

UNIVERSITY OF PENNSYLVANIA *Almanac*

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WELCOME BACK FROM THE PRESIDENT

Encouraging Interaction and Collaboration

In July, I had the pleasure of attending the taping of a “Justice Talking” debate on the most recent Supreme Court decisions. Produced by the Annenberg Public Policy Center at Penn and hosted by National Public Radio, “Justice Talking” tackles the hot legal controversies that touch our lives.

Few topics were hotter that week than the U.S. Supreme Court’s decision on affirmative action, which upheld the right of universities to take race into account in admissions decisions. Like many, I anxiously awaited their opinion and was elated to read Justice Sandra Day O’Connor’s majority opinion in *Grutter v. Bollinger*, which recognized, in her words, “the substantial, important, and laudable educational benefits that diversity is designed to produce, including cross-racial understanding and the breaking down of racial stereotypes.”

O’Connor invoked “numerous expert studies and reports showing that such diversity promotes learning outcomes and better prepares students for an increasingly diverse workforce, for society, and for the legal profession.” She noted that “[m]ajor American businesses have made clear that the skills needed in today’s increasingly global marketplace can only be developed through exposure to widely diverse people, cultures, ideas, and viewpoints.”

“Moreover,” she continued, “because universities ... represent the training ground for a large number of the Nation’s leaders, the path to leadership must be visibly open to talented and qualified individuals of every race and ethnicity.”

The ruling was an important victory for the principle of diversity. And contrary to one critic’s complaint that the Court had perpetuated “government involvement in picking winners and losers on the basis of skin color,” O’Connor understood that assembling a diverse class to advance a university’s mission entails “complex educational judgments in an area that lies primarily within the expertise of the university.” The Court’s ruling was, in her words, “in keeping with our tradition of giving a degree of deference to a university’s academic decisions.”

Still, those of us who cherish diversity cannot pretend that the storm clouds of opposition and protest will dissipate. The Supreme Court’s decision simply resolves one aspect of a debate that will likely continue in different forums. Critics will continue to challenge affirmative action vigorously and question the pedagogical value of diversity. Many commentaries will be shrill and abrasive. Some critiques will be reasoned, thoughtful, and compelling.

In the September issue of *Atlantic Monthly*, for example, columnist David Brooks maintains that “[t]he dream of diversity is like the dream of equality. Both are based on ideals we celebrate even as we undermine them daily.”

Brooks laments “the segmentation of society” into “little validating communities” in which “people [are] content to cut themselves off from everyone unlike themselves.” He thinks “adults [should] get out of their own familiar circles,” in their travels, their social encounters, and their reading.”

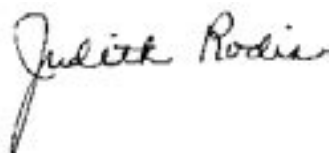
I agree strongly with this perspective. We all have more work to do to encourage interactions and collaborations that foster both a deeper understanding of other cultures and close, meaningful personal relationships among men and women from all backgrounds.

While a stroll through campus, a survey of Penn’s diverse faculty hires and research portfolio, and the flowering of intercultural activities on campus reflect diversity’s beneficial impact, more can be done. We must proactively help all our students to know and interact frequently with peers from many different backgrounds. Only when the full potential of diversity is realized will it develop our students’ powers of thinking and problem-solving, prepare them for leadership in business, government, the professions, and the arts, and deepen their understanding of a complex world.

And while we have not yet fully realized the “dream of diversity” at Penn, maintaining our strong commitment to diversity—in student admissions, in faculty appointments, and in staff hirings—will keep us on the right track.

As I begin my last year as President, I cannot help but think back not only on how much we have accomplished as a community, but how much Penn has changed since I arrived as a freshman a fair number of years ago. In the early 1960s, my classmates and I had few opportunities to learn from encounters with peers from many different backgrounds, places, or experiences. Of the many reasons I would love to be entering Penn as a freshman in 2003, one is the presence of extraordinary men and women who have transformed Penn from a regional institution into a truly global community of scholars.

As we begin this academic year, let us celebrate Penn’s dynamic and diverse community, which has the potential to enrich our learning and our lives. And let us commit ourselves to redoubling our efforts to engage one another across all boundaries as colleagues and friends.



At Penn, Over the Summer

President Judith Rodin announced that she intends to step down from the presidency when she completes her 10-year term in June 2004. That was the big story of the summer; it broke on June 20 while the Trustees were in town for their full Board Meeting. Mr. James Riepe, chairman of the Trustees, said that the Executive Committee of the Trustees would appoint a presidential search committee to be comprised of trustees, faculty and students, which he will chair. (*Almanac* July 15, 2003).

Schools

Three of Penn’s twelve schools have new deans as of July 1: the Trustees approved the appointments of Dr. Richard Gelles as dean of Social Work; Dr. Marjorie Jeffcoat as dean of Dental Medicine, and Dr. Michael Delli Carpini as dean of the Annenberg School for Communication.

Another one of the dozen has a new name which was also given Trustee approval—the Graduate School of Fine Arts has become the School of Design—to better reflect the diverse programs which include architecture, city planning, landscape architecture, historic preservation, fine arts, digital media design and visual

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U.S. News Rankings

Penn’s overall score has gone up a point since last year—now at 94 out of 100—in the 2004 edition of the “America’s Best Colleges” guidebook from *U.S. News & World Report*. There were some slight shifts since last year among the universities in the top five slots when the *U.S. News & World Report* recently released this year’s list of “Best National Universities”—Doctoral category. This time Penn is tied for fifth place, along with California Institute of Technology, Duke University and Stanford University. MIT, which had shared fourth place with those schools last year, has that slot to itself this time. Harvard has joined Princeton in the top spot, with Yale ranked third.

Penn was included in the list of universities with the highest proportion of classes under 20, with 73% in that category. It also made the list of those with the lowest acceptance rate, at 21%, while Harvard and Princeton top that list at 11%.

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Pullout: September AT PENN

Participation, Communication and Representation

I want to take this opportunity, on behalf of the Faculty Senate, to welcome you back to Penn for the beginning of a new academic year. For those of you who are new to the University, the Faculty Senate is the deliberative body and the voice of the Penn faculty. The Senate functions primarily through the Senate Executive Committee (SEC), a group of faculty members elected from the various constituencies of the University to represent the interests and concerns of that constituency. SEC meets monthly. The Senate also establishes and has oversight of a number of committees which investigate matters of concern to the faculty (faculty benefits, teaching evaluations, conduct of research to name just a few). SEC's agenda and actions are published here in *Almanac* in order to keep you informed of what is going on and to give you the opportunity to provide us with your feedback.

SEC also gives advice on current issues and problems facing the University through frequent consultations between the Senate leadership (the Chair Elect, Charles Mooney; the Past Chair: Mitchell Marcus; and myself) and the President and Provost. So that this process of consultation may be a real dialogue, it is most important that you keep SEC and its leadership informed of your own concerns and views; you can contact either your SEC constituency representative (consult either the Senate web page or Kristine Kelly in the Faculty Senate Office) or the Senate leadership directly by phone or e-mail. I can be contacted at (215) 898-6970 or by e-mail at ldevans@sas.upenn.edu.

The most important task facing the Senate and its leadership this fall is the selection of a new President of the University. The procedures for the election of a President are set out in the *Faculty Handbook* and can be summed up as follows: the Executive Committee of the Board of Trustees convenes a Consultative Committee, composed of trustees, faculty and students, to identify and recommend candidates for review by the Executive Committee. The Consultative Committee is advisory to the Executive Committee, is chaired by a trustee, and is composed of an equal number of trustees, faculty and half that number of students. The Consultative Committee endeavors to carry out a broad search and solicits suggestions from the entire University community, alumni, and friends of the University. It is the responsibility of SEC to select the faculty component of the Consultative Committee. Since President Judith Rodin has announced her decision to step down at the end of academic year 2003-2004, it is of the utmost importance that we move as quickly as possible so that a new President can be in place by July 1, 2004, thus avoiding an interregnum which risks braking the momentum the University has acquired during President Rodin's term of office.

The Faculty Senate Committee on Committees is already at work establishing a slate of candidates for the faculty component of the Consultative Committee. It is required by the regulations in the Handbook to present a slate of at least one and a half times the number of places available to faculty on the Consultative Committee. The exact size of the committee has not yet been finally established but the number of faculty positions will most likely be of the order of 7 or 8. This slate will be presented at a special meeting of SEC to be held on Wednesday, *September 3*, when a vote will be taken. The names of the faculty selected will be published in the next *Almanac*.

This is obviously an extremely important year for the University as a whole and in particular for its faculty. The Trustees have asked us to solicit the opinions of the faculty as to the desired qualities and qualifications of a new President and we will be asking your advice on this matter in the near future. I do ask that you already begin to give this important matter some thought. We will be setting up meetings to this end, but you can certainly let us know your ideas by e-mail.

SEC has other ongoing and new projects in the coming year. One of the most important is the establishment of an ad hoc Committee on Faculty Development which will investigate the mentoring process at the University and see how it can be improved, particularly with respect to women and minority faculty. While some departments do an excellent job of mentoring their faculty, in others it is haphazard or even non-existent. SEC believes that it is of the utmost importance that a university-wide system be established if we are to attract and retain talented faculty.

SEC will also be looking at gender and minority equity in the course of the coming year, undergraduate research, and a new faculty track in the School of Medicine. It will also work on the implementation of a program to be known as the Penn Fellows, which aims to broaden faculty and senior administrative staff members understanding of the University by addressing and discussing issues related to governance, institutional priorities, and relations with internal and external constituencies. We will also be looking at ways to improve the workings of SEC to encourage greater participation of faculty in Senate activities. There are still constituencies which have failed to nominate a representative to SEC and we want to investigate the reasons for faculty apathy and indifference with regard to the Faculty Senate and how this situation can be ameliorated. Your input on this matter is also welcomed.

The coming year promises to be a particularly interesting and exciting time for us all and I would urge you all to be participants and not just spectators. If faculty are to play a central role in the university community, they must be willing to devote time and effort to serve on committees that are dealing with areas of vital interest to them and to the university community as a whole. I encourage your active participation and look forward to working with you during the coming year. As always, I will keep you informed about Senate activities through *Almanac*. I wish you all a very productive and successful year.

Lance Donaldson Evans

At Penn, Over the Summer

(continued from page 1)

studies. "As we thought about a new name, the faculty wanted it to signal not only the present but the future of our school," said Dr. Gary Hack, dean and Paley Professor. "We are imagining new programs in coming years that involve design in other fields. The term "graduate" has been dropped from our name, since one-third of our teaching is currently for undergraduates," he added.

Facilities

Hill Field has been undergoing an extensive renovation during the summer, and when it is complete later in the fall, it will have granite benches, new lighting, playing fields, and an informal amphitheatre from which to view the action on the field; it will then be known as Hill Square. It will also have a new sculpture commemorating 125 years of women at Penn.

Hillel has moved into its new building, the Steinhardt Hall, on 39th Street, between Locust and Walnut (*Almanac* October 2, 2001).

With the Williams Hall renovations well underway, the occupants of floors four through eight of the building have been relocated elsewhere on campus for the 2003-2004 academic year. Some of the programs and departments will be relocated on Market Street, while others will be in Bennett Hall and some will be in the old Hillel building on 36th Street. (See www.upenn.edu/almanac/v50/n01/williams_hall.html for the exact addresses).

Since the Palladium and Gold Standard have left the building now known as the ARCH, formerly the Christian Association, the University intends to use the vacated spaces for academic programs. Decisions were made about the use of these spaces several years ago by the Locust Walk Advisory Committee, comprised of students, faculty and staff and led by Provost Robert Barchi. The plans are consistent with the University's master plan. The cultural groups and other offices that have been using the ARCH (Arts, Research and Culture House) for the past few years will remain in place. Performing arts rehearsal space on the ground floor, where the Gold Standard had been, is expected to be ready soon. The first floor, where the Palladium had been, will be a multi-use space for special events initially and will then be converted into academic classroom space later in the academic year. The outdoor plaza will be outfitted with tables and chairs, and a food cart will offer beverages, snacks and pre-made sandwiches.

Food

In June, after having managed campus dining since last year, Aramark signed a deal to manage residential and retail dining locations and the kosher eatery on campus for two years, with options for four additional two-year terms. Under the agreement, the Center City-based company will oversee the student dining halls, as well as Houston Market, a convenience store in 1920 Commons, and a kosher eatery at the new Steinhardt Hall, home to Penn's Hillel. This year, under the extended agreement, Aramark will implement five new retail dining options and renovate existing campus dining facilities. There will be a new Coffee Café at Accecure Cyber Lounge in the Towne Building, scheduled to open this week. The new Noodle Bar, featuring Asian cuisine will replace Global Fusion in Houston Market. The Van Pelt-Dietrich Library Center will be home to Mark's Café, which will be located on the ground floor and is slated to open later this month.

Speaking Out

Caremark Costs

The University Community should be aware of a bizarre and counter intuitive regulation concerning our prescription drug coverage. One actually loses money if a 1 month supply of a generic prescription is ordered directly from Caremark, for eventual mail delivery. We have been led to believe that this is a money-saving alternative to using our neighborhood participating pharmacy, yet a one-month supply of a generic drug ordered from Caremark had a co-pay to me of \$10, and took 11 days to arrive. The same prescription would have cost \$5, and would be available immediately, from my local pharmacy. This analysis was confirmed to me by Caremark.

The bottom line to all of us: Do not—in the interests of savings and speed—use Caremark's Mail Service for a month's [or shorter] need for generic prescription drugs!

—David S. McDevitt, Professor of Anatomy, School of Veterinary Medicine

Response

The University of Pennsylvania's prescription drug program utilizes Caremark as the administrator. Caremark provides coverage for prescriptions obtained at local participating retail pharmacies and through a Caremark mail order service.

Communications from the Division of Human Resources about prescription coverage, including our letter sent to all Caremark participants in September 2002, explain that the mail order option is intended to provide convenience and cost savings for long-term maintenance medications. For generic prescription drugs, the cost savings are achieved because a 90-day supply is available for a \$10 minimum co-pay. This same supply would cost \$15 at a retail pharmacy. (More savings apply to brand name drugs with no generic equivalents). In addition, the employee would have to go to the pharmacy three times to receive the same supply because there is a 34-day maximum on the amount of medication filled each time.

We have never recommended that employees use Caremark's mail order service for short-term (one month or less) prescriptions. There would be no cost savings because the \$10 minimum will apply. The mail order service was not intended for short-term prescriptions, as these medications are usually needed immediately. Employees should continue to fill short-term prescriptions at their local participating retail pharmacy.

—Division of Human Resources

Speaking Out welcomes reader contributions. Short, timely letters on University issues will 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.

African American Resource Center Director: Valerie Allen

President Judith Rodin has appointed Valerie Dorsey Allen, a 1993 graduate of Penn's School of Social Work, as the new Director of the African American Resource Center.

A committee composed of members of the African American Resource Center's advisory board initiated the search in April after Jeanne Arnold, who had served as the Center's Director for the past eight years, was appointed Executive Director of the Office of Affirmative Action (*Almanac* April 1, 2003). President Rodin indicated that she was pleased to accept the search committee's recommendation in making the appointment. She noted, "Valerie is forthright and personable. She clearly communicates a passion for addressing issues of importance to the African American community."

Ms. Allen brings to the position extensive experience as a counselor and career development officer with Philadelphia Job Corps. She holds a B.A. in Criminology from Indiana University of Pennsylvania. In assuming the leadership of AARC, Ms. Allen is focused on addressing the needs and interests of the community and on increasing community awareness of the Center and its programs. She plans to expand the connections between AARC and other resource groups on campus.



Valerie Dorsey Allen

Law School Vice Dean for Administrative Services: Jo Ann Verrier



Jo Ann Verrier

Jo Ann Verrier, L'83, has moved full-time into the role of Vice Dean for Administrative Services at the Law School. In this capacity, she will be focusing her efforts on implementing the Law School's strategic plan, including streamlining administrative processes with the Law School's joint degree programs and working with the Law School's senior staff on a variety of projects.

"We are deeply committed to improving and expanding Penn Law's already strong cross-disciplinary curriculum and joint degree programs throughout the University. Jo Ann Verrier will be instrumental in accomplishing this goal, working closely with our administration and faculty as well as those of the various Schools and Graduate Programs. We have already benefited from her numerous contributions as Vice Dean, despite her having dual responsibilities heading up Career Planning and Placement this past year. We look forward to her continued success," said Dean Michael A. Fitts.

In the new structure, Career Planning and Placement will be managed by two Co-Directors, Diane Downs and Claire Wallace. Diane Downs will work with students seeking clerkships, provide counseling, and assist LL.M. students. Claire Wallace will direct the on-campus recruiting program, direct the 2L and 3L private sector employment search, and serve as liaison to the Students of Color groups.

Assistant Dean of Admissions/Financial Aid Law School: Derek Meeker



Derek Meeker

Dean Michael A. Fitts has announced the appointment of Derek E. Meeker, J.D., as Assistant Dean of Admissions and Financial Aid at the Law School. "We are delighted that someone with Derek's vision will lead our Admissions Office," said Dean Fitts. "He has uniformly impressed faculty, students, and staff with his understanding of and appreciation for Penn Law, and with his ideas, dedication, and ability. His admissions expertise, coupled with prior legal experience, will be of immense value as he assumes this important leadership role in an office that is the lifeblood of Penn Law."

Mr. Meeker was recruited as Associate Director of Admissions and Financial Aid at Penn Law in August 2002, and was named Interim Director of the Office in December. In that role, he has successfully implemented new strategies for admitting the incoming Class of 2006. Prior to joining Penn Law, he spent several years as Assistant Director of Admissions with William Mitchell College of Law in St. Paul, Minnesota. There, he successfully engaged in all aspects of admissions, including recruiting applicants, evaluating candidates, and implementing post acceptance strategies.

He served as an Assistant Attorney General in Ohio, where he represented universities and state agencies in employment litigation and assisted clients with the development of their personnel policies.

Music Director and Conductor: Brad Smith

The Music Department is pleased to announce the appointment of Brad Smith as the new Music Director and Conductor of the Symphony Orchestra and Wind Ensemble. Prior to his appointment at Penn, Mr. Smith served for two years as Music Director of the University Orchestra and Assistant Conductor of the Symphony Orchestra at The University of Texas at Austin, where he studied conducting with Kevin Noe while completing work for the Doctor of Musical Arts degree in Orchestral Conducting. Prior to that, Mr. Smith received his Master of Music degree in Wind Band Conducting from UT Austin, serving as Assistant Conductor to both the UT Wind Ensemble and Symphony Band while studying with Jerry Junkin.

Before beginning graduate studies at The University of Texas at Austin, Mr. Smith taught instrumental music for four years in the public schools of Texas. He received his Bachelor of Music Education degree from Stephen F. Austin State University, where he studied conducting with John Whitwell, Kevin Sedatole and Rob Carnochan. Mr. Smith participated in the Donald Thulean Conducting Workshop sponsored by the American Symphony Orchestra League, hosted by the San Francisco Youth Symphony in February.



Brad Smith



A Facelift: Newly Designed Penn Cards

For the last several months, the PennCard Center has been working on a new design of Penn's ID card. The Office of Public Safety and the Office of University Communications were extremely helpful in integrating security features and the University's branding standards into the new design. We welcome you to learn more about the new PennCard on our web site at www.upenn.edu/penncard.

First-time applicants and individuals needing to replace expired cards will receive cards with the new design. Individuals with lost or damaged cards as well as anyone who simply wishes to replace their existing card will also receive the updated design (standard service charges will apply in such instances).

Over the course of the next year, students, faculty, and staff may look forward to expanded uses of the PennCard in on-campus dining, recreation and entertainment facilities, building access, and snack and beverage vending throughout campus.

— Marlayne Dundovich, Director of PennCard Center

Deaths

Dr. Lewis, School of Social Work

Dr. Harold Lewis, a former professor of social work, and former dean of the School of Social Work at Hunter College, died on July 18, at the age of 83.

Dr. Lewis graduated from Brooklyn College in 1942 and served in World War II in Army intelligence. He received his master's degree and Ph.D. from Penn in 1948 and 1953 respectively. He became an instructor at the University of Nebraska School of Social Work in 1950. He returned to Penn in 1951 and was promoted to associate professor of social work in 1959 and promoted to professor of social work in 1962, teaching in that capacity until 1969.

Dr. Lewis was named dean of the School of Social Work at Hunter College in 1970 in which capacity he served until 1990. During his tenure, the School of Social Work gained nationwide recognition. He is also credited with developing the school's concentrations concept that allows graduate students to pursue a second specialty in health or mental health. This idea was adopted by the National Council on Social Work Education as a model for other graduate schools of social work.

Dr. Lewis was a founder and co-editor of *The Journal of Teaching in Social Work*, and was the author of the text, *Intellectual Base of Social Work Practice: Tools for Thought in a Helping Profession*. He was also the author of more than 100 papers and articles.

He is survived by his wife, Celia Schwartz Lewis; two daughters, Amy L. Reisch and Beth Lewis; and four grandchildren.

Dr. Mackie, Surgery



Julius Mackie

Dr. Julius A. Mackie, Emeritus Professor of Surgery, died on July 19, of cancer at the age of 75.

Dr. Mackie, was a native of Winston-Salem, North Carolina, and received his undergraduate degree from the University of North Carolina. He earned his medical degree from Penn in 1950 and began his career in medicine at HUP. From

1951-1954 he was an assistant resident, and from 1954-1957 an instructor in surgery. From 1957-1959 he served in the Army Medical Corps and returned to HUP in 1963 as an assistant professor. In 1968 he was promoted to associate professor in surgery. In 1971 he became a professor of surgery and remained in that position until he became emeritus professor in 1993.

Dr. Mackie was a member of the Philadel-

phia Academy of Surgery, the Eastern Society of Surgery, the Southern Surgical Association, the American College of Surgeons, and the International College of Surgery. He was an officer of the Medical Club of 13. From 1972-1988 he served as the associate editor of the *Journal of Trauma*. He published over 40 articles in surgical literature, many with Dr. Jonathan Rhoads.

He is survived by his wife, Joan Wheeler Mackie; daughter, Allison; son, Alexander; stepchildren Inez, Gresham, and Andrew O'Malley; and four grandchildren.

Memorial donations may be made to the Julius A. Mackie, Jr., Surgical Fund, c/o Angela Wurster, Department of Surgery, HUP, 3400 Spruce St., Philadelphia, PA 19104.

Mr. Maciunas, Library

Mr. Vincas Maciunas, a retired Slavic Languages librarian, died on July 20, at the age of 94.

Mr. Maciunas joined the Penn Library in 1949 as a cataloger and classifier, was promoted to a librarian in 1966 and retired from that position in 1978.

He is survived by his wife, Genovaite; two children, Bytas and Algis; four grandchildren; and a brother Algirdas.

Memorial donations may be made to Lietuvos Literaturos Ir Tautosakos Institutui or *Draugas-Lithuanian* worldwide daily.

Mr. Marion, Museum

Mr. James A. Marion, supervisor of custodial services of the Facilities Department of the University of Pennsylvania Museum of Archaeology and Anthropology, died on June 30, at the age of 60 from complications of lung cancer.

'Mr. Big' or 'Big Jim' as he was known by his co-workers, came to the Museum in 1965 was promoted to supervisor of custodial services in 1982 and held that position at the time of his death.

He is survived by his daughter, Darletta Butler; a life-long companion Barbara Butler; three step daughters, Isa, Verna and Najila; and three grandchildren, Raheem, Nafees and Shafi Mathis.

Ms. Maxwell, President's Office

Ms. Elizabeth (Betty) Maxwell, a former staff member of the President's Office died on July 8, at the age of 82.

Ms. Maxwell began her career at Penn in 1959 as a secretary at Irvine Auditorium. In 1963 she began working as a secretary in the Office of the President and worked there during the presidency of Mr. Meyerson and Dr. Hackney. She was reclassified as an archivist assistant in 1963 and remained in that position until her retirement in 1987.

Ms. Maxwell is survived by her sisters, Mary Louise Schadrer and Susan Janell.

Dr. Shull, Jr., Rehabilitation Medicine



William Shull

Dr. William Henry Shull, Jr., an assistant professor of rehabilitation medicine, and director of neurotrauma rehabilitation in the department of rehabilitation medicine, died on July 11, from malignant melanoma at the age of 42. He was at the home of his parents in Charlotte, North Carolina at the time of his death.

Dr. Shull received his B.A. in neuroscience from Dartmouth College in 1983 and graduated from Duke University School of Medicine in 1987. He served his residencies at Presbyterian Hospital from 1987-1989 and at Graduate Hospital from 1992-1995. In 1994 he became chief resident of rehabilitation medicine at HUP.

He was a lecturer from 1995-1997 and was appointed assistant professor of rehabilitation medicine in 1997, a position he held at the time of his death. Dr. Shull was also appointed director of neurotrauma rehabilitation in 1998.

Dr. Shull was a member of the American Academy of Physical Medicine, and Rehabilitation, the National Brain Injury Association, the Medical/Scientific Advisory Committee of the Brain Injury Association of Pennsylvania. He was selected as Teacher of the Year by the residents in the department of rehabilitation medicine in 2000 and 2003.

He is survived by his parents, Dr. William and Barbara Shull; sisters, Betty Shull Butler, Cathy Shull, and Shelley Shull Monroe; and his grandmother, Catherine Neal.

Memorial donations may be made to the Dr. William Shull, Jr. Lectureship in Neurorehabilitation; c/o Ms. Debbie Gaspari, UPHS, Department of Rehabilitation Medicine, 5 West Gates, 3400 Spruce Street, Philadelphia, PA 19104.

Ms. Sakalas, Library

Ms. Eugenia Sakalas, a retired librarian at Van Pelt Library, died on July 19, at the age of 87.

Ms. Sakalas was hired as a library assistant in 1954. She was promoted to librarian in 1969 and retired from that position in 1982.

Ms. Sakalas is survived by two nieces, Justine and Ingrid Gudenas.

To Report A Death: *Almanac* appreciates being informed of the deaths of current and former faculty and staff members, students, and other members of the University community. Please send information or call (215) 898-5274 or e-mail almanac@pobox.upenn.edu.

Honors & Other Things

Two Leeway Awards

Dr. Lorene Carey, professor of English, and Teresa Leo, senior electronic communications specialist at ISC, have received Leeway Foundation Awards. Dr. Carey won the Leeway Award for Achievement in the 2003 fiction/creative nonfiction category. Ms. Leo, won a Seedling Award in the same category. The Leeway Foundation's program recognizes excellence and achievement by Philadelphia area women visual artists and writers.

Mr. Hendrickson: Heartland Prize

Mr. Paul Hendrickson, lecturer in the English Department's Creative Writing Program of the Center for Programs in Contemporary Writing, has won the 2003 *Chicago Tribune* Heartland Prize for Nonfiction for his book, *Sons of Mississippi*, which tells the stories of seven white Mississippi sheriffs in the infamous 1962 *Life* magazine photograph. It depicts the sheriffs as they prepared for the unrest they anticipated in the wake of James Meredith's planned attempt to integrate the University of Mississippi. The focus of the book is on how the legacy has played in the lives of their families.

Dr. O'Brien: Lifetime Achievement

Dr. Charles P. O'Brien, the Kenneth Appel Professor of Psychiatry, director of Penn's Center for Studies of Addiction, vice chair, department of psychiatry, has received the Nathan B. Eddy Memorial Award for Lifetime Achievement in Research. Dr. O'Brien received the award from the National College on Problems of Drug Dependence, the oldest research society in the United States devoted to addressing issues of drug dependence and abuse. He received the award in recognition of his extensive work in the field of addictions. He is also director of psychiatric research at the Philadelphia Veterans Administration Medical Center.

Dr. Lautenbach: Dade MicroScan Award

Dr. Ebbing Lautenbach, associate professor of infectious diseases, and a senior scholar at the Center for Clinical Epidemiology and Biostatistics at the school of medicine, has received the Dade MicroScan Young Investigator Award for his work on the epidemiology of nosocomial antimicrobial resistance. He was one of 19 scholars honored by The American Society for Microbiology.

Dr. Clevenger: Pfizer Award

Dr. Charles V. Clevenger, associate professor of pathology and laboratory medicine has received the Pfizer Outstanding Investigator Award. The American Society of Investigative Pathology presented the award to Dr. Clevenger for his work in prolactin's role in breast cancer. Dr. Clevenger demonstrated how prolactin, a naturally occurring hormone needed for milk production, has a role in the advancement and spread of breast cancer. Recently, Dr. Clevenger discovered that prolactin, unlike all other peptide hormones, functions directly inside the cell.

Dr. Magnus: Agriculture Committee

Dr. David C. Magnus, assistant professor in the department of medical ethics, has been appointed to a new advisory committee on biotechnology and 21st century agriculture by the U.S. Secretary of Agriculture, Ann M. Veneman. Dr. Magnus will be part of an 18-person committee charged with examining the long-term impacts of biotechnology on the U.S. food and agriculture systems, as well as with providing guidance to the USDA on issues related to the application of biotechnology in agriculture.

Dr. Koppel: Association President

Dr. Ross Koppel, adjunct professor of sociology, has been named president of the Sociological Practice Association, an international body of clinical and applied sociologists. He is currently the principal investigator of a study on the costs of Alzheimer's disease to U.S. businesses. Dr. Koppel received the William Foote Whyte/Sociological Practice Career award from the American Sociological Association in 1998 and the Sociological Practice Award from the Society for Applied Sociology in 2002.

Dr. Lang: National Quality Forum

Dr. Norma M. Lang, the Lillian S. Brunner Professor of Nursing, has been named a director of the National Quality Forum. She will serve on the board of directors of the forum for an initial term of three years. Her term began on May 1. The mission of the National Quality Forum is to improve American health care through endorsement of consensus-based national standards for meaningful information about whether care is safe, timely, beneficial, patient-centered, equitable, and efficient.

Dr. Cashmore: National Academy of Sciences

Dr. Anthony R. Cashmore, professor of biology and director of the Plant Science Institute, has been elected a member of the National Academy of Sciences. Dr. Cashmore studies the mechanisms by which plants respond to light. In the 1990s Dr. Cashmore's laboratory first characterized cryptochrome, a photoreceptor that senses blue and ultraviolet light. Related receptors have since been found to play a role in circadian rhythms in animals, including humans. He is one of 72 scientists recognized for their distinguished research achievements this year.

Dr. Fishman: Alternative Medicine

Dr. Alfred P. Fishman, professor of medicine and senior associate dean for program development, and director of the Office of Complementary and Alternative Therapies in the School of Medicine, has been appointed to the Institute of Medicine's "Committee on the Use of Complementary and Alternative Medicine by the American Public." The Committee is a branch of the National Academy of Sciences, and will conduct a one-year review of how best to identify, study, measure and evaluate existing complementary therapies, so they can be incorporated into conventional medicine practices.

Three Shepard Science Award Winners

Dr. Sandra A. Norman, research associate professor EPID, Dr. Jesse A. Berlin, professor of biostatistics, and Dr. Brian Strom, chair and professor of biostatistics and EPID and director of the Center for Clinical EPID and Biostatistics, have received the Charles C. Shepard Science Award, Assessment and Epidemiology for Scientific Excellence Demonstrated by the publication *Oral Contraceptives and the Risk of Breast Cancer*. The article was in *The New England Journal of Medicine*, 2002;346:2025-32.

Ms. Howard: Stewart Award

Ms. Elsie Sterling Howard, CW '68, chair of the Penn Press Board, former president of the Alumni Society, a former Trustee, and a long-time volunteer, has received the Ernest T. Stewart Award for Alumni Volunteer Involvement

from the Council for Advancement and Support of Education (CASE). She received it for her "innovative ideas, trademark enthusiasm, expert skills, critical leadership, and plain hard work in service to the University."

HUP on Honor Roll

HUP has been listed on the Honor Roll of Hospitals for the seventh consecutive year by *U.S. News & World Report*. HUP is one of only 17 in the nation and the only one in the Delaware Valley to be recognized for its exceptional performance. Fourteen areas of specialization were noted: cancer; digestive disorders; ear, nose & throat; eyes; geriatrics; gynecology; heart & heart surgery; hormonal disorders; kidney disease; neurology & neurosurgery; psychiatry; rheumatology; respiratory disorders; and urology. The survey evaluated about 6,000 hospitals in the U.S. based on their reputation among a group of randomly selected board-certified physicians. The rankings were in the July 28 issue of *U.S. News and World Report* and are online at www.usnews.com.

Health System Most Wired

UPHS has been named one of the nation's "Most Wired" according to the 2003 Most Wired Survey and Benchmarking Study released by *Hospitals & Health Networks* magazine. The survey measured the nation's hospitals on their use of Internet technologies for safety and quality, customer service, disaster readiness, business processes and workforce issues. "Information has become an essential medical tool for our healthcare workers—every bit as important to patient care as any other diagnostic device," said Dr. George Brenckle, chief information officer of UPHS. "It is our goal to facilitate the seamless processing and retrieval of patient information and allow our patients to feel confident in our abilities to care for them while respecting their privacy."

More Fulbrights

In addition to the seven recipients of Fulbrights, (*Almanac* May 13) there are 11 more Penn recipients who have recently been announced:

Sucharita Adluri (GAS): *Transformations in Hinduism: A Case Study from South India*.

Elise Carpenter (GAS): *Development and Health in Botswana: Clinical Transformations Caused by the Implementation of ARVT*.

Christopher Close (GAS): *Judicial Persecution and Practised Tolerance in Sixteenth Century Kaufbeuren, Germany*.

Brian Ehrlich (COL '03): *Developing an Anti-Poverty Strategy in the Dominican Republic*.

Alexa Firat (GAS): *Delineating the Parameters of the Syrian Novel within the Context of the Arabic Literary Heritage, Syria*. (Conted)

Brooke Jones (COL/WH '03): *The Effects of an Increase in "Legal" Collateral on the Profitability of Microfinance Institutions, Peru*.

Megha Jonnalagadda (COL '03): *English Teaching Assistantship, Turkey*.

Vani Krishnamurthy (COL '01): *South Asian History, India*.

Jonah Lowenfeld (COL '03): *High-Rise Council Housing in Britain: An Historical Review for Creative Reuse, United Kingdom*.

Marjorie Rosenfelt (COL '03): *Teaching Assistantship, France*.

Paul Zimmerman (GAS): *Middle Hadramawt Archaeological Survey: Changing Settlement Patterns in Ancient Yemen*.

Correction: The ACLS Fellows listed in the July issue, were actually recipients from the 2001-2002 ACLS Fellowship Program. —Ed.

This year Rosh Hashanah will be observed on Saturday, September 27 and Sunday, September 28. Please remember that Jewish holidays begin at sunset on the day preceding the date given; thus the observance of Rosh Hashanah will begin at sundown, Friday, September 26. Yom Kippur is on Monday, October 6. Observance will begin at sundown on Sunday, October 5.

Reminder: Policy on Secular and Religious Holidays

Effective July 1, 1996; Revised March 30, 2001

1. The University recognizes/observes the following secular holidays: Martin Luther King Day, Memorial Day, July 4, Thanksgiving and the day after, Labor Day, and New Year's Day.

2. The University also recognizes that there are several religious holidays that affect large numbers of University community members, including Christmas, Rosh Hashanah, Yom Kippur, the first two days of Passover, and Good Friday. In consideration of their significance for many students, no examinations may be given and no assigned work may be required on these days. Students who observe these holidays will be given an opportunity to make up missed work in both laboratories and lecture courses. If an examination is given on the first class day after one of these holidays, it must not cover material introduced in class on that holiday.

Faculty should realize that Jewish holidays begin at sundown on the evening before the published date of the holiday. Late afternoon exams should be avoided on these days. Also, no examinations may be held on Saturday or Sunday in the undergraduate schools unless they are also available on other days. Nor should seminars or other regular classes be scheduled on Saturdays or Sundays unless they are also available at other times.

3. The University recognizes that there are other holidays, both religious and secular, which are of importance to some individuals and groups on campus. Such occasions include, but are not limited to, Sukkot, the last two days of Passover, Shavuot, Shemini Atzerat, and Simchat Torah, as well as Chinese New Year, the Muslim New Year, and the Islamic holidays Eid Al-Fitr and Eid Al-Adha. Students who wish to observe such holidays must inform their instructors within the first two weeks of each semester of their intent to observe the holiday even when the exact date of the holiday will not be known until later so that alternative arrangements convenient to both students and faculty can be made at the earliest opportunity. Students who make such arrangements will not be required to attend classes or take examinations on the designated days, and faculty must provide reasonable opportunities for such students to make up missed work and examinations. For this reason it is desirable that faculty inform students of all examination dates at the start of each semester. Exceptions to the requirement of a make-up examination must be approved in advance by the undergraduate dean of the school in which the course is offered.

—Robert Barchi, Provost

Changes to Penn Bus and Shuttle Services

Following the recommendations of a campus-wide Penn Transit Services (PTS) Advisory Group, the Penn Bus and Penn Shuttle services have been modified to better meet demand and the changing needs of the campus. The changes became effective August 25. Following a series of meetings in the spring to define a set of service principles and recommendations for Penn Transit, the PTS Advisory Group recommended the following changes, which were accepted by the administration July 1:

General Service Changes

- All Penn Bus and Penn Shuttle services end at 1 a.m. (instead of 3 a.m.)
- *Service pilot*—from 1-3 a.m., PTS will operate a dispatch service, allowing University affiliates to call (215) 898-RIDE for a PTS Shuttle for transportation within service boundaries (existing "After Hours" Public Safety dispatch remains unchanged and begins at 3 a.m.)

Penn Bus Service Changes

- Center City services transition to Penn Bus only, in which service is provided on a dedicated route
- Center City service moves to weekdays only
- *Service pilot*—Penn Bus East will add a stop at 38th and Locust during peak rush hours, 6-8 p.m.
- *Service pilot*—Penn Bus East will extend service to 40th Street during non rush hours, after 8 p.m., adding two stops (40th and Walnut, 39th and Spruce)

"These modifications are driven by University community's changing needs and usage of Transit services," said Ron Ward, Transportation Manager.

"The campus is a fundamentally different place than it was several years ago—when many of these services were implemented," said Lee Nunery, Vice President for Business Services. "We have thriving retail areas in University Square and 40th Street. UC Brite, UC Green, and our Public Safety initiatives have made West Philadelphia a nicer place to live and spend time. Our campus community pulses now with foot traffic and late-night activity. While people still value Penn Transit, these changes bear out in the number of riders and the services they need."

Although the demand for Penn Transit Services to the campus community remains high overall, the Penn Bus and Shuttle ridership trend has dropped. In FY97, Penn Bus and Shuttle ridership peaked at 432,005. For FY03, ridership totaled 348,600.

These modifications are part of a strategy to ensure high quality, responsive service, while containing costs for the University. Other recent initiatives by Penn Transit include changing stops and pick-up times to address demand and, within the last few months, purchasing a new fleet of buses.

"Penn Transit did a good thing by convening a University-wide committee to offer counsel and make recommendations about its services," said Anne Mickle, chair of the Penn Professional Staff Assembly and House Dean for Stouffer College House. "Penn Bus and Penn Shuttle are important resources to the campus community—but we all recognized that they could be meeting our needs better and we made recommendations accordingly. We're pleased with the outcome—this is the way University governance is supposed to work."

All Transit Stops have updated brochures outlining the changes to the services. Information is also available online at www.upenn.edu/transportation. During this academic year, in partnership with Public Safety and the PTS Advisory Group, Penn Transit will assess the community's response and monitor the impact of these changes, making further recommendations regarding whether the services should be continued or revised.

Direct Deposit Bank Fairs

The Treasurer's Office is hosting Direct Deposit Fairs for faculty, staff and student employees to sign up for direct deposit of their paychecks. Several local banks will be available to meet with you to discuss signing up for direct deposit between 11 a.m.–2 p.m. on September 10 and October 1 in the Hall of Flags at Houston Hall, 3417 Spruce Street. If your bank is not represented there, a representative from the Payroll Office will be available to meet with you.

Light refreshments for your enjoyment will be served. Also you will have a chance to win a free lunch or a bookstore certificate by completing a payroll questionnaire.

Remember, no more waiting in long bank lines to cash your paycheck once you register for direct deposit. If you have any questions, please call (215) 898-7258 or (215) 898-9844. We look forward to seeing you.

—The Treasurer's Office

New Payroll Fees

As presented at the Senior Business Administrators May 28 meeting, the Payroll Department began assessing administrative fees effective July 1, 2003, based on the facts and circumstances on a case-by-case basis for services outside the scheduled payroll processing cycles. These items include hand-drawn checks, overpayments, stale dated checks, stop payments, and additional pay form processing. The purpose of the administrative fee is to serve as an incentive tool for the individual departments to perform payroll-related tasks in an accurate and timely fashion.

Fees will be assessed \$25 per transaction to the paying departments for the following:

1. Hand-drawn check requests from paying departments for employees who have been short paid or who have received no payment at all. Hand-drawn checks for awards (e.g. Models of Excellence), and vacation payouts will not be assessed a fee.

2. Overpayment processing for employees who have received pay in excess of what they were entitled to for a given pay period.

3. Stale dated checks which need to be reissued in the event a department did not forward the pay to an employee in a timely manner.

4. Stop payment processing for employees who received pay in error due to incorrect distribution end dates.

5. Additional pay forms which are processed off-cycle and require a hand-drawn check.

Fees will be assessed to the employee for the following:

1. Payroll checks which have been damaged (e.g., torn, laundered) or lost and need to be replaced with a hand-drawn check will be assessed a fee of \$25. (Please note that in cases involving theft, no fee will be assessed.)

2. Stale dated checks which need to be replaced when an employee fails to cash the original check in a timely manner will also be charged a fee of \$25.

3. Requests for 'prior year' W-2 and 1042 Forms will be assessed a fee of \$10.

**Please note that if there is an error created on part of the Payroll and/or Corporate Tax office, there will be no fee assessed.

The above information is in the process of being posted on the Payroll Department's web site and is subject to change.

If you have any questions or concerns, please do not hesitate to contact me.

—MaryAnn Q. Piccolo, Associate Comptroller,
Corporate Tax and Payroll

Admissions Seminars for Penn Faculty/Staff Families: This Week

College-bound teenagers and their parents often can be overwhelmed by the choices and requirements of college admissions. What courses are important to take in high school? How significant are extracurricular activities, essays, test scores, and interviews?

The answers are right here on campus and available to Penn faculty and staff and their families, whether their students plan to apply to Penn or elsewhere.

The Undergraduate Admissions Office will host two seminars this week for Penn families whose teenagers are beginning the college search process. One session will be held at 5:15 p.m. on Wednesday, *September 3* in Bodek Lounge of Houston Hall; another will be repeated on Thursday, *September 4*, also at 5:15 p.m. at the same location.

The sessions will focus on the college selection process for large and small, public and private colleges. Admissions officers will discuss what it takes to gain admission to a competitive college, how to get the most out of a campus visit, and other issues such as financial aid. The seminars are free, and the office requests participants to RSVP to (215) 898-8587, or e-mail sherrimw@admissions.upenn.edu.

—Undergraduate Admissions Office

American Heart Walk

The University of Pennsylvania Health System is looking for walkers and/or team captains to join us in the 2003 American Heart Association's Heart Walk. This Walk supports an extremely important cause that impacts all of us in some way. Here are some important facts to consider:

Cardiovascular diseases rank as America's No. 1 killer, they claim the lives of over 40% of the nearly 2.4 million Americans who die each year. 61.8 million Americans have some form of cardiovascular disease (CVD). Americans will pay about \$330 billion in 2002 for CVD-related medical costs and disability. The American Heart Association spent about \$382 million during FY 00-01 on research support, professional and public education and community service programs. Last year, the AHA awarded UPHS over \$2.3 million dollars to UPHS to support research grants.

Last year's Walk was a huge success. HUP raised over \$45,000 and UPHS raised over \$65,000 with 800 walkers. This year's walk will be held on Sunday, September 28 at Memorial Hall in Fairmount Park at 9 am. As you may know, this is our fourth year of participation. In 2000, HUP raised \$794; the next year, HUP raised over \$22,000. Our goal this year is to raise \$55,000.

In order to successfully meet this year's challenge, we are looking for volunteers to become Team Captains or to simply walk with us on September 28. Being a Team Captain is not very difficult or time consuming, it involves recruiting 10—15 people to walk on September 28. Your team members can be family, friends or co-workers. Each member of your team should try to raise \$150. There will be some great prizes, and we are purchasing long sleeve baseball shirts for every walker.

Please contact Denise Montgomery if you are interested in becoming a Team Captain or a walker at denise.montgomery@uphs.upenn.edu or by telephone at (215) 662-7781. If you are unable to participate this year, please help us by passing this information along to others. Thanks for your support of this very important cause that touches us all.

—University of Pennsylvania Medical Center

Penn Vital Signs – Breast Cancer

In medicine, the future is dependent upon a team of experienced, knowledgeable scientists, doctors and nurses, whose common goal is to offer you the best possible care and treatment. Nowhere is that more evident than in the fall episode of PennVital Signs, the health system's medical television show. Breast cancer can change your life in an instant. Follow the story of Donna Avolio as a team of cancer specialists from the Abramson Cancer Center of the University of Pennsylvania assemble to give her a fighting chance against the disease that, without treatment, could take her life. For your health, or the health of someone you love, tune in to Penn Vital Signs on WPVI-TV/ Channel 6 ABC or log on to pennhealth.com, Breast Cancer: Saturday, *September 20*, 7:30 p.m. and *Sunday, September 21*, 5:30 a.m.

—UPHS

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Sign up to receive e-mail notification when we post breaking news between issues. Send an e-mail message with the word "subscribe" as the Subject to

almanac@pobox.upenn.edu and include your name, e-mail address and mailing address. —Ed.



The University of Pennsylvania Police Department Community Crime Report

About the Crime Report: *Almanac* normally publishes all Crimes Against Persons and Crimes Against Society from the campus report in each week's issue. Also reported are Crimes Against Property with full reports on the Web. For the most recent week's crimes (August 25 to August 31) see www.upenn.edu/almanac/crimes-ABI.html. Prior summer weeks' reports are also on-line. —Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department. 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

For the report of incidents and arrests which were reported between August 25 to August 31, 2003 by the 18th District—covering the Schuylkill River to 49th St. & Market St. to Woodland Avenue—see www.upenn.edu/almanac/crimes-ABI.html.

Reminders

Recognized Holidays: The Special Winter Vacation has been extended for FY04 to include Friday, *January 2*, 2004. See the July 15 issue on line, or *Almanac's* homepage, for details.

Academic Calendar: Classes begin tomorrow—Wednesday, *September 3*—as indicated in the revised Three-Year Academic Calendar for 2003-04 through 2005-06 which was published in the July 15 issue and is readily available from *Almanac's* homepage.

Update

SEPTEMBER AT PENN

Deadlines: The next issue of *Almanac* is scheduled for Tuesday, *September 9*. The deadline for that issue is *today, September 2*. The deadline for the October AT PENN calendar is *Tuesday, September 16*. For more information see www.upenn.edu/almanac/calendar/caldead-real.html.

CLASSIFIEDS – UNIVERSITY

RESEARCH

Want to help us learn more about **sleep research in children?** Healthy children ages 2-18 needed for an overnight, non-invasive sleep study at The Children's Hospital of Philadelphia. Please contact Courtney Schwaibe RN, study coordinator, at (267) 426-5089 for more information.

Researchers at The Children's Hospital of Philadelphia are seeking **families/individuals with high myopia (nearsightedness)** to identify causal genes. High myopia may lead to blinding disorders such as retinal detachments, glaucoma, macular degeneration and premature cataracts. Participants must have onset of myopia before 12 years of age, and refractive prescription of 5.00 diopters or more. A free examination may be provided if needed. Contact Mathew Green-Leibovitz at (215) 590-6828 or greenleibov@email.chop.edu.

Almanac is not responsible for contents of classified ad material.

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



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

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Home on the Web

Almanac is available on the web at www.upenn.edu/almanac. Depicted at right is *Almanac*'s home page and an explanation of what is available online from the web site.

- 1 Search for *Almanac* articles from back issues since July 1995. Use quotation marks around a phrase to narrow the search: "summer camps" yields 11 documents as compared to 853 documents for summer camps.
- 2 Go to the University of Pennsylvania's home page.
- 3 Get latest *Almanac* issue.
- 4 Get latest AT PENN Calendar.
- 5 *Almanac Between Issues* —Archive of breaking news items that didn't happen in time for publication.
- 6 Archive—issues and calendars both in HTML and PDF format from July 1995 to the present, and select items before 1995.
- 7 Submission guidelines and deadlines for the issue, the calendar, Speaking Out letters, and subscription information.
- 8 The time and current temperature in Philadelphia. Click on weather logo to get weather information for other cities.
- 9 Links to some of the most wanted items from prior issues including: Academic Calendar, Crime Reports, Emergency Closings, Recognized Holidays, and Salary Guidelines.
- 10 *Express Almanac*: Subscribe to receive an e-mail message with links to Breaking News, the latest issue of *Almanac* or the AT PENN Calendar.
- 11 Links to helpful Penn web sites.
- 12 The latest Breaking News is at the top of the page with a link to the whole article.
- 13 A cover story from the latest issue with a link to the full story.
- 14 Link to the latest issue's cover stories.
- 15 Print a digital replica in PDF format using free Acrobat Reader.
- 16 Links to more highlights of the latest issue.
- 17 Links to essential Penn specific information including: Business Services, Campus Media, Directories, Facilities Services, Governance, Human Resources, the Library, Mail Services, and Penn Police.

There are also links to major, off-campus news web sites including: *Philadelphia Inquirer*, *New York Times*, *Washington Post*, *Chronicle of Higher Education*, *U.S. News & World Report*, and *CNN*.

Want to enjoy campus in your spare time? The "Arts & Leisure" section contains links to many of Penn's art galleries, the University Museum, the Morris Arboretum, Penn Presents, as well as Recreation and Athletics.

Visit *Almanac*'s web site at
www.upenn.edu/almanac



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- Why is this issue of *Almanac* individually addressed? We do this once a year to notify faculty and staff that Penn's journal of record, opinion and news is back in weekly production; *Almanac* comes out each Tuesday during the academic year, except during breaks.

Normally *Almanac* is distributed in bundles to University buildings, where each department chooses its own system for further distribution. To find out how the system works, try the departmental secretary first, or the head of the school or building mailroom.

If all else fails, mail your label to *Almanac* (see address above), or fax it to us at (215) 898-9137, adding your campus phone number so we can direct you to a source of help.

Almanac is also available online—for easy reference at www.upenn.edu/almanac—add a bookmark in your favorite browser such as Netscape or Safari if you are using OS X or add our page to Favorites in Explorer.

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