffic through campus should be a maximum of 25 miles per hour, with lights timed to assure that speed. While I understand that Walnut Street is a state highway and that PennDOT is notoriously reluctant to control traffic electronically, the clout of the University should be able to overcome PennDOT’s reluctance. I am sorry if that ties up city traffic, but it is about time that the city and the university show that they are serious about this issue.

There are other options as well. For example, bridges or tunnels can remove street traffic, just as the 38th Street bridge does so effectively. Did anyone consider a bridge from Annenberg to the new bookstore or the Inn at Penn as past of the new construction?

I am at a loss to understand why at least some of these measures haven’t been taken sooner. If Penn is serious about pedestrian safety, these measures seem a minimum step to start bringing traffic on campus under control.

— Paul Root Wolpe
Departments of Psychiatry and Sociology; Center for Bioethics

Ed. Note: A response to Dr. Wolpe’s letter is expected for next week’s issue.

The following letter was sent to the President and to Almanac for publication.

Education, Inc.

Dear President Rodin,

Recently I received an invitation to a University function on a 6" x 9" stationery which bore at the top the seal of the University in color, and under it the legend University of Pennsylvania. It is very attractive on first glance.

But a second look reveals that the seal bears at the lower right the indication™, and the name of the University the indication®. What a sad day when fear of infringement of its registered trademark or name moves any university to stoop publicly to such an undignified and crass commercial measure.

Since we at Penn all sail under this flag, I am taking the liberty of sending a copy of this to Almanac for publication.

— Cecil L. Striker, Professor of History of Art

Response to Dr. Striker

In reply to the letter by Professor Striker regarding Penn stationery, we would like to address his concerns about our trademarking practices. While he views registration of our official logo and names as an “undignified and crass commercial measure,” there are specific and sound legal and practical reasons why we take such measures.

Over the last several years, Penn has assiduously registered the name “University of Pennsylvania” and a series of logos and graphics. It is common to find these registered trademarks on consumer products, including stationery. These registered marks can prevent piracy, convey authenticity, and above all, protect Penn’s image. As the marks are strongly associated with our institution, any potential dilution could result in a loss of the public’s positive perception of the institution. Moreover, it is imperative that products with the Penn name or trademarks be high in...
| Quality, color, and other attributes. The registration mark on Penn goods assures the buyer of the high quality that is expected of the University.

We normally would not need to trademark the words “University of Pennsylvania” on a stand-alone basis. However, since the University’s name and the logo were paired on the invitation, the same legal principles addressed above also apply in this case. Placing a registration symbol (the symbol) next to the University of Pennsylvania name and the Penn shield is a basic part of a sound and proper trademark program. Indeed, the combination strengthens the connection between the graphic and our name.

We will be continuously sensitive to the products and venues where our trademarks are placed, and look for the right opportunities to promote all of the best that Penn has to offer.

—Leroy D. Nunery, Vice President, Business Services, and
—Louis Berman, Managing Director, Center for Technology Transfer

## Correction to October 19 Issue

At the end of his Speaking Out letter published October 19, Dr. James Gee was identified as a research assistant professor of neurology. This came from Almanac’s using the title given in the 1998-99 Phone Book of the University, but since its publication Dr. Gee has become Assistant Professor of Radiologic Science in the Department of Radiology.—Eds.

The following was issued Monday, November 1, as one of a series of messages from Dr. William N. Kelley as CEO of the Penn Health System to the System’s members.

### PennHealth: The Second-Round Cutbacks

Today (November 1, 1999) supervisors will begin notifying Health System employees affected by the workforce reduction in our hospitals and corporate service areas. This is a particularly painful and difficult measure that we must take as part of our financial-recovery plan. I believe it’s important for all of you to be familiar with the details of this process.

As you know, the first phase of our workforce reduction occurred in May, when we eliminated 1,100 positions, or 9% of the health services workforce. The phase that begins today will affect approximately 1,100 positions from the Health System’s corporate staff and four owned hospitals. About half of those positions are already vacant. As people have left the Health System for retirement or other opportunities over the last several months, many of their positions have not been refilled. Through careful management, our supervisors have been able to restructure work and redistribute duties among the remaining staff.

The third phase of our workforce reduction will take place before June 30, 2000, and will include another 600 positions from other areas of UPHS, including our primary-care network, physician-practice plan, multispecialty facilities, and home-care groups. By the end of this fiscal year, we will have eliminated close to 2,800 positions, or approximately 20% of our health services workforce.

We are committed to supporting these staff members through the transition process. To that end, I am pleased to announce the creation of the UPHS Career Center at 3930 Chestnut St. The center is being operated by Manchester, a leading career-transition firm, and supported by the UPHS Staffing Department. Employees are invited to take advantage of a full range of services, including: one-on-one career counseling; career-transition workshops; assistance with state unemployment compensation applications; and access to the JobMatch System, office space, secretarial support, fax machines, photocopiers, and computers. The center is open Monday through Friday, 8:30 a.m. to 4:30 p.m. The number is 215-615-2254. Please make sure your staff members are aware of this valuable resource.

Where jobs are being eliminated, we will redesign work or improve processes so that our hospitals can continue to provide the high-quality patient care for which we are known. Everything is being done to protect our core mission, which is providing the best quality care in the world. As you are aware, our institution’s preeminence has been recognized nationally in many ways in the last few years. I am confident that we will experience the same level of success in our effort to cut costs and restore our financial viability. You can be assured that we will do so while maintaining our excellent quality of care. Our patients are—and always will be—our first priority.

I have no doubt that the aggressive measures we are taking now will place us at an advantage in the near future. We will emerge from this anxious time a stronger organization. But I also acknowledge that we have some difficult days ahead of us. We are all affected by these losses from our staff. There will likely be tough spots along the way as we adjust and adapt to these changes. I ask for your patience and your continued support as we go through this process together. And I look forward to working with you in meeting the needs of our patients into the next millennium.

### PreK-8 Plans and the Penn Children’s Center

The Penn Children’s Center is scheduled to move twice to make room for construction of the new PreK-8 public school at 42nd and Spruce Streets. First will be a temporary move in December 1999, to smaller quarters within the old Divinity School site. In the fall of 2000, it is likely that the Center will both move and expand in a new facility being planned for the former Asbury Church site in the 3300 block of Chestnut Street. As Executive Vice President John Frytold the Trustees at last Thursday’s Budget and Finance Committee meeting, the Center now has 12,000 square feet and cares for some 90 children, with an equal number wait-listed. Designs are being drawn up for a 20,000-square-foot Center on Chestnut Street, which would almost double the Center’s capacity and help reduce the wait list and provide a new resource for Penn, Health System and neighborhood children.

Mr. Fry said that no firm cost estimate is yet available, but that cost would not exceed $6 million. He said the Administration will be looking to the Trustees soon a proposal to authorize $3 million in Penn spending, with negotiations under way to “partner” with an outside firm who would operate the Center on a contract basis—and would fill in the gap up to $6 million. The firm under consideration is Knowledge Beginnings, a subsidiary of the global Knowledge Universe.

### PreK-8: Drawings of the design chosen for the new school were unveiled at the Trustees’ Neighborhood Initiatives Committee meeting on October 21, its chairman Gilbert Casellas said at the October 22 stated meeting.

---

**AAUP: Slate for 1999-2000**

The following slate of officers and Executive Board members was prepared by the Nominating Committee consisting of Professors E. Boe, H. Davies, J. Deatrick and M. Mendelson.

Nominations from the general membership of the U of P chapter of AAUP will be accepted for two weeks following the publication date of this notice. Nominations should be sent to Professor Ira M. Cohen, Secretary.

If no additional nominations are received, then this slate shall be declared elected and will serve during the 1999-2000 academic year.

- Peter Freyd, President
- Morris Mendelson, Vice President
- Reuben Kron, Treasurer
- Janet Dietrich, Nursing
- Helen Davies, Med
- Herbert Levine, Economics
- Daniel Levinthal, Management
- Professor Ira M. Cohen, Secretary
- University of Pennsylvania Chapter, American Association of University Professors

---

**Speaking Out**

Welcomes reader contributions. Short, timely letters on University issues can be accepted by Thursday at noon for the following Tuesday’s issue, subject to right-of-reply guidelines.

Advance notice of intention to submit is appreciated.—Eds.
Penn and the Region: An Economic Impact Study

To the University Community:

It has been seven years since Penn quantified its economic impact in the region. It is timely, therefore, to analyze and document again the immense contribution made by Penn to the economy of the City of Philadelphia and the Commonwealth of Pennsylvania through its employment, spending, tax revenue generation, technology transfer, and neighborhood development activities.

This study puts all of Penn’s contributions into perspective. It is based on in-depth analysis of Penn’s economic impact by PriceWaterhouseCoopers (PwC), an international accounting and consulting firm. In order to provide the most comprehensive view of Penn’s economic impact, PwC analyzed direct spending as well as indirect spending, with the latter accounting for the secondary ripple or “multiplier” effect that each dollar of Penn spending has as it is re-spent by Penn employees and suppliers. The information presented here is taken largely from the fiscal year (FY) 1997, ending June 30, 1997, and updates a similar study completed for FY’90.

While many are familiar with the contributions Penn makes as one of the world’s leading educational, research and health services institutions, we think it is eye-opening to take full measure of the large—and growing—economic impact that Penn generates:

- Penn generates $4.3 billion in direct and indirect combined economic activity in Pennsylvania, $1.5 billion in Philadelphia alone.
- Penn supports the equivalent of over 46,000 full-time jobs in the region.
- Penn’s 9% average annual economic growth rate between FY’90 and FY’97 is five times that of Philadelphia and its surrounding counties.
- Penn’s extensive research capability has helped to launch 30 new start-up ventures and over 200 licensing agreements with private companies.
- Penn completed over $255 million in new construction projects between FY’95 and FY’98, and plans to spend another $817 million on construction through FY’02.
- Penn purchased $42 million of goods and services from local West Philadelphia vendors in FY’98.
- Penn’s community partnering and economic development initiatives have fueled the revitalization of University City’s residential neighborhoods and commercial corridors.

Penn is a crucial player in the area’s economic development, and the University has become a 21st century destination. Its reputation for academic excellence and its world-class museums and theaters draw tens of thousands of researchers, skilled workers, entrepreneurs and visitors to the region annually.

So long as Penn is able to secure appropriate space for future development, it will continue to be a dynamic knowledge resource providing world class educational, research, healthcare, and public services that generate economic vitality throughout the region.

Judith Rodin, President

John Fry, Executive Vice President

Penn Growth vs Philadelphia Region

Penn’s 9% average annual economic growth rate in FY’90-97 is five times that of Philadelphia area. Philadelphia’s Gross Metropolitan Product (which includes the city and surrounding suburbs) grew at a 1.8% average annual rate over the same period.

Penn’s Employment Growth 1990-1997

Penn stabilizes area employment, adding workers to its payroll while the city lost 80,000 jobs between FY’90 & FY’97.

A Complex Modern Enterprise

A Broad Array of Educational Disciplines

Penn provides world-renowned educational opportunities to a diverse student population of approximately 22,000 through 12 undergraduate, graduate, and professional schools (Arts and Sciences, Engineering, Law, Medicine, Veterinary Medicine, the Wharton School, Nursing, Communication, Dental Medicine, Education, Fine Arts, and Social Work).

Commitment to Healthcare

Penn’s Health System consistently rates as one of the nation’s best. In FY’99, as in previous years, it was chosen as one of only 14 institutions for the “Best Hospitals Honor Roll” by U.S. News & World Report. Penn’s exceptional health services are a key reason why Philadelphia is considered a leader in medical services. The Health System’s integrated network of hospitals and clinics now includes the Hospital of the University of Pennsylvania, Pennsylvania Hospital, Presbyterian Medical Center, and Phoenixville Hospital. Collectively, the system provides nearly $50 million in uncompensated care annually.

Links to Research and Business

With the largest university research complex in the Mid-Atlantic region, and one of the 10 largest...
Support for the Neighborhood and Culture

Penn provides a host of educational, cultural, and economic resources to local neighborhoods and the region. Cultural attractions such as the Annenberg Center, Morris Arboretum, and the Museum of Archeology and Anthropology serve wide public audiences. At the grass roots level, Penn invests time and resources in job training and skills development for area residents, purchases goods and services from local and minority businesses, and develops underutilized properties to foster new businesses and create jobs.

Pen Stimulates the Area’s Economy

With some 28,000 direct full- and part-time employees, Penn is one of the chief engines of regional growth. The University’s focus on businesses of the future has helped it to grow by more than five times the rate of the Philadelphia area over a seven-year period.

Penn Creates Employment Opportunities

Job generation is probably the most important measure of an organization’s economic impact on a community. Penn is the largest private employer in Philadelphia and the second largest in the Commonwealth. More than 46,000 Pennsylvania workers depend on Penn directly and indirectly for employment.

Penn Experiences Growth

As the largest shareholder. Penn is the largest private employer in Philadelphia and the second largest in the Commonwealth. More than 46,000 Pennsylvania workers depend on Penn directly and indirectly for employment.

Direct & Indirect Expenditures

A Leading Engine of Economic Growth for the Region

Penn’s “not-for-profit” status belies its striking contributions as an engine of growth for Commonwealth jobs and businesses. Penn draws much of the raw material to support that growth from out of state. If Penn were a country, it would have an enviable balance of payments surplus. While nearly half of Penn’s funding originated outside of Pennsylvania in FY’97, nearly three quarters of direct spending remained in the Commonwealth.

Taking Full Measure

A full measure of Penn’s economic impact includes the compounding of benefits that results when payments to Penn employees and suppliers are re-spent successively for additional purchases or salaries. This indirect economic ripple, which economists call the 11 multiplier effect,” creates billions of dollars worth of additional economic activity throughout the Commonwealth.

A Host of Additional Indirect Benefits

There are myriad indirect benefits that Penn brings to our region. For example, there are 65,000 Penn alumni living in the Commonwealth serving as knowledge workers, entrepreneurs and community leaders. The fruits of innovation in healthcare and in technology, including sophisticated new diagnostic tools and promising new therapies, flow to the public via research and development at Penn. Penn’s ability to attract knowledge and capital to the region also helps incubate significant new businesses, notably the following:

- Penn’s Center for Technology Transfer has helped to launch 30 new start-up ventures based on University research and has completed over 200 licensing agreements with private companies. Penn’s exclusive licenses have generated more than $151 million in pre-commercial investment.
- As the largest shareholder in the University City Science Center, Penn has helped fuel 219 start-up companies, including 38 directly involving Penn faculty research. These companies had grown from 837 employees to 4,488 by FY’96.
- West Philadelphia Initiatives

Penn’s enhanced efforts to help develop surrounding neighborhoods include numerous public/private projects and targeted local procurement.

Penn is increasingly targeting retail developments that create ongoing employment, while providing skills training to prepare neighborhood residents to fill the positions. A prime example is Sansom Common, the single largest commercial investment in the history of West Philadelphia. It includes a hotel, restaurants, the Penn Bookstore, and many other retail and student service operations. The project has created some 400 new jobs, most of them filled by West and Southwest Philadelphia residents.

Penn also has emulated the success of Business Improvement Districts (BIDs) in promoting a cleaner, safer environment with the creation of The University City District (UCD). Following Penn’s UCD launch, area crime dropped 21%, thanks in part to the introduction of 40 uniformed, unarmed “Safety Ambassadors” patrolling the streets of University City.
The University’s Community Housing Program, meanwhile, encourages home ownership in West Philadelphia through redevelopment of underserved property, employee mortgage assistance, and home improvement grants.

Penn also is increasing its partnerships with community institutions on such initiatives as the Market Street Corridor, where the Market Street Development Corporation is working with the city’s Redevelopment Authority to find locations and funding for retail and light industrial tenants—particularly in the high-tech area—between 40th and 52nd streets.

- Penn’s purchases from minority- and women-owned suppliers have jumped more than 60% over 4 years from $14 million in FY’93 to nearly $36 million in FY’97. Twenty-five percent of the total contracts on the new Biomedical Research Building II went to minority- and women-owned firms and 27% of employees working on the project were members of those groups.
- Comparable figures for the Sansom Common project are 44% and 35% to date. Penn’s overall spending in West Philadelphia has more than quadrupled between FY’93 and FY’98.
- Penn’s spending in West Philadelphia has soared 400% since FY’95. Refer to the chart on page 5.

Penn’s construction spending is heavily concentrated within the Commonwealth, with 88% going to in-state purchases and employment.

Construction Spending in millions for FY ’97

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Total in Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biomedical Research Building I</td>
<td>$60</td>
</tr>
<tr>
<td>Johnson Pavilion</td>
<td>$13</td>
</tr>
<tr>
<td>Institute for Advanced Sciences &amp; Technology (Phase 1)</td>
<td>$52</td>
</tr>
<tr>
<td>Mod VI (chiller plant)</td>
<td>$40</td>
</tr>
<tr>
<td>Sansom Common</td>
<td>$90</td>
</tr>
<tr>
<td>Total</td>
<td>$299</td>
</tr>
<tr>
<td>Net Project</td>
<td>$263</td>
</tr>
</tbody>
</table>

**Construction Projects in millions**

<table>
<thead>
<tr>
<th>1995-1998 Construction</th>
<th>Totaling $255</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biomedical Research Building I</td>
<td>$60</td>
</tr>
<tr>
<td>Johnson Pavilion</td>
<td>$13</td>
</tr>
<tr>
<td>Institute for Advanced Sciences &amp; Technology (Phase 1)</td>
<td>$52</td>
</tr>
<tr>
<td>Mod VI (chiller plant)</td>
<td>$40</td>
</tr>
<tr>
<td>Sansom Common</td>
<td>$90</td>
</tr>
<tr>
<td>Total</td>
<td>$255</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1998-2008 Projected Construction</th>
<th>Totaling $1,310</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biomedical Research Building II &amp; III</td>
<td>$148</td>
</tr>
<tr>
<td>Schatten Center</td>
<td>$23</td>
</tr>
<tr>
<td>Hamilton Square</td>
<td>$34</td>
</tr>
<tr>
<td>Mod VII (chiller plant)</td>
<td>$64</td>
</tr>
<tr>
<td>Perelman Hall</td>
<td>$83</td>
</tr>
<tr>
<td>Residential Housing Renovations</td>
<td>$330</td>
</tr>
<tr>
<td>Huntsman Hall</td>
<td>$135</td>
</tr>
<tr>
<td>Other (2003-2008)</td>
<td>$493</td>
</tr>
</tbody>
</table>

**Growing Towards the Future**

Penn’s ongoing construction and renovation projects add another significant boost to the regional economy. Between FY’95 and FY’98, Penn completed over $255 million in new construction projects, and Penn expects to spend another $817 million through FY’02. Nearly all of the expenditures go to Pennsylvania businesses and workers.

**Construction Spending in millions for FY ’97**

**The Future**

**Construction**

Penn’s ongoing construction and renovation projects add another significant boost to the regional economy. Between FY’95 and FY’98, Penn completed over $255 million in new construction projects, and Penn expects to spend another $817 million through FY’02. Nearly all of the expenditures go to Pennsylvania businesses and workers.

**Growing Towards the Future**

Penn’s mission goes far beyond education, healthcare, research, and public service. As one of the most valued economic resources in the Commonwealth—and the Philadelphia area in particular—Penn offers economic stability and stimulation, and the potential to help nurture the business powerhouses emerging in our backyard.

Penn’s ongoing leadership as an engine of economic growth, employment, and neighborhood development will continue to depend on the availability of adequate space for expansion. The opportunities for expansion are at hand. Penn’s academic programs continue to be among the best available and are drawing increasing interest, with last year’s freshman applications topping 17,000. The University’s Health System, already a comprehensive network of regional service, will continue to evolve with today’s ever-changing healthcare needs. Penn’s increasing research capabilities, fueled by a projected 27% jump in federal research funding during FY’98-FY’03, will fortify the University’s ability to create knowledge and transfer it to the marketplace.

Supporting all of this is a slate of construction projects—over $1 billion worth over the next 10 years—promising more jobs for the Commonwealth that will remain even after the cranes come down. Some of these new jobs will be entry-level, while others will call for highly educated researchers, medical specialists, and other professionals. All, however, will strengthen the local economy, as will the ongoing success the University expects from its neighborhood revitalization efforts.

**EHRS Training: November**

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

**Introduction to Laboratory Safety at Penn (Chemical Hygiene Training); comprehensive introduction to lab safety practices and procedures; familiarizes the lab employee with the Chemical Hygiene Plan.**

**Occupational Exposure to Bloodborne Pathogens; significant information for lab employees who have not previously attended Bloodborne Pathogens training and have potential for exposure to human bloodborne pathogens.**

**Radiation Safety Training—New Worker Training; required annually for all who work with human source material, HIV or hepatitis viruses and have previously attended Occupational Exposure to Bloodborne Pathogens.**

**Radiation Safety Training—New Worker Training; required annually for all who work with human source material, HIV or hepatitis viruses and have previously attended Occupational Exposure to Bloodborne Pathogens.**

**Radiation Safety Training—Annual Update:**

- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**
- **Laboratory Safety—Annual Update; required annually for all lab employees who are not exposed to human source material.**

**Radiation Safety Training—Annual Update:**

- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**
- **Radiation Safety Training—New Worker Training; required annually for all lab employees who are not exposed to human source material.**

**Check EHRS website, www.ehrs.upenn.edu, for additional programs, dates and times or call Bob Leonzio at (215) 898-4453.**

**Beckman Rotor Inspection**

Field inspection will be conducted for all Beckman Rotors this month. For details, please contact EHRS at (215) 898-4453.
Update

NOVEMBER AT PENN

TALKS

8 Breaking with Convention: Discovering New Roles for Myosins; Meg A. Titus, University of Minnesota; 4 p.m.; Physiology Conference Room, 4th floor, Richards Building (Pennsylvania Muscle Institute).

9 Taste Aversion Learning: Pathways and Paradigms; Ilene L. Bernstein, University of Washington; 11:30 a.m.; seminar room, Monell Chemical Senses Center; 3300 Market St. (Monell Chemical Senses Center).

Deadlines: The deadline for the weekly update is each Monday for the following week’s issue; for the December At Penn calendar it is November 16.

Note: The December At Penn Calendar is scheduled to appear in the November 23 issue of Almanac.

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 October 18, 1999 through October 24, 1999. Also reported were Crimes Against Property: 36 total thefts (8 attempts) (including 4 burglaries & 8 attempts), 6 thefts of bicycles & parts, 4 thefts from autos and 1 theft of auto (2 attempts), 4 incidents of criminal mischief and vandalism, & 1 incident of trespassing & loitering. Full reports on the Web (www.upenn.edu/almanac/v48/10/ crimes.html). Prior weeks’ reports are also online.—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 October 18, 1999 and October 24, 1999. The University Police actively patrols from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at (215) 898-4482.

Crimes Against Persons

34th to 38th/Market to Civic Center: Aggravated Assaults—1; Threats & Harassment—3
10/20/99 11:26 PM Sansom East Harassing calls received
10/21/99 10:39 AM Sansom West Unwanted calls received
10/22/99 8:32 AM Thms Penn Dom Unwanted calls received
10/22/99 11:30 AM 100 Blk 38th Officer struck by suspect/Arrest

38th to 41st/Market to Baltimore: Robberies (& Attempts) —2; Threats & Harassment—2
10/21/99 9:18 AM Hamilton College Unwanted calls received
10/22/99 2:02 AM 40th & Ludlow Complainant robbed by unknown males in vehicle
10/22/99 9:17 AM 3900 Chestn St Unwanted calls received
10/24/99 10:07 PM 40th & Spruce Complainant robbed by unknown suspect

41st to 43rd/Market to Baltimore: Simple Assaults—1
10/18/99 9:00 AM 4300 Locust Person assaulted with bottle

30th to 34th/Market to University: Threats & Harassment—2
10/19/99 8:42 AM I A S T Unwanted messages on voice mail
10/19/99 5:24 PM Lot # 5 Unwanted phone calls received

Crimes Against Society

38th to 41st/Market to Baltimore: Disorderly Conduct—2; Alcohol & Drug Offenses—1
10/20/99 12:31 PM 41st & Baltimore Male arrested for drunk driving
10/24/99 2:00 AM 4020 Spruce 3 persons arrested for disorderly conduct at party
10/24/99 2:01 AM 4020 Spruce Person arrested for disorderly conduct at party

41st to 43rd/Market to Baltimore: Disorderly Conduct—1
10/24/99 1:47 AM 4020 Spruce Person arrested for disorderly conduct at party

18th District Report

24 incidents and 4 arrests (13 robberies, 7 aggravated assaults and 4 rapes) were reported between October 11 and October 24, 1999 by the 18th District covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

10/11/99 3:03 AM 3610 Hamilton Robbery
10/13/99 1:15 AM 4301 Walnut Robbery/Arrest
10/14/99 12:31 PM 927 Farragut Aggravated Assault/Arrest
10/14/99 6:50 AM 4600 Ludlow Robbery
10/15/99 6:30 PM 4900 blk Hazel Rape
10/16/99 7:45 AM 4605 Chester Aggravated Assault
10/16/99 8:47 PM 1143 47th St. Aggravated Assault
10/16/99 4:30 AM 4500 Blk Baltimore Rape
10/17/99 5:17 PM 4306 Market Aggravated Assault/Arrest
10/17/99 6:16 PM 100 45th St. Aggravated Assault
10/17/99 8:10 AM 4325 Chestnut Robbery
10/18/99 12:03 PM 4947 Pine St. Aggravated Assault
10/18/99 5:32 AM 100 Blk 44th Rape
10/18/99 12:53 PM 100 Blk 42nd St. Rape
10/18/99 5:16 PM 5021 Catherine Robbery/Arrest
10/18/99 11:40 PM 600 50th St. Robbery
10/19/99 9:10 PM 300 45th St. Robbery
10/19/99 10:27 PM 4300 Baltimore Robbery
10/19/99 9:00 PM 5100 Sansom Robbery
10/19/99 2:39 AM 1 40th St. Robbery
10/22/99 10:35 AM 3300 Chestnut Robbery
10/24/99 3:40 AM 4936 Osage Aggravated Assault
10/24/99 1:14 PM 4000 Spruce Aggravated Assault
10/24/99 2:10 AM 3900 Chestnut Robbery

The University of Pennsylvania Police Department

ALL OPPO RTUNITIES

All open positions at Penn are posted on the Human Resources web site at www.hr.upenn.edu. Today's Penn Partnerships 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 8 a.m.-6 p.m. weekdays where computer stations are available for you to browse the openings and/or apply on-line.

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/

Philadelphia University'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, the print edition, and interim information may be posted in electronic-only form. Guidelines for readers and contributors are available on request.

EDITOR: Marc E. Miller
CONSULTING EDITOR: Karen C. Gaines
ASSISTANT EDITOR: Tina Bejian
WORK-STUDY STUDENTS: Ejim Achi, Lisa Flehinger, Leboy, Neville Strumpf.

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

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; scholarships, student aid 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) 898-7893 (TDD).

The University of Pennsylvania Police Department

COMMUNITY CRIME REPORT

34th to 38th/Market to Civic Center: Aggravated Assaults—1; Threats & Harassment—3
10/20/99 11:26 PM Sansom East Harassing calls received
10/21/99 10:39 AM Sansom West Unwanted calls received
10/22/99 8:32 AM Thms Penn Dom Unwanted calls received
10/22/99 11:30 AM 100 Blk 38th Officer struck by suspect/Arrest

38th to 41st/Market to Baltimore: Robberies (& Attempts) —2; Threats & Harassment—2
10/21/99 9:18 AM Hamilton College Unwanted calls received
10/22/99 2:02 AM 40th & Ludlow Complainant robbed by unknown males in vehicle
10/22/99 9:17 AM 3900 Chestn St Unwanted calls received
10/24/99 10:07 PM 40th & Spruce Complainant robbed by unknown suspect

41st to 43rd/Market to Baltimore: Simple Assaults—1
10/18/99 9:00 AM 4300 Locust Person assaulted with bottle

30th to 34th/Market to University: Threats & Harassment—2
10/19/99 8:42 AM I A S T Unwanted messages on voice mail
10/19/99 5:24 PM Lot # 5 Unwanted phone calls received

The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds.
On Changes in Parental Notification Procedure

In *Almanac* on September 28, we presented for comment to the Penn community the report of the University Committee on Changes to the Family Education Rights and Privacy Act (FERPA), which governs disclosure of certain educational records. The committee, led by Dr. Rick Beeman, dean of the College of Arts and Sciences, was comprised of faculty, students, and staff. During its deliberations, the committee focused its concern on those changes to FERPA enacted in October 1998 which permit colleges and universities to disclose to parents certain instances in which their son or daughter have violated the school’s drug or alcohol policies. The report provided a framework for considering if, how, and when the school should notify parents of these instances.

We appreciate the committee’s thoughtfulness and effort on this issue and we also would like to thank the many members of the Penn community who commented on the committee’s recommendations. After consultation and careful consideration of the comments we received, we are accepting the proposal of Dean Beeman’s committee with minor modifications. In the text below, you will note that the guidelines for notification have been slightly changed and the concept of a “consent to be notified” form, which campus commentators distinctly advised against, has been excluded.

**Guidelines for Notification**

Any of the following circumstances can trigger notification:

A) The student has had previous, significant drug- or alcohol-related violations

B) The student has committed a violation which was accompanied by other serious misconduct involving personal injury to him- or herself, others, or damage to property

C) The student’s violation could result in a separation either from the University or from the College Houses.

*Students whose parents are to be notified under these guidelines will be informed before such notification occurs and given an opportunity to initiate contact with their parents.*

A revision of the University’s Confidentiality Policy, to include these new guidelines, will be published “Of Record” before the end of the semester. The new guidelines are effective as of November 1, 1999.

It should also be noted that the amendments to FERPA also now permit colleges and universities latitude in disclosing to parents information relating to disciplinary matters involving crimes of violence. The Committee on Changes to the Family Education Rights and Privacy Act is reconvening to discuss the complex issues relating to this change in federal law and will give it the same high level of consideration. Once a proposal has been developed, we will again solicit input from the University community and hope that you will give this additional change to FERPA your careful consideration.

Judith Rodin
President

Robert Barchi
Provost

The schedule, themes and speakers are as follows:

**Monday, November 8, 10-11:45 a.m.**
*Modeling Public Discourse in Popular Culture*
- Welcome Remarks by President Judith Rodin
- Speaker: Neal Gabler, author of *Life: The Movie*
- Moderator: Rochelle Gurstein, member of PNC; assistant professor of cultural and intellectual history at the Bard Graduate Center.
  - Mr. Gabler addresses how film stimulates and serves as a model for public discourse.

**Monday, November 8, 2-3:30 p.m.**
*Cybercommunities: A New Discourse for a New Century*
- Chair and Presenter: Lawrence Lessig, member of PNC; Berkman Professor of Entrepreneurial Studies at Harvard Law School
  - Participants: Ken Deutsch, vice president, Internet Strategic Communications for Issue Dynamics Inc.
  - Julian Dibbell, author and columnist and cybercommunity creator
  - Marc Ewing, co-founder & chief technical officer, Red Hat Software Panel discusses the possibilities and limitations of community and public discourse in cyberspace.

**Tuesday, November 8, 9-10:30 a.m.**
*Making It Happen I: Improving Political Discourse in the 21st Century*
- Participants: Paul Begala, political consultant; Tom Luce, member of PNC; attorney, founder of Just for the Kids
  - Karl Rove, member of PNC; presidential campaign manager for Texas Gov. George W. Bush
- Moderator: Jay Rosen, member of PNC; associate professor of journalism at NYU
  - Participants: Richard C. Harwood, founder and president of Harwood Institute for Public Innovation
  - Carolyn Lukensmeyer, founder and director of America Speaks
  - Mary Jacksteit, former director of the Common Ground Network for Life and Choice
  - Bob McKenzie, executive vice president, Topfield Foundation and executive director, Study Circles Resource Center

The four webcasts are available on-line at the conclusion of each session.

Penn National Commission: Webcast of Four Sessions November 8-9

The November 8-9 meeting of the Penn National Commission on Society, Culture and Community is set up to allow for public participation in four of its sessions on-line at www.upenn.edu/pnc.

*Celebrating the Conversation: Public Discourse in Action* is the sixth gathering of the PNC, created three years ago when President Judith Rodin challenged 48 scholars, political leaders and shapers of public opinion “to address the polarization, oversimplification, and isolation from important cultural and intellectual traditions that are increasingly characteristic of contemporary social and political discourse.” Proceedings of the first five can be found at the Commission’s website www.upenn.edu/pnc.

The sessions next Monday and Tuesday focus on ways in which the conduct of public discourse in America can be improved. “Of notable timeliness” said the Commission’s Executive Director Stephen Steinberg, “is Tuesday’s discussion on political discourse, featuring Karl Rove, manager of the presidential campaign for Governor George W. Bush; Paul Begala, former political advisor to President Clinton; and Tom Luce, a Dallas lawyer who is a former Texas gubernatorial candidate and a veteran of Ross Perot’s 1992 presidential campaign.”

Through the four webcasts, cyber-participants will be able to submit comments and questions on-line through the Commission’s website, www.upenn.edu/pnc. The webcasts will be permanently available for viewing on-line at the conclusion of each session.

Since its inception in December 1996, the Penn National Commission on Society, Culture and Community has sought to understand the problems of contemporary public discussion and behavior and to foster more engaged and thoughtful conversations about contemporary social issues.