Secretary of the University: Leslie Kruhly

Leslie Kruhly, associate director of development and special events at the University of Pennsylvania Museum of Archaeology and Anthropology, will become Secretary of the University on September 18, President Judith Rodin has announced.

“Leslie brings a wealth of valuable experience and expertise to this important position,” Dr. Rodin said. “She is a superb administrator with a broad knowledge of higher education and its challenges. It is with a great deal of pleasure that we have been able to conclude our search by recognizing one of the many talented and dedicated professionals we have within the University.”

Ms. Kruhly came to the University Museum in 1997, where she has been responsible for all development and fundraising activities, and special events. She oversaw the University Museum’s successful $17 million fundraising campaign for construction of the new state-of-the-art Mainwaring Wing, and chaired the strategic oversight committee, which has responsibility for implementing the Museum’s five-year plan.

“In her role at the Museum, Leslie Kruhly has demonstrated the exceptional qualities needed in a new secretary,” said James Riepe, chairman of Penn’s Board of Trustees. “Her keen understanding of higher education and its complexities, along with her skills as an administrator, make her an excellent choice for this position. I look forward to working with her.”

In 1982 Ms. Kruhly joined the National Foundation for Advancement in the Arts (NFAA), moving through various posts in fundraising and external affairs, to become Executive Vice President for External Affairs. During her tenure there, she helped develop that organization’s successful program to identify and nurture young American artists.

From 1977 to 1982, she held senior positions in communications and public affairs at the Educational Testing Service (ETS) in Princeton.

Ms. Kruhly was a reporter and restaurant critic for the Philadelphia Bulletin from 1975 to 1977. She holds a B.A. in history from Vanderbilt University, and an M.S. in broadcasting from Boston University.

We are pleased to announce the formation of the committee to advise on the search for a new Medical School Dean/CEO of the University of Pennsylvania Health System. The task assigned to this committee is of great importance to the University and the Health System. Because the combined Dean/CEO job will involve both academic and administrative responsibilities of the highest order, we have asked several of our most renowned faculty and University officers to serve on the committee. In particular, Dwight L. Evans, M.D., Ruth Meltzer Professor of Psychiatry, Professor and Chairman of the Department of Psychiatry, has agreed to chair the committee, and we are very grateful to him for this most important service. Serving with him are: Roberta A. Ballard, M.D., Professor, Department of Pediatrics, Chief, Division of Neonatology, CHOP; Michael S. Brown, M.D., Paul J. Thomas Professor of Medicine and Genetics, Department of Molecular Genetics, University of Texas Southwestern; Garrett A. Fitzgerald, M.D., Robinette Foundation Professor of Cardiovascular Medicine, Elmer Bobst Professor of Pharmacology, Professor and Chairman Department of Pharmacology; Robert A. Fox, Chairman, R.A.F. Industries; John A. Fry, Executive Vice President; Thomas Gerrity, Professor of Management, Director, Wharton Electronic Business Initiatives, The Wharton School; Eduardo Glandt, Ph.D., Dean and Professor of Chemical Engineering, School of Engineering and Applied Sciences; John H. Glick, M.D., Madlyn and Leonard Abramson Professor of Clinical Oncology, Director, University of Pennsylvania Cancer Center; DuPont Guerry, IV, M.D., Professor of Medicine, Division of Hematology-Oncology; Heidi Harvie, M.D. Program; Bernette L. Johnson, Jr., M.D., Herman Beerman Professor of Dermatology, Senior Medical Director, HUP; Associate Dean for Veterans Affairs, Associate Dean for Community Affairs, Associate Dean for Graduate Medical Education and Minority Affairs; David W. Kennedy, M.D., Professor and Chairman Department of Otorhinolaryngology, Head & Neck Surgery, Virginia M.Y. Lee, Ph.D., John H. Ware, III, Endowed Professor of Alzheimer’s Research, Department of Pathology and Laboratory Medicine; Maureen P. McCausland, DNSc, Chief Nursing Executive, Interim Chief Nursing Officer, HUP, Associate Dean for Nursing Practice, School of Nursing, Michael Silverman, M.D./Ph.D. Program Academic medical centers like ours face enormous challenges today. This is unquestionably a key search for the University, and we are delighted and grateful that this distinguished and talented group of people have agreed to take on the task.

—Judith Rodin, President

—Robert L. Barchi, Provost

Search for the Dean of Medicine/CEO of UPHS

COUNCIL Agenda

Wednesday, September 13, 2000, from 4 to 6 p.m.
Bodek Lounge, Houston Hall
Note New Location

Observers must register their interest by calling the Office of the Secretary, in advance, (215) 898-7005.

I. Appointment of a Moderator. (1 minute).
II. Announcement of appointment of a Parliamentarian (1 minute).
III. Approval of the minutes of April 26, 2000 (1 minute).
IV. Status Reports of President, Provost, Chairs of Steering, GAPSA, UA, PPSSA, A-3 Assembly (reports and clarifications 25 minutes).
V. Report of the 1999-2000 Committee on Recreation and Intercollegiate Athletics (Presentation 5 minutes; discussion 5 minutes).
VI. 1999-2000 Alcohol Progress Report, Year One (Presentation 10 minutes; discussion 5 minutes).
VII. Update on Campus Development Plan (Presentation 30 minutes; discussion 15 minutes).
VIII. Selection and ranking of focus issues for University Council for the academic year. The following issues were suggested at the April 26, 2000 Council meeting: continue issues related to minority recruitment and retention; progress report on Gender Equity Study. (15 minutes).
IX. Adjournment by 6 p.m.
The following statement is published in accordance with the Senate Rules. Among other purposes, the publication of SEC actions is intended to stimulate discussion among the constituencies and their representatives. Please communicate your comments to Senate Chair Larry Gross or Executive Assistant Carolyn Burdon, Box 12 College Hall/6303, (215) 898-6943 or burdon@pobox.upenn.edu.

Actions Taken by the Senate Executive Committee
Wednesday, September 6, 2000

1. Chair’s Report. Faculty Senate Chair Larry Gross raised several topics, among them: the decanal turnover in the School of Medicine; the continuing search for a vice provost for research; and, focus groups on parking to be conducted by business services. (Those interested in participating please contact Marie Witt, business services). He drew attention to the issues before the faculty and the University in his welcome back column (Almanac September 5, 2000). Professor Gross noted that some underlining was omitted in the Copyright Policy, published in the same Almanac. The policy on-line at the Almanac website has been corrected and the corrections will be published in Almanac (see right).

2. Faculty Gender Equity Study. Past Senate Chair Phoebe Leboy, of the Task Force on Faculty Gender Equity, briefly outlined the membership, the four subcommittees and their tasks. Barbara Lowery also co-chairs. A progress report will be made at the October University Council.

3. Past Chair’s Report on Academic Planning and Budget Committee and on Capital Council. Past Chair Phoebe Leboy reported that the Academic Planning and Budget Committee will hold its first meeting of the academic year in two weeks.

The Capital Council met once in June and in August. The majority of proposals discussed dealt with relatively minor (for Capital Council) projects which involved renovations, restorations, or building improvements. Most of these carried costs of less than $1 million, with the exception of a $2.5 million project to improve the PennNet data network; none exceeded $2 million. The next Capital Council meeting is scheduled for late October.

4. Update on the Campus Development Plan. Provost Barchi explained the ongoing Campus Development Planning process. Vice President for Facilities Services Omar Blaik presented the recommendations of the Campus Development Plan through text and pictorial slides. Laurie Olin, Olin Partnership, presented goals and recommendations. President Rodin and Provost Barchi were present for the discussion. In response to a SEC member, President Rodin clarified that this is a framework that will provide a concept around which decisions can be made when funds become available for various projects. Another SEC member noted that parking had not been mentioned. Mr. Olin stated they are working with a parking consultant toward a balanced system that considers parking garages, other modes of transportation, means of travel to and from 30th Street Station, as well as traveling around the campus. The Chair noted that a presentation on the Campus Development Plan will be on the agenda of the University Council September 13.

5. Informal Discussion with the President and the Provost. President Rodin discussed several issues, including: the search committee for a dean of the School of Medicine has been appointed and will be announced in Almanac and the appointment of a new Secretary of the University will be made soon.

Provost Barchi stated that the search committee for a dean of the School of Nursing is at work with the goal of a mid-fall preliminary report. He pointed out that while the search for a vice provost for research is underway he will fill that role. Professor Jill Beech, School of Veterinary Medicine, will chair a consultative review committee to consider extension of the appointment of the dean of that school.

Disabilities Services Review Team: Open Meeting

Provost Barchi, Deputy Provost Conn, and Vice Provost Swain-Cade McCoulum have initiated a Disabilities Services for Students Review Team to “conduct a comprehensive review of the structure for delivery of disabilities services for students at Penn. The Team should make whatever recommendations might improve the integration and delivery of disabilities services to serve the needs of the increasing number of Penn students presenting with physical, learning, and psychiatric disabilities.”

An open meeting for the Penn community with the Review Team will be held Thursday, September 14, from 1:30-3:30 p.m. in the Auditorium, second floor, Houston Hall. Members of the Penn community, especially students, faculty, and staff concerned with student disabilities issues, are welcome to discuss with the Review Team any aspect of the delivery of disability services for students at Penn.

Review Team members:
Dr. Susan Plietero (Team Chair), Director of the Center for Learning and Teaching, Associate Professor, Department of Education (Mathematics), Cornell University
Dr. Matthew Tominey, Director of Student Disability Services, Cornell University
Dr. Susan M. Pliner, Project Coordinator, Columbia University
Dr. Anthony Rostain, Director of Education, Associate Professor of Psychiatry and Pediatrics, Penn
Dr. John Richetti, Professor of English, Penn
Dr. Alice Kelley, Assistant Dean of Advising, Penn
Dr. Myrna Cohen (Staff for the Team), Associate Director for Learning Resources, Penn
Dr. Max King (Liaison for the Team), Executive Director of the VPUL, Penn
Dr. Peter Conn (ex officio), Deputy Provost, Penn
Dr. Valarie Swain-Cade McCoulum (ex officio), Vice Provost for University Life, Penn

—Max King, Office of the Vice Provost for University Life

Correction: In the “Proposed Policy and Procedures Relating to Copyrights and Commitment of Effort,” which was published For Comment in last week’s issue, the underlining that should have appeared in the following sections was inadvertently omitted: V.D.1.c., V.D.1.c.1, V.D.1.c.2, V.D.2., V.D.3., V.D.3.a., V.D.3.b. The underlines signify insertions in the proposed policy.

The complete, correctly underlined document can be found on-line, at www.upenn.edu/almanac/v47/n02/FC-copyright.html. The deadline for comments is September 19.

Penn: #6 in U.S. News

Penn maintained its sixth place ranking in the newest U.S. News & World Report list of Best National Universities. It tied with Stanford for sixth while Princeton snagged first and Harvard and Yale tied for second. California Institute of Technology and MIT were fourth and fifth respectively. The universities were ranked in 18 categories including academic reputation, graduation and retention rate, faculty resources, class size, student faculty, and financial resources.

Deaths

Ms. Booker: Payroll Collections

Jeanette Booker, former director of collections, died on August 24 at the age of 52. Ms. Booker began working at the University in 1966 and left on long-term disability in 1997 where she was director of collections in the payroll department.

She is survived by her mother, Margaret Newsome; a sister; a niece; several aunts, uncles and cousins.

Dr. Burros: Urology

Dr. Harry M. Burros, emeritus associate professor of urology in surgery and former president of the medical board of Graduate Hospital, died on August 29 at the age of 78.

Dr. Burros came to Penn in 1956 as an associate professor of urology. In 1978, he became a clinical associate professor of urology in surgery and held that post until he became emeritus in 1993.

While at Graduate Hospital, he twice served as president of the medical board and was chairman of the urology department for more than 30 years. He also was a staff member of Underwood-Memorial Hospital.

He is survived by two daughters, Kitty N. Dobrit and Ann B. Zolot; and six grandchildren.
**Report of the 1999-2000 Faculty Grievance Commission**

July 10, 2000

During the 1999-2000 term, in contrast, to recent years, the Faculty Grievance Commission had only one grievance brought to it for resolution. The complaint addressed, however, was one that had been in dispute at various University levels and in different faculty committees for more than 10 years. The issue central to the complaint involved the propriety of requiring existing faculty members to adapt to new work rules that represented clearly stated conditions of employment for newly hired faculty. This is a difficult question to resolve when the new rules are forced on the University by serious financial problems but depart greatly from rules in place, and mutually agreed upon, when existing faculty were initially hired and granted tenure.

The Committee met with the grievant and the relevant University officials in meetings that were both cordial and productive and it appears that our efforts at mediating this long-standing dispute were successful. We believe that this case demonstrates the potential for resolving difficult and highly charged problems when goodwill exists on both sides of the dispute.

The members of the 1999-2000 Faculty Grievance Commission were Leonard J. Bello, chair, Fay Ajzenberg-Selove, chair-elect, and Seymour J. Mandelbaum, serving as past chair in place of Yoshitaka Suyama who retired.

— Leonard J. Bello, Chair


May 10, 1999

The 1998-1999 Senate Committee on Academic Freedom and Responsibility (SCAFR) considered the following issues:

1. The continuation of an academic freedom complaint from a member of the Medical School faculty. SCAFR wrote to the provost regarding this issue.
2. Post-tenure review: a draft report on this was sent to the chair of the Senate Executive Committee.
3. Two faculty members inquired of the chair about possible SCAFR involvement, but decided not to proceed to ask SCAFR to intervene.

— Oscar H. Gandy, Jr., Chair

**Report of the 1998-1999 Faculty Grievance Commission**

May 5, 1999

The Faculty Grievance Commission in its report would like to take this opportunity to describe its work and seek the understanding and cooperation of all members of the University of Pennsylvania community. The Grievance Commission is composed of three members serving staggered three-year terms. Our job, in a nutshell, is to provide a forum to resolve complaints by faculty against the administration internally, without the need for outside court intervention. An effective grievance process can help preserve the goodwill, collegiality and reputation of the entire University community. This year we met with extremely heavy challenges and responsibilities in responding to the matters and concerns brought by fellow faculty members who contacted us with grievances. We received urgent calls for help from six faculty members, including full Professors (2), Associate professor (1) and Assistant professor (1), a Lecturer (1) and a Professor Emeritus (1). The grievances came from many different schools and departments within the University. To summarize the nature of the complaints, they involved a wide variety of alleged unfair actions including: charges that a Department Chair’s decision about an annual faculty salary raise was arbitrary and unfair, charges of harassment and gender discrimination, charges of discrimination and lack of due process in determining a teaching assignment, charges that the abrupt removal of a faculty member from a regular teaching assignment was motivated by age discrimination, charges of various forms of obstruction of research activities by a Department Chair, charges of lack of due process and arbitrary and capricious action in denying tenure, charges of discrimination and lack of due process by a search committee, and charges of lack of support by the University administration and abuse/harassment by a University Human Resources official.

As per the Faculty Grievance Procedure (Handbook for Faculty and Academic Administrators), when complaints are brought to the Commission, we are obliged to undertake a preliminary investigation in order to clarify the grievant’s charges and determine if they are within the Commission’s jurisdiction. We also must decide whether they are sufficiently worthy to be accepted and forwarded to the Provost for formal hearing. Hearings take place before a panel of three faculty members which is presided over by the Past Chair/Hearing Officer (for AY 1998-99, Professor Barbara Bennett Woodhouse). The Chair and Chair-elect (for AY 1998-99, myself and Professor Leonard J. Bello) are also obligated to attempt an informal settlement if possible, before proceeding to a formal grievance hearing. As is easy to understand, these charges are mostly brought against University academic and administrative personnel. These personnel often feel placed on the defensive. However, one of the missions of the Commission is to attempt to resolve conflicts in a mutually amicable manner, thus avoiding the need to forward the case to a formal grievance hearing. In many cases, the cooperation and collaboration of Deans and Department Chairs and Chairs of Committees has made it possible for the Grievance Commission to settle cases amicably or to determine that the case is not one that should be accepted by the Commission and forwarded to the Provost. In other cases, a lack of understanding and cooperation by the school representatives has made the Commission’s work more difficult and has blocked our attempts to bring an amicable resolution not only a grieving faculty member but also to the school in question. Of the six cases mentioned above, four have either been resolved through informal means or have been determined not to be appropriate cases for the Commission to undertake. Two cases have thus far been brought to the stage of forming a panel to hear and decide the case and are currently pending. In one of these cases, the process has been placed on hold while the parties explore a settlement agreement. After hearings are completed, the panels in such cases ultimately present their findings and recommendations to the Provost in writing. A number of faculty members have generously agreed to be available to serve on such panels, and members are selected by lot from these lists of panels. We are grateful for the precious hours, days, and energies of these faculty panel members, which are consumed by this important service. After having experienced the entire grievance processes for the first time as Chair-elect of the Commission last year and Chair this year, I feel compelled to inform everyone in the University community that the full hearings are a very enduring and costly process. Our own faculty members who have given their names on the list of the Grievance Hearing Panel are indeed admirable and benevolent individuals. Needless to say, the Faculty Grievance Commission feels obliged to extend our sincere gratitude to them. It should be understood also that the Commission members and all hearing panel members participate without any compensation and with limited assistance from the University. We are grateful as well to Faculty Senate and its dedicated administrator, Carolyn Burdon, often, the Commission members must expend much time making appointments, visiting and meeting with those who are involved, writing letters, e-mailing, telephoning, visiting offices, consulting and often attending grievance conferences ourselves.

It seems this year has been an unusually busy year for the Grievance Commission. Needless to say, I cannot comment more in detail on each case that has been brought up to the Commission. As former Commission Chair Seymour J. Mandelbaum put it succinctly, “It is indeed difficult to summarize the work of the Faculty Grievance Commission without breaching the confidentiality of individuals that we are pledged to protect.” As the departing Chair, I feel I must express my sincere gratitude to those University faculty members who helped guide us through this difficult task and, at the end, as a reward they made us feel very proud of ourselves serving as a member of the Faculty Grievance Commission and a member of the University of Pennsylvania faculty as a whole.

— Yoshitaka Suyama, Chair
Staff Changes

Interim Director of University Communications: Phyllis Holtzman

Phyllis Holtzman, Senior Manager of University Communications, has been appointed Interim Director of University Communications in the Office of University Relations, Vice President Stephen Schutt announced. “Phyllis Holtzman has great talent and broad knowledge of the University, and I know she will do an outstanding job as interim director,” Mr. Schutt said. He added that a search is actively underway for a permanent replacement for Kenneth Wildes, former Director of University Communications.

Ms. Holtzman began her assignment as Senior Manager of University Communications in April 1998, after 10 years in various senior positions in communications and public affairs at the University. She was a correspondent for the Philadelphia Inquirer prior to her appointment at Penn in January 1988.

Director of Athletic Communications: Carla Shultzberg

Carla Shultzberg has been named Director of Athletic Communications. Ms. Shultzberg has been with the University for the past five years in the Office of Athletic Communications.

“Since coming to Penn, Carla has impressed our coaches and staff with her dedication and commitment to our athletic programs,” said Director of Athletics Steve Bilsky. “I look forward to her taking on new responsibilities as the director of our Athletic Communications operation.”

Since arriving at Penn in September of 1995, Ms. Shultzberg has taken on increasing responsibility on a yearly basis. She started her tenure as an intern in the office of Athletic Communications, serving as the primary media contact for 11 intercollegiate programs, before being promoted to Assistant Athletic Communications Director in July of 1997. Since that time, Ms. Shultzberg has been involved in a variety of special events sponsored by the University of Pennsylvania and has served as the primary contact for four varsity sports (women’s basketball, volleyball, baseball and women’s lacrosse).

“Phyllis Holtzman has great talent and broad knowledge of the University community. Don has been at Penn almost 30 years and he has truly made a difference,” said Ms. Beck.

Leaving Penn

Don Montabana to Akamai Industries

“It is with both a sense of loss for Penn but also one of happiness for him, that I announce that Don Montabana has resigned to accept an exciting new career challenge. Don has accepted a position as the Director of Customer Care for Akamai Industries in Cambridge, Mass. Akamai provides global, high performance services for the delivery of Internet content, streaming media, and ECommerce applications,” said Robin Beck, Deputy Vice President for Information Systems and Computing.

Don’s services to ISC have included both academic support and most recently he has nurtured ISC’s Support on Site function from an entrepreneurial vision to a fully functioning, valued service to the University community. Don has been at Penn almost 30 years and he has truly made a difference,” said Ms. Beck.

GSE on the Move During Renovation

The Graduate School of Education has moved for the duration of the 2000-2001 academic year while its building at 3700 Walnut Street undergoes renovation. As of September 1, all GSE faculty and staff have moved to offices at 3440 Market Street, where they will remain until the renovation project is completed in August 2001. Contact information for GSE faculty, staff, and students will remain the same, with mail being forwarded to the temporary facilities.

GSE classes will be held in various locations around campus for this academic year, with most being held in the School of Social Work’s Caster Building and at 3440 Market. The School of Social Work is also be sharing its computer lab with graduate education students.

The GSE building renovation will create a more spacious and modernized facility for graduate education, one that comfortably accommodates more students and is fully wired with state-of-the-art technology. The architectural plans feature a new main entrance on Walnut Street, a first floor glass facade along Walnut Street, an open floor plan that creates more common space, and a large new student lounge planned. Construction on the building began in late August 2000.

Questions and comments about the GSE renovation project may be directed to Jerel Wohl at jerewl@gse.upenn.edu.

Final Reminder: Changes to Modem Pool

This is a reminder that on August 1, 2000, ISC discontinued its no-fee modem pool. Faculty, staff and off-campus students who need remote access to PennNet and/or the Internet are encouraged to sign up with a commercial Internet Service Provider (ISP).

The following changes to the modem pool became effective August 1, 2000:

- The main PPP pool (215) 573-4777 switched to a temporary for-service and requires that you sign up for access. If you have not signed up for the for-service and try to dial in to that number, you will receive an authentication failure message.
- The no-fee express pool (215) 573-9773 switched to 15 minute time limits but is still available to all Penn faculty, staff, and students.
- Both modem pools are scheduled to be eliminated by June 30, 2001.

Related Policies and Procedures

Also effective August 1, 2000 many restricted pages on the Penn web now require that you authenticate yourself using your PennNet ID/password to access secured sites on the Penn web (www.upenn.edu) — whether you’re at the office or at home.

A PennNet ID in conjunction with a password authenticates your use of PennNet and its connection to the Internet. If you’re not sure of your PennNet ID or password, you can take your PENNcard to any of the following conveniently located PennNet ID stations:

- Biomedical Library, 3610 Hamilton Walk;
- CGS, Suite 100, 3440 Market Street;
- CRC, 202 Sansom West, 3650 Chestnut Street;
- DRL Multimedia Services, 33rd & Walnut Street;
- ID Center, 150 Franklin Building, 3451 Walnut;
- McNeil Building, Rm. 111, 3718 Locust Walk;
- New Bolton Center, Widener Hospital Computer Lab, 382 West Street Rd., Kennett Square;
- SEAS CETS, 169 Moore Building, 200 South 33rd Street.

You will need to swipe your card through the card reader attached to the PennNet ID terminal. When the card has been validated, follow the online instructions to select a PennNet ID from the choices presented, and then enter your choice for a password. To find out more about PennNet ID Services see www.upenn.edu/computing/netid/.

For users of Penn modem pool services (for-fee or the express pool), please note that ISC officially discourages the use of private modem pools for network security reasons and will soon enact a policy prohibiting private pools. Multiple, simultaneous logins to PennNet modem pools are also prohibited.

Some Frequently Asked Questions and Answers about the modem pool options can be viewed on the Almanac website at www.upenn.edu/almanac/between/modem-away.html.

For continued remote access to PennNet services and the Internet, faculty, staff, and students living off-campus need to establish an account with a commercial ISP or sign up for Penn’s for-fee modem service. Please review details at www.upenn.edu/computing/remote/ and sign up for Internet access now.

— Information Systems and Computing
Speaking Out

The following letter was sent to EVP John Fry and to Almanac for publication.

Names For Sale?

The Ombudsman’s Office suggested I bring this to your attention. The other evening I received a phone call at home from a telemarketer offering a Visa card from the MBNA Bank of America in conjunction with the University of Pennsylvania. After I said no and hung up, I started thinking about the University selling (I assume) a list of their employees to such a telemarketer. How inappropriate! We get enough junk phone calls during the evening which disturbs our personal time with family and friends that I don’t need to worry about another one that is due to my employer. Also, if the University is being paid for this information why am I not being reimbursed for being disturbed after work hours, especially when it was done without my permission? What else beside my name and phone # have you given them—my salary perhaps so I can be pitched the appropriate credit card? If you are going to sell employee lists we should be given the opportunity to remove our names off such lists. I am looking forward to your response.

—Stuart B. Moss, Center for Research on Reproduction and Women’s Health

Response to Dr. Moss

I am writing in response to the letter you sent to John Fry several weeks ago about the MBNA solicitation. It is my responsibility to respond to you and I apologize for the delay in getting you a prompt answer.

The relationship with MBNA has been a positive one since 1997. In essence, MBNA provides the support for a Penn student and alumni campus card that has credit card functionality. My division, Business Services, handles the issues associated with student, faculty, and staff mailing, and Alumni Relations coordinates all alumni contacts. Such banking relationships are common on university campuses; the affinity for the institution allows it to obtain unrestricted funding for a number of projects and the financial institution hopes to create and retain consumer relationships that may include a wider array of services. There are currently over 15,000 subscribers for the Penn-branded/MBNA card and an overwhelming number of these subscribers are active, regular customers of the bank.

It is important to note that we do not sell our mailing lists to MBNA. Under terms of our agreement, MBNA is only given a list of names and addresses, and when available, phone numbers. MBNA is expressly forbidden from relaying information to any other institution or party. Each year, there are 3-4 direct mailings and/or telemarketing contacts made to potential customers. If you, or any other individual, wishes to have their name removed from the lists, MBNA will immediately do so. The most likely time period for a contact by phone would generally be in the evening, and unfortunately, you received one of those calls. The Telephone Consumer Protection Act specifically limits the times of day when telemarketers can call (not before 8 a.m. or after 9 p.m.). We do not have control over when they may call, but we can do something about how and whom they contact. Thus, we have brought this recent solicitation effort to the attention of the appropriate MBNA account personnel.

Here’s what we are doing to correct the issue:

—Do a better job of “sanitizing” the list of potential contacts to avoid errant or misplaced calls/contacts
—Inform Penn constituents about the benefits of the relationship and develop ways to opt in or out of the solicitation
—Work with MBNA to assure that there’s appropriate courtesy and understanding of our sensitivities to their approach
—Ensure that there is supervisory follow-up with any Penn constituent who has a complaint

Please let me know if you have any further questions or concerns.

—Leroy D. Nurney, Vice President, Business Services

Call for Nominations

Honorary Degrees 2002

Dear Colleagues,

We are writing to invite you to nominate candidates for University of Pennsylvania honorary degrees to be presented at the 2002 Commencement. The criterion for selection is the degree to which the candidate reflects the highest ideal of the University, which is to produce graduates who change the world through innovative acts of scholarship, scientific discovery, artistic creativity and/or societal leadership.

We encourage you to involve your faculty colleagues in the procedure. A nomination may be supported by letters from one or several members of the faculty, and from one or several departments. Letters should state how the nominee meets the criterion for selection, what the nominee’s unique achievements and contributions are, and why the nominee should be honored by this University at this particular time.

Please include as much biographical and other supporting information as possible, but please do not ask the nominee for information, because nominees should not know that they are being considered. We also encourage nominations from departments and schools whose fields have not been recognized by honorary degrees in recent years.

The policy of the University Council Honorary Degrees Committee is that all those nominated in previous years who have not yet received an honorary degree are reconsidered each year. It is not unusual for a candidate to be selected a few years after the initial nomination. The list of those who have received University of Pennsylvania honorary degrees in previous years is on the Internet and can be accessed through www.upenn.edu/commencement/history.html.

Please address nominations to the University Council Committee on Honorary Degrees, c/o Office of the Secretary, 221 College Hall/6303. Also, they may be faxed to 215-898-0103. The University Council Committee’s recommendations are forwarded to the Trustees’ Committee on Honoraries and Awards, which makes the final selection.

Please send letters of nomination on your official stationery and sign them. Please note that it is University policy not to consider Penn standing or emeriti faculty or trustees for Penn honorary degrees. If you have any questions, please e-mail or telephone the committee secretary, Dr. Judith K. Rogers, at rogersjk@pobox.upenn.edu or (215) 898-0412.

Nominations are accepted with gratitude at any time during the year, but those received after October 30, 2000 may not be able to be considered for the 2002 Commencement.

Honorary degrees are an important statement of our values and aspirations as a university, and we strongly encourage your participation in this process.

—Howard Kunreuther, Chair, University Council Committee on Honorary Degrees
—Judith Rodin, President

Availability of Pilot and Feasibility Grants

The Penn Diabetes Center of the University of Pennsylvania requests submission of applications for support to perform pilot and feasibility studies in diabetes and related endocrine and metabolic disorders. Young investigators who are starting their laboratories, or established investigators who wish to take a new direction to their studies, are encouraged to submit applications to the Diabetes Endocrinology Research Center, 501 Stemmler Hall, by Monday, January 8, 2001.

All original and 12 copies of the DERC Application form must be used. The application form can be picked up in the DERC office (at 215-898-4365) to request a copy); or it can be downloaded from the DERC web-site www.med.upenn.edu/pdc/.

If human subjects will be participating in the proposed research, it will be necessary to submit NIH Human Subject forms with the application; if animal research is being proposed, we will need an original copy); or it can be downloaded from the DERC web-site www.med.upenn.edu/pdc/.

If human subjects will be participating in the proposed research, it will be necessary to submit NIH Human Subject forms with the application; if animal research is being proposed, we will need an original copy); or it can be downloaded from the DERC web-site www.med.upenn.edu/pdc/.

Please send letters of nomination on your official stationery and sign them. Please note that it is University policy not to consider Penn standing or emeriti faculty or trustees for Penn honorary degrees. If you have any questions, please e-mail or telephone the committee secretary, Dr. Judith K. Rogers, at rogersjk@pobox.upenn.edu or (215) 898-0412.

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—Howard Kunreuther, Chair, University Council Committee on Honorary Degrees
—Judith Rodin, President

—Mitch Lazar, Director, Penn Diabetes Center
—Bryan Wolf, Director, Pilot and Feasibility Grant Program

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.

ALMANAC September 12, 2000

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“To Become or Not To Become” by Judith Rodin

To this group of standouts, the class of 2004: It is a pleasure to welcome you to Penn as you begin a challenging journey that—contrary to rumor—will not resemble a four-year run of Survivor.

True, your professors will push you to the outer limits of your intellectual capacities and beyond.

True, your mastery of your coursework will be tested early and often.

True, you might be encouraged (but never forced) to help build a Habitat for Humanity House or solve a mind-bending problem.

And undoubtedly you will form alliances with classmates who will help you make it through those rough passages.

But there is no need for alarm.

There are no totem pole contests, immunity challenges, or rewards for backbiting.

No tribal peers will band together to summarily vote you off campus.

And as far as I know, no one will force you to eat a rat.

To paraphrase Bob Dylan, we at Penn are not looking to take you out, shake you out, or fake you out. We want you to survive and thrive for the next four years.

Our goal is to provide a transformational life experience, one in which each of you grows intellectually, socially, and morally into outstanding men and women who will make Penn and the world better than you found them.

Of course, transformation is a major theme of The Metamorphosis, the book we all discussed this afternoon.

If Franz Kafka were living among us in Philadelphia, he might have penned a variation of the transformation theme. It might begin something like this:

“As Gregor Samsa awoke one morning from anxious dreams of prosemakers, orientation sessions and convocations, he found himself transformed into a giant Penn student.

He was lying on his back in his College House dorm, and when he lifted his head a little he could see a tall stack of books, his first checkbook to balance, and a huge load of laundry.

What has happened to me? he thought.

It was no dream.

Gregor had entered a new world — The world of Penn, an undiscovered country from which no traveler returns unchanged.

The discoveries and friends he would make, and the classes he would take, would transform him forever.

He would grow to enrich the legacy of Penn alumni who had risen to the pinnacle of every profession and life’s calling: Alumni who included framers of the Declaration of Independence and the Constitution; Supreme Court Justices; Nobel Prize winners; and Olympic medalists.

Gregor stretched his limbs, which, much to his relief, still consisted of two arms and two legs.

He felt a jolt of excitement he had never felt before.

Amazing! he thought, what an incredible University I have picked!”

Yes, what an incredible University all of you have picked, a place to pursue your dreams, make new friends, and develop your unique talents and capacities for original thinking and critical problem-solving.

As a Penn undergraduate, I sat in your place some 30-odd years ago—and fantasized about the future as you probably are now.

I can confidently say that you were both wise and courageous to use your passport to come to this undiscovered country from which no traveler returns unchanged.

Those who know their Shakespeare no doubt recognize the allusion to the “undiscovered country.” It comes from Hamlet’s “To be or not to be” soliloquy.

But in this case, that is not the question that each of you will answer during the next four years. “To become or not to become.” That is the question.

Whether you become a young woman or man who uses the skills and knowledge you acquire at Penn to help make the world what it ought to be—or become someone who believes that improving the world is not your business.

Whether you become men and women who look out for one another, academically and socially—or become someone who looks out only for number 1.

Whether you become someone who takes the time to enjoy the history, culture and beauty that surrounds you—or become blinkered by a tunnel-vision pursuit of only the degree.

And finally, whether you become noble exemplars of academic integrity, honesty and dignity—or become someone who violates those values that bind a community of scholars together.

And how will you become what you become?

Penn is richly endowed with world-class faculty who do outstanding work in their disciplines, and go many extra miles to share their findings with their students.

You will learn about groundbreaking new ideas pushing the envelope of new thinking in every field of knowledge imaginable.

Some of the faculty teach what are called academic-based service learning courses, in which students apply what they learn in the lab and classroom to solve real-world problems and challenges in our public schools, our local businesses, and our neighborhood.

These courses will provide a valuable experience that not only could change your life, but will put you in the habit of serving society, which Benjamin Franklin called “the great aim and end of all learning.”

You will be equally inspired and challenged by your classmates. They have come from all over the country and all over the world. And they bring a dazzling array of talents, achievements, and experiences to campus.

Michael has already published an investment book and founded his own internet company.

T’ai is a professional solo ballerina.

Sith spent a full year living the contemplative, ascetic life of a Buddhist monk in Thailand.

Owusu is a TV talk show host and screenwriter from Ghana.

Emily started a national newsletter and network for teenagers with Turner Syndrome.

Rory has biked 4,500 miles across Canada—twice.

And those of you who don’t know yet what a Mummer is should meet Dan, who will be marching in the Mummers’ Parade on New Year’s Day.

It is natural to feel awed and maybe even a little intimidated by any of these accomplished men and women. You may not have met anyone like them.

But remember: They have not met anyone like you, either. Cultivate that. Let others discover you and learn from you as you learn from them.

I also urge you to soak up as much knowledge, history, and culture as you can in this great University and city.

If you are a Wharton, Engineering, or Nursing student, drop in on an author’s reading or a poetry slam at Writers’ House.

If you are pursuing a humanities track, attend a lecture or symposium on the leading scientific and medical issues of the day.

And all of you should avail yourself of the rich history and cultural offerings in Philadelphia. Orientation has given you a taste of Philadelphia, whether it is the Italian Market in South Philadelphia, the spectacular Museum of Art, or Penn’s own Morris Arboretum in Chestnut Hill. It would be a shame for you to pass the next four years here without spending time at these places and hundreds of others in Philadelphia.

I would like to close with a reminder that as of today, you have become part of the Penn family, and we believe in helping each other out.

If you find yourself falling behind in your coursework, if you are close to hitting the wall on a difficult assignment, or if you just need someone to talk to, do yourself a favor: Grab a lifeline.

Go directly to your resident advisor, graduate advisor, or College House Dean. One of them will make sure you get the academic and counseling support you need to adjust and succeed at Penn.

And please remember to be safe, be smart, and take care of one another.

For the next four years, this will be your home. And take it from one who knows: This campus her home during the 1960s and who feels blessed to live and work here now: There’s absolutely no place like Penn!

There is no place like Penn that can claim so many “firsts” in America—the first University, the first medical school, the first business school. There is no university more engaged with, or enriched by, its neighbors and the great City of Philadelphia—than Penn.

There is no place like Penn that offers the setting, the resources, and the supports to inspire and help students on their personal and intellectual voyage.

And there is no place like Penn because Penn has the most valuable treasure of all: you!

I cannot wait to watch you grow and make your own special mark on Penn. Good luck! We are pulling for each of you! And welcome again.
An Exceptional Time of Learning and Discovery by Robert Barchi

Thank you, President Rodin, and thank you for giving Gregor Samsa a new lease on life.

I know that the life of a Penn student beats the life of a bug, or a Princeton student, any day...

Members of the Class of 2004—it is my great pleasure to join the President in formally welcoming you to the University of Pennsylvania. What a fantastic time to be joining our community of scholars; a time both of intellectual discovery and of eager anticipation of discoveries yet to be made. A time ideally suited to curious and creative minds like yours.

During my 25 years as a teacher and scientist on Penn’s campus, I have seen some amazing developments in our knowledge about ourselves, our society, and the world in which we live. Yet, with a dizzying pace, each successive year seems to bring even more rapid progress than the last.

Just this past year, the Human Genome Project, one of the most ambitious and far-reaching research efforts ever undertaken, completed a catalogue of the entire DNA sequence encoding each of the hundreds of thousands of genes that are present in every cell of every human body.

Think about that for a moment. We now have in our hands the blueprint describing each of the key building blocks that uniquely constitute a human being. It’s amazing!

But even as we revel in this remarkable scientific accomplishment we must be humbled by the stark reality of what we do not understand. Does the ability to list and describe each and every molecule that forms, animates, energizes and directs our bodies really tell us how our brain perceives the beauty of a sunrise, or conceives the masterpiece of a sonata? I don’t think so. No more so than the Washington D.C. telephone directory fully informs us about the workings of a democratic government, or the moral, legal, and ethical issues that are being debated on Capitol Hill.

Superficially, there is very little that distinguishes our human DNA from that of a mouse. For any given gene, the human and mouse DNA sequence will be more than ninety percent identical. Why then do we possess a level of insight, self-awareness, and creativity that seems unique, and yet be formed by genes that appear to be so closely related to those of other living things around us? What is consciousness? What distinguishes my existence from yours? How do morals and mind relate to nerve cells and genes?

We are living in a time when fundamental scientific research on one hand, and deep contemplation about what it means to be truly human on the other, will necessarily draw upon, and be informed by one another. In this exciting era of learning, philosophy and ethics will meet science and technology head on. It will be a wonderful, explosive intellectual collision, and you will be right in the middle of it!

Whether you are here to study biology or philosophy, economics or English, nursing or engineering, you join us at an extraordinary time of discovery in every field and no doubt, many of you will help to shape the future of these fields and of new fields still to be defined.

In this time of rapid-fire discovery and exploration, I would love to be starting my own academic adventure over again. But the time is yours: embrace this opportunity to grow and to learn, as you begin your intellectual journey with us tonight.

Your journey at Penn is not confined to the development of your intellect. Just as you become a member of a community of scholars this week, you are also joining a family, one rich in tradition and loyalties.

You’ve all heard those stories about marine bootcamp training where new recruits are told to look to their right and look to their left and know that of every three individuals who start, only one will make it through to the end.

Your experience here will be very different. We know that we have already selected the very best and the very brightest students in the world. Our job is not to “weed you out,” it is to help you grow.

Of the students who surround each of you now, more than 90 percent will march onto Franklin Field for graduation. We want you to succeed here, just as you did in high school. You are each a member of the Penn family now, and we will do our utmost to help you shine.

Penn is, after all, only truly meaningful in terms of the people who make up our community. Our twelve schools with their wealth of intellectual resources provide access to a remarkable spectrum of wisdom and opportunities. But these opportunities are not found in the buildings and classrooms, but rather in the world-class faculty and staff you will meet here.

And our alumni—including many of your parents or relatives—perpetually reinvigorate the spirit of Penn. Penn is its people—past, present and future.

Of course, the group of people who will have the greatest impact on your experience here will be your peers. As you sit together tonight on the cuspt of so much great learning and discovery, look carefully around you at your most important teachers—for no one will help you learn more than your suitemates, your teammates and your classmates.

From them you will gain the deepest insights about yourself. And because of them you will constantly need to reach higher to keep pace with their level of excellence and achievement. Remember that in secondary schools all over the world, they were you—the standout students in their class. And now they join you as fellow travelers on this new terrain.

Each of you arrived here with remarkable records, well and honestly earned, that made you stand out in high school. As we looked through your exceptional applications last fall and this spring, we did not look just at numbers—at high SATs and GPAs. We sought evidence of character and dedication; of integrity and commitment; of devotion and service to the community.

As you travel along your chosen academic path during the coming years, it may seem at times that the level of competition you face could force you to compromise the very integrity that brought you to us. Do not allow yourselves to be lured by the temptation of a shortcut here and there on your way to academic excellence. Integrity does not offer any shortcuts; there are no abbreviations in the true pursuit of knowledge.

At Penn, we value intellectual honesty and integrity as highly as we value achievement and knowledge. We expect you to rise on your own merits and we will provide ample support to help you get there if you should need a hand. We are committed to assisting each of you so that you can meet the intellectual challenges that lay ahead.

For you, the Class of 2004, this is a defining moment; a transition between a world that is familiar and was created for you and one that is now largely unknown and will be created by you. At this critical stage in your educational journey the initiative shifts largely to you: you must seek out challenge, you must seize opportunity; you must create your own path. Create it well, and carefully.

As you become a member of this new Penn family, this community of scholars, I urge you to consider the responsibility that each of you has to one another. Look out for your friends; take a moment to be sure that your roommate or classmate is okay. Contribute to our community in as many ways as you can—certainly academically. But also consider giving a bit more of yourself to this new and treasured place; take your civic responsibilities seriously. Be aware; think fun, but think smart.

You will define Penn during your four years here. It is your energy and enthusiasm that will carry this campus through its joys and through its difficult times.

As faculty members and administrators, we look forward to watching you grow and shape our campus culture during your time with us and well beyond.

Tonight, as you formally join our Penn family, what I wish for you is this:

That in four years you will say that you have learned and grown beyond your wildest expectations; that you felt a true sense of community and brotherhood with your peers and with your faculty colleagues.

That your intellectual curiosity and thirst for knowledge reached new heights.

That you felt supported and secure.

That you made lasting memories.

That you are eager to start your new life but will sorely miss the Red and Blue.

In your four years at Penn, I wish for you endless discovery, unlimited imagination, enduring friendships and satisfying achievements. Grow wisely. And enjoy every possible minute you can in this extraordinary place during this exceptional time of learning and discovery.
The following remarks were giving by Deputy Provost Peter Conn at a reception last Thursday at the Annenberg Center for new graduate and professional students.

The Challenge: Excellence and Leadership by Peter Conn

Penn has been a center of advanced study for over two centuries. The earliest professional degrees conferred by the university—which were awarded before the American Revolution—were in medicine. Embodying that long history, and the continuing excellence of our medical education, let me salute Dr. Robert Barchi, Penn’s provost, a graduate of Penn’s medical school and now the university’s chief academic officer.

Over the course of our two hundred and fifty year history, the topics of study in graduate and professional education have changed, and the methodologies we use have changed as well. Those earlier generations of students would have had considerable trouble predicting that some of you would come to Penn to do research in areas from computer science and genomics to gender studies and ethnomusicology.

Furthermore, along with our subjects and techniques, the profile of our students and faculty has also changed. Those changes are to be celebrated. Consider: you were just welcomed to Penn by Judith Rodin, the first woman president of an Ivy League university. Dr. Rodin is also a world-class psychologist and a member of our faculty. A career such as hers would have been unlikely in the past, and all of us are enriched by the widened opportunities that the university now offers.

At the same time, in the midst of all these intellectual and human transformations, certain values persist. Let me emphasize just two.

The first is excellence. You have chosen to study at Penn because you know what every survey confirms: this is one of the finest institutions of higher education in the country—indeed, in the world.

Penn’s faculty exemplifies luminous accomplishment across an immense range of disciplines. Measured by whatever yardstick is relevant—the number and influence of publications, academy memberships, prizes and fellowships—our faculty includes many of the women and men whose work is defining and re-defining their fields.

Along with our faculty, Penn’s excellence is based on its students—and here I salute all of you. You are, in a word, exceptional: drawn from around the country and from around the world, you and your peers have presented records of superlative accomplishment, and your presence here ensures that our work will endure, as your own achievements make their contribution to our collective enterprise.

The second durable value that guides our work is leadership. Some of you in this room are destined to play significant and perhaps even decisive roles in the professions, in business, in academia. As alumni of our programs, you will join a roster of leaders who have, in some cases, quite literally changed the world.

I hope you will understand your opportunity as a challenge. This is Benjamin Franklin’s university, committed to an ideal that joins theory and practice, and dedicated to the idea that knowledge should make a difference.

This is also Benjamin Franklin’s town, and I want to close with a word about Philadelphia. As many of you already know, and as the rest will soon discover, this is a wonderful city, offering a combination of history, architecture, culture, and entertainment that few other metropolitan areas can match. As a habitual walker, I also claim that this is quite simply the most walkable city in the country. I hope you will take the fullest advantage of what Philadelphia has to offer during the course of your years here.

Congratulations on your achievements; good luck on the tasks that lie ahead; and welcome.

The following report from the Alcohol Policy Coordinator is on the agenda for the September 13 University Council Meeting.

1999-2000 Alcohol Progress Report Year 1

Five Goals of the Working Group on Alcohol Abuse

Summary

The Working Group on Alcohol Abuse (WGAA), under the leadership of Provost Robert Barchi, met extensively throughout the spring of 1999 to develop recommendations that would result in a safer, healthier social atmosphere for Penn students. The WGAA, guided by fifteen students and seven faculty and staff members, focused on five major goals, resulting in a set of 45 recommendations. The recommendations were presented to and accepted by President Judith Rodin at the end of spring semester, 1999.

The five major goals recommended by the WGAA were:

- Increase and Improve Alcohol Education
- Ensure a Supportive Environment
- Increase Individual and Group Responsibility and Accountability
- Minimize Risk
- Expand Social Options

The overall goal of the WGAA recommendations is to ensure a cultural change at Penn that promotes a safer environment for students. To this end, the recommendations are structured to dispel the myth of a cultural “rite of passage” involving alcohol. The University is committed to modifying, strengthening, and creating policies, programs and procedures that ensure healthy student behaviors. Through these efforts, the University recognizes a collective responsibility to work toward cultural and environmental change, not simply a singular focus on individual behaviors. As a result of this comprehensive approach, in July 2000, the U.S. Department of Education honored the University with a grant award as a National Model Prevention Program. The following is a progress report of the first-year implementation of the WGAA recommendations.

Increase and Improve Alcohol Education

Health education is a crucial part of a successful strategy to prevent high-risk alcohol and other drug abuse. Education eradicates misperceptions about substance use by peers, creates opportunities for open, honest dialogue, and is critical to creating a change in campus culture.

Expanded efforts are underway to implement creative approaches to University-wide alcohol education. Almost all primary-prevention objectives under this category have been accomplished or are currently underway. (Primary refers to those efforts that are designed to reach individuals/groups before they engage in “at-risk” behaviors. Secondary refers to those efforts that are designed to reach individuals/groups after they have engaged in “at-risk” behaviors, but before a pattern of harmful usage has developed.)

- In August 1999, all first-year and transfer students received an Alcohol 101 CD-Rom prior to their arrival at Penn. Parents of first-year students received a brochure entitled, “Parents, You’re Not Done Yet,” which addressed how parents can continue to talk with their students about alcohol issues. All Penn students received a copy of the new University alcohol policy and a letter from the Vice Provost for University Life detailing new campus initiatives and misperceptions about college drinking. This project was repeated in July 2000.
- A new social marketing campaign was designed in fall 1999 and implemented in spring 2000 through a collaboration between the University’s Alcohol Policy Coordinator, the peer education Drug and Alcohol Resource Team (DART), and the Undergraduate Assembly Alcohol and Other Drug Prevention Committee. This campaign disseminated two fact-based mes-
sages. “The majority (74%) of Penn students drink once a week or less” and “67% of Penn students have 4 or fewer drinks when they party.” The campaign was distributed throughout the campus via posters and weekly advertisements in the Daily Pennsylvanian (14,000 daily readers).

3. Data to build the social marketing campaign were collected in February 2000 via an online survey. Of the undergraduates targeted, 3,504 (38% response rate) completed the survey, providing a wealth of information to help identify the most high-risk areas of need within student populations.

4. A National Issues Forum was conducted in April 2000 to provide a campus-wide “speak out” opportunity for students to relate their perceptions of and experience with alcohol abuse at Penn. The forum was co-sponsored by the Office of Health Education, Sigma Chi Fraternity and DART. Forum participants discussed the effect alcohol has on University life, in particular areas of greatest concern, and reviewed how they could best address those concerns.

Penn 101 was established as a freshman seminar in fall 1999. Alcohol topics covered in the course include, “Alcohol and Drugs in Identity Formation,” a review of the Harvard College Alcohol Study data and its effect on the national conversation about college alcohol use, as well as effective strategies for preventing and intervening in substance abuse behaviors.

Through a collaborative effort with community landlords, the Center for Off-Campus Living, the Undergraduate Assembly and the Office of Health Education, a brochure has been developed and will be distributed this fall to 1,000 student households in West Philadelphia. The brochure provides guidance on being a good neighbor, alcohol information, and a contact list for local resources.

The DART peer program continues to present alcohol education programs to students living in College Houses and social fraternities and sororities. Twelve presentations to College Houses and 21 workshops for new Greek members were conducted during the 1999-2000 academic year.

The major secondary-prevention objective was to enhance the First Step Alcohol Education Program to include a skills component. This class, offered to first time violators of the alcohol policy, was increased from two hours to four hours to allow for the expanded curriculum. Significant areas of focus in the new First Step class, which enrolled 95 students during ’99-’00 (92 in ’98-’99), include normative information (correcting misperceptions through discussion of true campus alcohol and drug use data) and a skill building component, which teaches techniques to reduce risk when drinking.

One challenge in this category that is still being explored is the “HealthLinks” program, which was designed to enhance the collaborative efforts of the Office of Health Education and College Houses and Academic Services (CHAS). This program has not been implemented yet and an assessment should be conducted to determine whether it should be pursued for the academic year 2000-2001.

Ensure a Supportive Environment

In order to inspire cultural change that will help reduce high-risk alcohol use, students must feel that they are supported by the University, encouraged to take responsible actions, and understood to be critical stakeholders in the consultation process. The four recommendations under this goal of ensuring a supportive environment have been accomplished.

1) The alcohol policy was amended to state that students seeking medical attention, for themselves or their friends, for intoxication or alcohol related injuries shall not be subject to disciplinary action for the sole violation of using or possessing alcohol or other drugs. It is difficult to determine the exact number of Penn students who visit an emergency room for alcohol related illnesses. When alcohol is consumed in large quantities by students reporting to the Hospital of the University of Pennsylvania ER for alcohol related issues, some students may visit other area hospitals. Additionally, it is a challenge to determine if alcohol is the underlying cause of some injuries. Some students may report to the ER with an injury that is directly related to their alcohol use, but they do not disclose this information. Other injuries may be classified as alcohol related because the patient had been consuming alcohol even if the connection of alcohol to the situation is questionable. Increased efforts are underway to standardize the reporting of alcohol related ER visits.

2) The position of Alcohol Policy Coordinator was filled in August 1999 and the Alcohol Rapid Response Team (ARRT), the Provost’s standing advisory board on policy issues, has met regularly throughout the ’99-’00 academic year. It will continue to meet, under the leadership of the Provost, during the academic year.

3) The role of faculty and staff is continually being reevaluated to ensure that the student/faculty/staff relationship is strengthened with regard to adjudication of alcohol and other drug issues.

4) As a support to the Alcohol Rapid Response Team, the Alcohol and Other Drug Task Force, a standing committee for over 14 years, has continued its work, serving as a broad based advisory board on all substance use and abuse issues. This committee includes representatives from all facets of the University, including Public Safety, Off-Campus Living, the faculty, CHAS, Health Education, Fraternity and Sorority Affairs, Student Life, and the Office of Student Conduct. Students on the committee represent the Inter Fraternity Council and Pan Hellenic, Honor Council, athletics, the Undergraduate Assembly, and the peer education Drug and Alcohol Resource Team. The Task Force is considering expanding its membership to invite West Philadelphia community representatives and local business owners.

Increase Individual and Group Responsibility and Accountability

This goal recognizes the significant responsibility of groups and individuals to reduce alcohol abuse and restrict underage students’ access to alcohol. The University has worked toward fair and consistent enforcement in each case of policy violations.

As previously stated, students cited for first-time policy violations are mandated to complete a four-hour alcohol education and skills training course offered by the Office of Health Education. Approximately 95 students were referred to this program during 1999-2000, as compared to 106 referrals in ’98-’99 and 45 students referred in ’97-’98. Second-time policy violators are referred to Counseling and Psychological Services for individual intensive counseling sessions.

All undergraduate student organizations sponsoring alcohol-related events must register the event one week in advance with the Alcohol Policy Coordinator. In ’99-’00, 114 events were registered on campus and 93 off-campus. Third party vendor sites were registered. In ’98-’99, 150 events were registered on-campus and 50 events were held at off-campus establishments.

The most significant challenge of this goal has been sanctioning student organizations that fail to register their events. Most Greek student organizations have been registering their events, and for those that do not, policies exist to sanction the organization. However, there are no measures currently in place to sanction non-Greek organizations violating the policy. This has been an ongoing concern and certainly is not unique to this academic year or the change in the alcohol policy. This is an issue that warrants a close look in the next academic year.

Minimizing Risk

The objectives under this goal to minimize risk reflect the community’s desire to ensure a safer environment when alcohol is present at social events. All recommendations in this category have been successfully implemented with the exception of the BYOB system.

The University has hired and trained sixty-five alcohol monitors who work collaboratively with the student organization hosts to reduce alcohol-related risks at on-campus events. Hard alcohol and kegs have been prohibited at registered on-campus undergraduate events. Limiting the on-campus availability of alcohol has allowed for greater oversight of the amount of alcohol served by bartenders and restricts the amount consumed by students at these events. Serving beer from cans or bottles ensures that the amount of alcohol consumed can be more closely calculated. Students are less likely to unintentionally consume unknown quantities of alcohol or unknown types of alcohol when these restrictions are in place. Alcohol distribution has ended at or by 1 a.m. at registered events.

Ten University approved bartenders have been trained with respect to the alcohol policy. University-approved bartenders have staffed approximately twenty-five percent of all on-campus events. The $25/hour fee has been cited as one deterrent against using more University-approved bartenders. The ARRT is currently discussing ways to encourage undergraduate student organizations to use approved bartenders more often. Sober hosts have been appointed by each organization for each event. The policy states that organizations must allow one sober host for every 50 guests. However, monitors report that it is often a challenge to find more than one host to assist in correcting policy violations that occur.

As mentioned, implementation of the BYOB system has been the greatest challenge. Of-age students attending parties have not supplied off-campus establishments.

(continued on page 10)
date to limit the quantity of alcohol provided at on-campus registered events.

- There is a University commitment to consolidate and standardize the reporting of campus data reflecting changes in alcohol behaviors and incidents. A long-term evaluation plan has been developed to ensure this data collection process. Currently, the University is using 1999-2000 data as baseline for future comparisons.

**Expanded Social Options**

In order to help shape a new campus culture, Penn students must lead the way and work closely with University faculty and staff to help create more varied social options. These options are not, and should not be seen as, “alternatives” to drinking, but rather as intrinsically appealing options for socializing. To achieve this goal, late night, weekend and Thursday night activities have been expanded considerably to offer non-alcoholic social programs during traditional drinking times (10 p.m.–2 a.m.).

- The Office of Student Life, in conjunction with Tangible Change and numerous other student organizations, continued to provide social activities, such as movies, speakers, concerts, neighborhood festivals, pancake breakfasts, carnivals, etc. The 58 events reported over 50,000 attendees.

- CHAS continues its Penn PM program, providing Wednesday, Thursday, Friday, and Saturday social events reaching between 2,500–3,000 students each semester.

- The Foundation launched its current series of musical showcases, poetry readings, hip-hop concerts and open microphone performances.

- Gimbel Gym extended the Thursday night hours until 2 a.m. for basketball, table tennis and other recreational activities. Approximately 400 students each semester attended the late night recreational activities at Gimbel Gym.

- There has been a marked increase in advertising for all non-alcoholic social events, including the “Free Tonight?...” series published weekly in the *Daily Pennsylvanian* and disseminated across campus via colorful flyers.

- The Penn & Philly website includes a wide variety of social options for Penn students, featuring activities in West Philadelphia.

- The Penn web calendar also has been expanded and heavily marketed to be used as a central site for Penn academic, cultural, athletic and social events.

**FOR COMMENT**

**Proposed Change to the University Alcohol Policy**

The following is a proposed change to the University Alcohol Policy. After a full year of implementation of the new alcohol policy, student leaders, including members of the Alcohol Rapid Response Team, were asked to provide input into what areas of the policy were effective and which areas should be modified to help meet the standard of improved health and safety for members of the Penn community. The ARRT, comprised of students, faculty, and staff, concluded that the implementation of the BYOB policy had not effectively contributed to the overall goals of the alcohol policy. The University remains committed to limiting the amount of alcohol provided at on-campus events in order to ensure lower-risk to students, and is recommending the following policy revision in order to help meet that goal.

Comments are sought as the next phase in the consultation process. In order to ensure that the campus community has time to deliberate and offer input, please send comments by **Friday, October 13**. Other suggestions are also encouraged during this period. Please send comments to ivess@pobox or write to the Alcohol Policy Coordinator at 3611 Locust Walk/6222. A final policy decision will be made after the comment period concludes. The recommended change to the policy will read:

- **Student organizations hosting** on-campus events at which alcohol is served are responsible for assuring that alcohol is served and consumed lawfully and safely. To comply with this expectation student organizations must adhere to the following conditions:
  - No oversized or common source containers of any sort [including but not limited to kegs, punchbowls, beer balls, party balls] are permitted at any on-campus party;
  - Only individuals with valid proof of legal drinking age may be served alcohol; alcohol may not be served to any visibly intoxicated person, regardless of age;
  - Alcohol may be served only from a designated, separate area by sober, trained, of-age bartenders;
  - No organization, student activity, or student government funds may be used to purchase alcohol for any party;
  - Drinking contests or games of any sort are expressly prohibited.

To review the current alcohol policy and the recommendations of the Working Group on Alcohol Abuse, please refer to the website: [www.upenn.edu/alcohol/policy.htm](http://www.upenn.edu/alcohol/policy.htm)

—Stephanie Ives, Alcohol Policy Coordinator

**Recommendations**

The most important step the University is taking at this time is in continuing to move toward an Environmental Management Model for alcohol and other drug prevention and education. Specifically, an Environmental Management Model seeks to mobilize all areas of the University community to reduce high-risk environments in which alcohol is provided and consumed. To do so means recognizing that faculty, staff, parents, community members, public safety, and bar and restaurant owners all have a responsibility to correct misperceptions about college drinking, eliminate environments where high-risk drinking is expected and allowed, and work to enforce all policies and laws. As an example, the graduate student leadership groups (GAPSA, GSAC, Wharton Graduate Association) have become partners in these efforts, shaping their events to serve as role models for low-risk alcohol use, controlled access to alcohol, and responsible alcohol service.

Data collection efforts have become more consistent and refined, which is absolutely necessary to determine change in a variety of university settings. The University should maintain a determined focus on new, improved, and continuous data collection opportunities.

As the BYOB initiative has not contributed to the overall goals of the alcohol policy, the University is currently exploring ways to limit the amount of alcohol provided at on-campus events in order to ensure lower-risk to students. The recommended changes to the Alcohol Policy (see *For Comment below*) concern on-campus events.

This policy change is being developed, in collaboration with students, faculty and staff, with a full recognition that the University’s desire is to ensure a vibrant, safe on-campus social life and reduce the risk of harm to students. The entire policy will continue to be reviewed and modified, as needed, in collaboration with campus partners. These revisions will focus on exploring new ways to foster an environment that values the health and welfare of its students and to exemplify a university community that accepts collective responsibility to ensure cultural and environmental change concerning alcohol use and abuse.

Lastly, increased efforts should be made to engage new partners in alcohol and other drug prevention efforts. As the University has been moving onto the national scene with its innovative model alcohol and other drug prevention programming, the collaborations between students, staff, and faculty can be enhanced with the fostering of proactive relationships with allies such as parents, community associations, medical personnel, and bar and restaurant owners.

—Stephanie Ives, Alcohol Policy Coordinator
1999-2000 University Council Committee on Recreation and Intercollegiate Athletics

April 15, 2000

During the 1999-2000 academic year the University Committee on Recreation and Intercollegiate Athletics (CRIA) was charged with: (1) Using the Brailsford & Dunlavey (B&D) report, review the University’s progress toward improving recreational facilities. Make recommendations as to how Penn can achieve its stated goals in this area and how new facilities should be evaluated; (2) Continue to assess the effectiveness of the University’s advising system for athletes to ensure they are in compliance with University policies, including those on drug use, NCAA requirements and other policies, with a particular focus on the education and awareness components of the system. In evaluating policies and practices related to student-athletes, ensure that the spirit as well as the letter of the NCAA’s policies are followed; and (3) In conjunction with the Committee on Admissions and Financial Aid, review the status of student-athlete admissions, focusing on the numbers of student-athletes admitted and their subsequent graduation rates.

CRIA met four times with the Director and the appropriate Associate/Assistant Directors of the Division of Recreation and Intercollegiate Athletics (DRIA) for discussions on (1) recent improvements in the University’s recreational and intercollegiate athletic facilities as well as the division’s additional short-term and long-term facility needs, (2) the University’s admissions and advising system for student-athletes, and (3) the continued improvements in the DRIA’s academic and drug compliance systems.

Improving Recreational Facilities

In November of 1996, the University of Pennsylvania engaged B&D to evaluate its existing recreation facilities. The purpose of this study was to determine the extent to which the University is meeting the demand for recreational sports and fitness activities among its student and faculty/staff populations. The B&D study (completed, August 1997) concluded that the University had 74,000 square feet of space dedicated for indoor recreational sports and fitness activities among its student and faculty/staff populations. The B&D study concluded that the University had 74,000 square feet of space dedicated for indoor recreational sports and fitness activities among its student and faculty/staff populations. The B&D study recommended the University had 74,000 square feet of space dedicated for indoor recreational sports and fitness activities among its student and faculty/staff populations. The B&D study recommended the University had 74,000 square feet of space dedicated for indoor recreational sports and fitness activities among its student and faculty/staff populations. The B&D study recommended the University had 74,000 square feet of space dedicated for indoor recreational sports and fitness activities among its student and faculty/staff populations.

NCAA Compliance Issues

The University is currently represented by almost 1000 student-athletes who compete in over 33 varsity sports. At the level of intercollegiate competition, athletic eligibility is governed, with increasing stringency, by the: 1) the NCAA; 2) the Ivy League and 3) the University. The complexity of today’s requirements as well as the size of Penn’s intercollegiate athletic program poses a major task for the DRIA. Each team member is provided with a copy of the UP Student-Athlete Handbook. This publication is designed to make student-athletes aware of important issues such as eligibility rules and drug screening.

To ensure student-athlete eligibility/compliance, the University has in place a compliance/eligibility monitoring system. The Registrar’s Office produces a daily report Monday-Friday, which is designed to identify student-athletes who drop below full-time enrollment. These reports are reviewed daily by at least three DRIA Staff: the Eligibility/Compliance Intern, the Compliance Coordinator, and the Associate Athletic Director who is responsible for oversight of compliance and eligibility issues. If a student-athlete is not full-time, the student and coach are notified immediately and the student is declared ineligible until the registration issue is resolved. This system has worked well over the past two years and CRIA strongly urges it be continued.

University of Pennsylvania academic norms are among the most rigid in the Ivy League. The University has in place an Eligibility Committee comprised of eligibility officers from each school and chaired by the Institutional Eligibility Officer. Each student-athlete is expected to make satisfactory progress towards competition of degree requirements (credits) and must be in good academic standing (cumulative GPA) to be eligible for varsity intercollegiate athletic competition. This requires each student-athlete to complete an average of 8 credits of course work per year of full-time enrollment, and achieve a cumulative 2.0 GPA. A student-athlete, whose academic performance fails to meet the University’s prescribed norm, while satisfying the NCAA and Ivy League eligibility requirements, may be declared “provisionally eligible” if he or she has not previously utilized provisional eligibility. A student-athlete may use “Provisional Eligibility” once during his or her collegiate career.

Provisionally eligibility brings with it the requirement that the student-athlete enter an academic enhancement plan. The plan is a contract between the student and the University to whereby the milestones that are necessary for the student to achieve the University’s academic norm are formally identified. The student-athlete, coach, assistant athletic director, and the institutional eligibility officer sign the contract. If at the end of the year of provisional eligibility the student does not meet the prescribed norms, (s)he becomes ineligible for the next year. Provisional Eligibility/Academic Enhancement has enjoyed a success rate of 80-90%. CRIA applauds DRIA and the University for a program that enables 20-30 student-athletes per year who might not receive a degree from the University of Pennsylvania to achieve their goal.

The NCAA has overall cognizance of drug testing of collegiate athletes and requires student-athletes to sign the NCAA Drug Testing Consent form, which allows for the screening for banned substances in the athlete’s urine. This form must be signed by the student-athlete not later than the year of his or her collegiate career. The NCAA has overall cognizance of drug testing of collegiate athletes and requires student-athletes to sign the NCAA Drug Testing Consent form, which allows for the screening for banned substances in the athlete’s urine. This form must be signed by the student-athlete not later than the year of his or her collegiate career. The NCAA has overall cognizance of drug testing of collegiate athletes and requires student-athletes to sign the NCAA Drug Testing Consent form, which allows for the screening for banned substances in the athlete’s urine. This form must be signed by the student-athlete not later than the year of his or her collegiate career. The NCAA has overall cognizance of drug testing of collegiate athletes and requires student-athletes to sign the NCAA Drug Testing Consent form, which allows for the screening for banned substances in the athlete’s urine. This form must be signed by the student-athlete not later than the year of his or her collegiate career. The NCAA has overall cognizance of drug testing of collegiate athletes and requires student-athletes to sign the NCAA Drug Testing Consent form, which allows for the screening for banned substances in the athlete’s urine. This form must be signed by the student-athlete not later than the year of his or her collegiate career.

The NCAA policy on drugs and the drug testing program are covered each academic year by the NCAA Drug Testing Program. The University is in full compliance. The University is in full compliance. The University is in full compliance. The University is in full compliance.

Student-athlete Admissions

To examine the charge concerning a review of student-athlete admissions, CRIA formed a subcommittee, chaired by Professor Warren Seider, and met with a corresponding subcommittee from Committee on Admis-
The CRIA has devoted a meeting to a discussion with Assistant Director of the Athletics, Rosemarie Burnett, who: (1) described how she works with the coaches to identify the best student-athletes to be considered by the Admissions Office, (2) discussed the Academic Index, and (3) described the one-day “slates” at which student-athletes are considered for admissions by the Admissions Office. The CRIA/CAFA subcommittee then met with Martin Bonilla, Regional Director for Undergraduate Admissions, and Ms. Burnett to learn more about student-athlete admissions.

Together with the coaches, Ms. Burnett assembles promising candidates for an initial evaluation by the Admissions Office, where an Academic Index (AI) is computed for each prospective student-athlete. The AI is a measure that sums equal weightings (on a scale from 20–80) of SAT I (Math and Verbal), SAT II (equivalent of Achievement Exams), and CRC (converted rank in class) scores. All schools in the Ivy League agree to use the AI for student-athletes and have set the lower bound for admissions at 169. Based on this assessment, the Athletics Department refines its priority list of student-athletes to be considered for acceptance by the Admissions Office. It is important to note that the Admissions Office uses the Predictive Index (PI), which is a more comprehensive measure than the AI and is used to evaluate all applicants to Penn, also evaluates all student-athletes. Together, these two measures ensure that student-athletes meet Penn’s rigorous academic standards.

All student-athletes are considered for admissions initially in the general applicant pool. Then, after the entire pool has been evaluated, the student-athletes that are not admitted are considered. In December, this is accomplished through the Early Admissions process. This year, approximately 100 student-athletes were early admits. Then again, in late March, after the regular admissions consideration, an entire day is devoted to student-athletes. Because of thorough evaluation, many student-athletes are accepted before the Admissions Office holds its two student-athlete slates. This year, approximately 300 were proposed by the Athletics Department for regular admissions consideration, with about 280 admitted. Combined with the early admits, a total of 380 student-athletes were admitted.

It is anticipated that about 70% of these student-athletes admitted will matriculate; yielding about 270 student-athletes in the freshman class. The matriculation fraction is high because close communications with the applicants by the coaches winnows disinterested applicants throughout the process. Also, very few student-athletes are “wait-listed” (approximately 5 this year) and no applications are reconsidered after the slate in late-March.

The CRIA believes that student-athlete admissions are being carried out effectively, with careful attention to academic standards. We recognize that 270 matriculants will comprise approximately 11.5% of the freshman class. Note that student-athletes also comprise 11.5% of the entire student body. While not specifically discussed, the members of the CRIA/CAFA subcommittee were not critical of this percentage.

The NCAA no longer requires retention figure/graduation rate reporting of student-athletes. Both Admissions and DRIA do not keep data and were unaware of specific problems associated with student-athletes. None of the committee members were aware of special problems. If the University Council Steering Committee feels that this deserves consideration in the future, a vehicle will need to be identified to obtain this data for comparison with University-wide retention data.

Summary of 1999-2000 University Council Resolutions and Recommendations and Administrative Actions Taken on Them

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

Resolutions from the 1999-2000 Academic Year

1. The University Council Committee on Communications proposed a policy on privacy in the electronic environment. The policy is intended to highlight some general principles that should help to define the expectations of privacy of those in the University community. The policy attempts to articulate current practices and provide guidance, so that individuals may make informed and appropriate decisions concerning their various interactions in the electronic environment. After numerous discussions at Council, including an open forum on the topic, and two friendly amendments presented at the last meeting, forty-seven Council members voted to pass the motion that Council recommend to the administration that they enact the text as amended to be reviewed in one year, none opposed. (April 26, 2000)

Action: Provost Barchi solicited reactions to the policy from the University Community in the May 18, 2000 issue of ALMANAC BETWEEN ISSUES. The policy is open for comment until September 15, 2000.

2. University Council voted on proposed revisions to the University Council bylaws. Forty-four Council members voted to “Increase to two representatives of the Penn Professional Staff Assembly and the A-3 Assembly on University Council and on the Steering Committee” and none opposed. Forty-seven members voted to “Move from January to March the extended reports by the president, the provost, other administrators on budgets and plans for the next academic year” and none opposed. Forty-five members voted to “Omit the requirement of committee chairs to report to Council in February, and allow reports to be submitted to Council according to current practice, in March, April, and October” and none opposed. Forty-five members voted to “Omit the need for a “changeover” meeting of the Council membership and change the Council membership period to begin with the first meeting of the academic year and conclude with the final meeting of the academic year” and none opposed. Forty-five members voted to “Consider minor changes, such as updating titles of ex officio committee members” and none opposed. (April 26, 2000)

Action: All five amendments were passed and officially will be added to the bylaws.

—Rosemary McManus, Secretary to University Council

Steering and Council Meeting Schedules

Steering Committee Meetings
102A College Hall, 3–5 p.m. (except where indicated)

(Tuesday) September 26, 2000
(Tuesday) November 7, 2000
November 29, 2000
(Tuesday) January 16, 2001 (10–11:30 a.m.)
February 7, 2001
February 28, 2001
April 11, 2001
May 9, 2001 (Optional)

University Council Meetings
Bodek Lounge, Houston Hall, 4–6 p.m.

September 13, 2000
October 4, 2000
November 15, 2000
December 6, 2000
January 24, 2001
February 21, 2001
March 28, 2001
April 18, 2001
April 25, 2001
This is the twenty-second annual report of the Steering Committee of University Council, prepared in accordance with a requirement in the Council Bylaws that the Steering Committee shall publish an annual report to the University community that reviews the previous year’s Council deliberations and highlights “both significant discussions and the formal votes taken on matters of substance.”

September Meeting

October Meeting
The president and other administrators reported on financial aid. The Committees on Communications, Community Relations, International Programs, Pluralism, and Student Affairs presented 1998-99 year-end committee reports.

November Meeting
The Committees on Research and Personnel Benefits presented 1998-99 year-end committee reports.

In accordance with the bylaws, the president, the provost and other administration and faculty presented extended reports covering the state of the University.

President Judith Rodin’s annual State of the University report addressed issues including efforts to connect scholarship donors and their students; the appointment of Professor Eduardo Gandini as the permanent Dean of the School of Engineering and Applied Science; achievements over the last year with regard to the Agenda for Excellence; highlights of the progress made in campus development during Fiscal Year 1999 to achieve the goals of an improved quality of life on campus; context in which Penn is facing the challenges at the Health System; and bicycle safety.

Professor Gross presented his annual report. Issues addressed included global indicators of Penn’s success; strategic planning; activity within the six academic priorities such as the Center for Cognitive Neuroscience, the Genomics Initiative, the American and Comparative Democratic and Legal Institution, and the revitalized Fels Center; a few crosscutting initiatives such as the Urban Education Initiative, the new preK-8 school in West Philadelphia, the Center for Children’s Policy, Practice, and Research; and other general areas that will need attention during the coming year such as the campus development plan and technology. He also introduced Deputy Provost Peter Conn.

Deputy Provost Conn discussed the elements of his responsibilities, noting the emphasis more on undergraduate education than graduate education, though both are part of the package. He described the significant redesign of the provost position, which yielded a job description with three broad elements—supporting the provost; working with the schools—both undergraduate and graduate; and working with the emerging cultural resource centers, such as the Annenberg Center, the Institute for Contemporary Art, the Arthur Ross Gallery, the University Museum, and others.


December Meeting
Mr. Jack Heuer, vice president for human resources, discussed the statistics concerning the six outsourcing opportunities on campus, including the Bookstore, Facilities Services, Employee Assistance Program, Benefits (Health and Welfare), Public Safety (Dispatch), and Campus Dining. Mr. Omar Blauk, Vice President, Facilities Services also reported on the ongoing assessment of Trammell Crow.

Council held its annual open forum, with speakers and discussion on University licensing for Penn clothes, problems with Penn policies on students with disabilities, women’s safety, the University’s investment of the endowment, minority recruitment and retention, obtaining prayer space, and the naming of University buildings. Speakers were either directed to appropriate resources immediately, or assured their issues would be taken up in Steering and/or appropriate Council committees in the near future.

January Meeting
Professor Martin Pring, chair of the Committee on Communications, presented a proposed policy on privacy in the electronic environment. Although Professor Pring asked Council to share its general sentiment by a straw vote, the proposal was noted that the changes are mostly an attempt to conform the bylaws to what is the current practice of Council. It was determined that no one had issues on any of the proposals or bylaws.

February Meeting
Council conducted an open forum on the proposed policy on privacy in the electronic environment. Chair of the Committee on Open Expression Professor Dennis Culhane was present to answer any questions relating to the Open Expression Guidelines. Professor Martin Pring, Chair of the Committee on Communications, presented the Revised Proposed Policy on Privacy in the Electronic Environment and Council had a lengthy discussion on the proposed policy.

March Meeting
Dean of Undergraduate Admissions Lee Stetson reported on minority recruitment, presenting information about the recently enhanced recruitment program, noting that recruitment of no group is more important to Penn than underrepresented minorities and Philadelphia. Dean Stetson highlighted the changes in the admissions Office faces, including the competition from the same type of institution as Penn for the limited pools of applicants and the financial aid packages.

Council continued discussion on the Committee on Communications’ draft policy on privacy in the electronic environment. Professor Pring returned to present the revised proposed policy. After a lengthy discussion, Professor Gross requested a sense of Council, and noting a lack of quorum and the inability to pass a motion, requested either a straw vote or a sense of Council. President Rodin asked Council if it were willing to have a vote, and follow Professor Gross’ recommendation, noting it would merely be the sense of Council to recommend the interim application of the policy for the next two years. The straw vote, by show of hands, voted for the interim application of the policy.

Council discussed proposed revisions to the University Council bylaws. Professor Gross noted the most substantive change—the increased representation of the PPSA and the A-3 Assembly—and the change of the beginning of the Council in September rather than the changeover meeting. It also was noted that the changes are mostly an attempt to conform the bylaws to what is the current practice of Council. It was determined that no one had issues on any of the proposals or bylaws.

Special Meeting
A special meeting of University Council was convened on April 19, 2000. The Steering Committee agreed that in order for Council to hear more committee year-end reports this academic year rather than next year, it would be best to add another meeting.


President Rodin and Provost Barchi coordinated their extended reports, in accordance with the bylaws, on budgets and plans for the next academic year. The president discussed how financial planning is done at Penn, then presented a quick overview of this year’s University budget. She then discussed where the money comes from and what the prospects for revenue growth are. Provost Barchi discussed enrollment and financial aid and its impact on revenue from student charges. He went on to discuss sponsored research. The provost then discussed where Penn’s business-like activities fall into the University’s overall revenue picture. Provost Barchi stated that the challenges Penn faces include staying connected and achieving the goals embodied in the Agenda for Excellence.

April Meeting
Professor Pring presented the proposed “friendly amendments” by the UA to the Proposed Policy on Privacy in the Electronic Environment. After clarification that these amendments have been made to the draft approved by straw vote, Professor Pring moved that Council recommend to the administration that they enact the text, as amended, to be reviewed in one year. Council voted on the proposed Policy on Privacy in The Electronic Environment, with forty-seven Council members voting to pass the motion, and none opposed.

Council voted on proposed revisions to the University Council bylaws. Forty-four Council members voted to “Increase to two representatives of the Penn Professional Staff Assembly and the A-3 Assembly on University Council and on the Steering Committee” and none opposed. Forty-seven Council members voted to “Move from January to March the extended reports by the president, the provost, other administrators on budgets and plans for the next academic year” and none opposed. Forty-five members voted to “Omit the requirement of committee chairs to report to Council in February, and allow reports to be submitted to Council according to current practice, in March, April, and October” and none opposed. Forty-five members voted to “Omit the need for a “changeover” meeting of the Council membership and change the Council meetings to begin with the first meetings of the academic year and conclude with the final meeting of the academic year” and none opposed. Forty-five members voted to “Consider minor changes, such as updating titles of ex officio committee members” and none opposed. All five amendments were passed and officially will be added to the bylaws.


In accordance with the bylaws, Council held a preliminary discussion of focus issues to be discussed in the 2000-2001 academic year.

—Rosemary McManus, Secretary to the Steering Committee
Penn Children’s Center Fall Enrollment

Applications are being accepted for the Penn Children’s Center’s limited fall enrollment, as well as the expanded enrollment in 2001.

Penn Children’s Center (PCC), the University’s child care program, serves children ages 12 weeks through 5 years. The program features weekly themes and a home-based curriculum based on the principles of early childhood education. PCC offers a nurturing infant program, well-equipped classrooms with computers, and a multi-purpose indoor-gym room. Penn requires the teaching staff to be highly trained; PCC teachers hold degrees in early childhood education.

In early 2001, the Penn Children’s Center will be moving to new, larger quarters in the former GE building now known as The Left Bank. The new location will allow a 27% increase in capacity and will feature a large outdoor playground.

Each year the Penn Children’s Center and Division of Human Resources sets aside funds to reduce the cost of the program for qualified Penn staff. Fee assistance applications will also be accepted at this time.

PCC Rate Structure:
Effective July 1, 2000 through June 30, 2001

<table>
<thead>
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<th>Infant</th>
<th>Toddler</th>
<th>Preschool</th>
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<td>2 day</td>
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<td>2 day</td>
<td>$119</td>
<td>$108</td>
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Eligibility Guidelines for Penn Tuition Rate
- All regular full-time, regular part-time, and limited service faculty and staff of the University of Pennsylvania
- Full-time University of Pennsylvania students
- Full-time University of Pennsylvania Health System employees
- Full-time Penn post-doctoral fellows, research associates

Fee Assistance Categories
Eligibility requirements apply, application and financial need documents required.

<table>
<thead>
<tr>
<th>40% Subsidy</th>
<th>25% Subsidy</th>
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<tbody>
<tr>
<td>Infant</td>
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<tr>
<td>Toddler</td>
<td>$124</td>
</tr>
<tr>
<td>Preschool</td>
<td>$100</td>
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</table>

(All services less than $40,000)

Eligibility Guidelines for Subsidized Rate
- Regular full-time, regular part-time and limited service faculty and staff of the University of Pennsylvania only (UPHS not included.)

For More Information
For additional information, or to arrange a tour, please contact Penn Children’s Center Director Anjali Chawla at (215) 898-5268. Also, visit the Penn Children’s Center online: www.upenn.edu/bus-svcs/childctr/.

Volunteers Make the Difference
Dear Penn Community,

In our continued efforts to be good neighbors, the following is a list of the monthly posting of community service opportunities. As many of you know, Penn Volunteers In Public Service (Penn VIPS) compiles these opportunities from the many requests we get from the surrounding community to be partners in a particular initiative and/or sometimes to provide assistance.

Thank you for your donations to the School Supplies Drive. Distribution of the supplies took place in the beginning of September and will benefit area shelters, schools and families. A special thanks to Acme Markets and WXPN for their work with us on the School Supplies Drive.

If you would like to volunteer for any of the following programs, call (215) 898-2020 or via e-mail (smapp@pobox.upenn.edu).

—Isabel Sampson-Mapp, Associate Director, Faculy, Staff and Alumni Volunteer Services, Director, Penn Volunteers in Public Service, Center for Community Partnerships

Mentors needed for the Penn’s WorkPlace Mentoring Program in its 7th year of operation! Volunteer to mentor an 8th grade middle school student one day a month. Students come to campus the third Thursday of the month at 9 a.m. from October to May. They participate in a group program and then visit with their individual mentor in the mentor’s workplace. Students depart campus around 1:30 p.m. Each mentor receives training and support. Join the many other mentors involved in this program.

United Way Day of Caring Thursday, 9/21, 9 a.m. or Saturday, 9/23, 9 a.m. Penn is participating in this year’s United Way Day of Caring. Agencies and companies throughout the Delaware Valley are volunteering to perform community service. Thanks for helping to build community through volunteering. “There’s no present like your time.”

The Ronald McDonald House Needs You! The Ronald House, houses out-of-town families whose children are very ill, (usually oncology patients). It attempts to make it convenient and affordable for families to remain in the area while their child is hospitalized or receiving out-patient treatment. They need volunteers to help these families as they cope with the illness of their child. Volunteers can: Teach Candy Making, Do Arts & Crafts, Drive the van on regular route to HUP & CHOP, Manage the reception area, Bake with the children, Comfort parents and more.

You can also volunteer for their “tab” collection program, their Share A Night Program and become a camp counselor for their Survivors Children Camp that takes place for one week in August. There are 3 shifts 7 days a week that you can volunteer for. Volunteer for as little as one (1) shift a month or whatever is convenient for you. Shift schedule is: 9 a.m.-1 p.m.; 1-6 p.m.; 6-9 p.m. seven days a week.

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Eligibility Guidelines for Penn Tuition Rate
- All regular full-time, regular part-time, and limited service faculty and staff of the University of Pennsylvania
- Full-time University of Pennsylvania students
- Full-time University of Pennsylvania Health System employees
- Full-time Penn post-doctoral fellows, research associates

Fee Assistance Categories
Eligibility requirements apply, application and financial need documents required.

<table>
<thead>
<tr>
<th>40% Subsidy</th>
<th>25% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infant</td>
<td>$150</td>
</tr>
<tr>
<td>Toddler</td>
<td>$124</td>
</tr>
<tr>
<td>Preschool</td>
<td>$100</td>
</tr>
</tbody>
</table>

(All services less than $40,000)

Eligibility Guidelines for Subsidized Rate
- Regular full-time, regular part-time and limited service faculty and staff of the University of Pennsylvania only (UPHS not included.)

For More Information
For additional information, or to arrange a tour, please contact Penn Children’s Center Director Anjali Chawla at (215) 898-5268. Also, visit the Penn Children’s Center online:

www.upenn.edu/bus-svcs/childctr/.

Do you enjoy working with adults? Can you teach life skills and job readiness skills? The Delaware Valley Community Kitchen in conjunction with Philabundance, SHS and JEVS are preparing low and no income individuals for the world of work by providing culinary arts training in a 12-week program.

Volunteer to teach a math review class or to teach a problem solving or decision making workshop, teach self-esteem or help out with the GED training. Your schedule can be accommodated.

Remember the MAGIC of your first book? First Book of Philadelphia is the local chapter of a national nonprofit organization committed to giving low-income children the opportunity to read and own their first book. Our primary goal is to work with community-based tutoring, mentoring and family literacy programs by distributing new books to children who have little or no access to reading material. If you remember the magic of your first book, would like additional information or would like to make a financial donation, please contact Isabel Mapp or contact Syretta Hill shill@phila.k12.pa.us.

Computers Needed! Is your department upgrading its computers? Would you like to donate your used computers to a worthy cause? The Center for Community Partnerships and a group of volunteers are working to provide computers to West Philadelphia schools, families and nonprofit agencies. Join us by donating your used computers to this cause.

Can you do any of the following: Calligraphy, Tai Bo, Dance, Yoga Ceramics, Belly Dancing, Cooking, Basketweaving, Flower Arranging? Why not teach it at University City High School’s Tuesday Night Community Nights? Share your skills with our neighbors and have fun in the process. UCHS is located at 36th Street near Market.
Pre-Tax Expense Account Claims Deadline

All Pre-Tax Expense Account claims for expenses incurred during the Plan Year July 1, 1999 to June 30, 2000 must be filed by September 30, 2000. Expenses are considered incurred on the day the service is provided, not when you are billed or when they are paid. Any balance left after September 30 will be forfeited. If you have any questions, please contact Eastern Benefit Systems (EBS) at 1-888-736-6359.

—Division of Human Resources

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 August 28 through September 3, 2000. Also reported were Crimes Against Property: total 34 thefts (including 28 thefts, 1 attempted theft, 1 retail theft, 4 burglaries, 3 vandalisms, and 2 frauds) and Crimes Against Society (2 disorderly conduct). Full reports on the Web: (www.upenn.edu/almanac/v47/7003crimes.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 August 28, and September 3, 2000. 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.

18th District Report

21 incidents and 5 arrests (6 robberies, 11 aggravated assaults and 3 rapes) were reported between August 28 and September 3, 2000 by the 18th District covering the Schuylkill River to 49th Street in conjunction with the Philadelphia Police.

8242 for more information or to enroll.

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

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

Editor: Marguerite F. Miller

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URL: www.upenn.edu/almanac/

All Aboard Express Almanac

Reversible Unfolding of a Single RNA Molecule

Carlos Bustamante, University of California at Berkeley

4:30 p.m.

In the Search Committee’s Perspective; Dr. Peter Conn, Deputy Provost; advanced doctoral students/recent Ph.D.’s, including Kirby Randolph, History, Michael Prange, Bioengineering, and Susan Sherr. Annenberg School for Communication, moderated by Dr. Conn. You will give first-hand advice.

Job Hunting Issues

October 17, McNeil Building, Room 285-86

5-6:30 p.m.

Non-Tenure Track Positions and Surviving One-Year Positions; Dr. Carol Schilling, Acting Director. English Writing Program

Update

September at Penn

TALK

14 Reversible Unfolding of a Single RNA Molecule

Carlos Bustamante, University of California at Berkeley; 4 p.m.; Reunion Lecture Hall, John Morgan Bldg. (Biochemistry & Biophysics).

Deadline: The deadline for the weekly update is each Monday for the following week’s issue; for the October At Penn calendar it is September 12.

All Aboard Express Almanac

Want to be apprised of late-breaking news and time-sensitive information that is published only on our website? We will inform you as soon as we post such items if you are on board Express Almanac. A free electronic service, Express Almanac, is sent whenever we add something significant to our website: Between Issues news, the latest issue or At Penn calendar, to register, send an e-mail message with “subscribe” as the Subject to almanac@pobox.upenn.edu—incorporate your name, e-mail address, and mailing address.

—Ed.

Classifieds

RESEARCH

Family History of Cancer? The University of Pennsylvania Cancer Center is looking for families where at least two closely related members have the same form of cancer, particularly of the breast, ovary, testis, colon, prostate or melanoma. We are also seeking participants who have had more than one form of cancer themselves. The Cancer Genetics Network, in cooperation with the National Cancer Institute, is working to develop a resource for research in the genetics of cancer. Participants may be eligible for a variety of confidential, no fee research studies, some including genetic testing. Participants will receive $10 as well as informational updates in cancer genetics. Enrollment can be completed via telephone or through the mail. Call Nicole Fox at (215) 349-6242 for more information or to enroll.

To place a classified ad, call (215) 898-5274.
2001 Models of Excellence Program

Dear Penn Faculty and Staff,

The Models of Excellence program provides an opportunity for recognizing outstanding staff member achievements—above and beyond job expectations—that make significant contributions to the University of Pennsylvania.

This program, successfully introduced last year, supports the values of the University; provides models for emulation; and offers an opportunity to honor, award, and celebrate outstanding accomplishments by individual Penn staff members and teams.

We know that each year there are many staff member accomplishments worthy of recognition. We encourage you to let us know of these achievements through the nomination process described below.

Thank you in advance for helping us to identify the important achievements by your Penn colleagues that ensure our continued success as a premier institution of higher education.

—Judith Rodin, President —Robert Barchi, Provost —John Fry, Executive Vice President

Excellence Criteria

The following excellence criteria will be used by the Selection Committee to identify individual staff members or staff teams as “Models of Excellence” for outstanding contribution to the mission of the University. Extremely noteworthy contribution will receive “Honorable Mention.”

Supportive Practices, Procedures and Policies

• Bringing about significant positive change for the University’s mission,
• Eliminating significant obstacles to achieving the University’s mission,
• Resolving, in unique/novel ways, problems that impede progress.

Innovative and Proactive Leadership

• Utilizing highly effective and/or novel practices to inspire and lead others to contribute constructively to the University’s mission,
• Proactively identifying and resolving challenges that interfere with team/unit/school/center activities to further the University’s mission,
• Encouraging a coordinated effort by a complex group and facilitating the group’s ability to meet uncompromised goals,

Extraordinary Service to Key Constituencies

• Supporting internal and/or external constituencies in ways that exceed expectations and result in unexpected and very positive outcomes that support the University’s mission,

Substantial Cost-Effectiveness

• Identifying improvements to University practices, policies and/or program designs that result in substantial cost savings or financial gain to the University while enhancing the organization’s ability to support the University’s mission.

Exemplary Relationship Building Within and/or Outside of the Immediate Organization

• Developing and utilizing strong, constructive and productive relationships that enable goals to be met that would be impossible otherwise.

Nominations

Nominations of staff members (individual or team) are welcome from any full or part-time faculty or staff members of the University of Pennsylvania, including self-nominations. Nominations should:

1. Apply to notable achievements by staff member(s) that are above and beyond job expectations.
2. Occur during the previous academic year.
3. Include a one-sentence description of the achievement.
4. Include a brief description of the standard job responsibilities of the nominee(s).
5. Offer a detailed description of the achievement explaining how the nominee(s) went above and beyond job expectations utilizing standards of excellence reflective of the Models of Excellence. This information should be typewritten on no more than two pages.
6. Include the name, work address, e-mail, and work telephone number of the nominator, nominee(s), and the nominee(s) supervisor.

References

Each nomination should be accompanied by two University references from individuals familiar with the work cited. References should confirm and expound on the described achievements and how they surpassed job expectations. No more or less than two references should be provided, one of which should be a supervisor of the nominee(s). If the nominator is the supervisor, please provide two other sources of reference.

References should be typewritten and limited to one page each. These references should be included as part of the nomination in sealed envelopes labeled with the name(s) of the nominee(s). Nomination materials and the reference materials should be sent by intramural mail to: QOWL—Models Program, 527-A, 3401 Walnut/6228

Timing

All nominations are due by November 8, 2000. Nominations should apply to achievements that occurred during the previous academic year.

Selection

Individuals and/or teams will be selected as “Models of Excellence” or accorded “Honorable Mention” based on the notable nature of the contribution to the University and the use of excellence practices to achieve outcomes above and beyond job expectations. The number of awards given annually will be a reflection of the very high standards associated with these awards.

Selection Committee

The following committee of Penn leaders, including previous Models of Excellence award winners, will review all nominations and select the award winners for the 2001 program.

Robert L. Barchi, Provost
John A. Fry, Executive Vice President
Regina Cantave, Administrative Assistant, Information Systems and Computing; Chair, A-3 Assembly
Kurt Conklin, 2000 Models of Excellence Award Winner; Health Educator, Office of Health Education, VPUL
Susan Croll, Executive Director, School of Medicine Administration
Siddharth M. Deliwala, 2000 Models of Excellence Award Winner; Manager, Electrical Engineering Instructional Laboratory, SEAS
Larry Gross, Professor of Communications, Annenberg School for Communication; Chair, Faculty Senate
Beth Hagonowsky, Vice Chair, PPSA; Associate Director, Student Affairs, Wharton Undergraduate Division
John J. Heuer, Vice President of Human Resources
Serita Lewis, 2000 Models of Excellence Honorable Mention; Administrative Assistant, The MBA Admissions and Financial Aid Team, The Wharton School
Harbir Singh, Edward H. Bowman Professor of Management; Chair, Management Department, The Wharton School
Marie Witt, Associate Vice President, Business Services
Ex Officio: Marilyn Kraut, Manager Quality of Worklife Programs, Division of Human Resources

Notification

Staff members chosen for these honors will be notified in January and this information will be publicized broadly to the University community.

Celebration

A celebration in honor of the “Models of Excellence” and “Honorable Mentions” will be held on April 3, 2001.

Awards

Staff members identified as Models of Excellence will receive a cash prize of $500 each and a Models of Excellence award. Staff members receiving Honorable Mention will receive a cash prize of $250 and an Honorable Mention award.

Questions?

For more information about this program contact Marilyn Kraut, Manager, Quality of Worklife Programs (kraut@hr.upenn.edu or (215) 898-0380).