

UNIVERSITY OF PENNSYLVANIA *Almanac*

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President of Haverford College: Stephen Emerson

Dr. Stephen G. Emerson, Francis C. Wood Professor of Medicine, and professor of pathology and pediatrics, associate director of Clinical Research at the Abramson Cancer Center, and chief of the Hematology/Oncology Division at HUP, has been named the President of Haverford College. He will assume his new position as Haverford's 13th president on July 1, 2007.

The fifth Haverford alum to serve as its president, and the third consecutive Quaker president, Dr. Emerson received his B.A. from the Quaker liberal arts college in 1974, graduating *summa cum laude* with a dual major in chemistry and philosophy. He went to Yale, where he received his M.Sc. in molecular biophysics and biochemistry in 1976; his M.D. and Ph.D. in cell biology and immunology, both in 1980. After his residency at Massachusetts General Hospital, Dr. Emerson taught at Harvard Medical School, and then for eight years at the University of Michigan before coming to Penn in 1994.

In his 13-year tenure at Penn, Dr. Emerson has risen to chief of the Division of Hematology/Oncology in the Department of Medicine and established a research program on bone marrow stem cell differentiation. He has been named a "Top Doc" for hematology by *Philadelphia* magazine numerous times.

At Haverford, Dr. Emerson will oversee a faculty of 128 full and part-time professors, a student body of 1,200 undergraduates, and an endowment of nearly \$895 million. He succeeds Thomas R. Tritton, the college's departing president, who is also a scientist.

President of Harvard University: Drew Faust

Harvard University recently named Dr. Drew Gilpin Faust, a U.S. Civil War scholar, as its next president. She earned her Ph.D. in American Civilization in 1975 at Penn, and then taught here for over 25 years before becoming dean of the Radcliffe Institute for Advanced Study at Harvard in 2001 (*Almanac* April 11, 2000). Dr. Faust will take the helm as Harvard's 28th leader, and its first female president on July 1, 2007. With Dr. Faust's appointment, four of the eight Ivy League universities will soon be led by women: including Penn, Princeton and Brown. At Penn, Dr. Faust was the Annenberg Professor of History and had served from 1996-2001 as the director of the Women's Studies Program (*Almanac* September 10, 1996).

Penn-made Presidents: A Penn Tradition Lives On

In addition to these two recent appointments to presidential positions, and Wharton Dean Patrick Harker's appointment last semester as the University of Delaware's next president (*Almanac* December 5, 2006) over the years, doz-

ens of Penn-affiliated people have gone on to head other institutions of higher education—some directly from Penn, others later in their careers after having left Penn.

(continued on page 2)

Center for Public Health Initiatives: Marjorie Bowman

The University of Pennsylvania has formed a Center for Public Health Initiatives to expand and link public health activities across the campus.

"In the United States and around the world, we have perceived an urgent need for thoughtful, well-trained public health professionals," Provost Ron Daniels said. "Penn's sizeable strengths in genomics, informatics, community-based research, communication, global health, policy and law will help shape the activities of this important new center."

Dr. Marjorie Bowman, professor and founding chair of the Department of Family Medicine and Community Health, will lead the Center with the support of a Steering Committee drawn from the schools, centers and institutes most involved in public health activities at the University.

"I am delighted that the University is making a substantive commitment to focus Penn's wide-reaching efforts in public health," Dr. Arthur Rubenstein, dean of the School of Medicine, said. "Under Dr. Bowman's leadership, in consultation with the Steering Committee and with guidance from Provost Daniels, the Center for Public Health Initiatives is poised to significantly enhance the University's accomplishments in this most important area of scholarship and public service."

Penn's burgeoning master's program in public health (MPH) will serve as an underpinning to the new Center. The degree was initiated in 2002 under the direction of Dr. Shiriki Kumanyika, an expert on obesity and health disparities. Penn's MPH program, one of the few of its kind in the U.S., emphasizes interdisciplinary education in public health for professionals and engages faculty from the schools of Medicine, Nursing, Arts and Sciences, Social Policy and Practice, Veterinary Medicine, Dental Medicine, the Graduate School of Education and the Wharton School.

"The United States and other affluent societies face rising rates of chronic diseases, many fueled by the obesity epidemic, ongoing racial and ethnic disparities, poverty and disparate access to health care in the face of plenty," said Dr. Bowman. "Overall, the world's population continues to be challenged by health plagues, malnourishment and violence. Through the Center for Public Health Initiatives, Penn can provide innovation and leadership to meet these large public health challenges."



Marjorie Bowman

\$3 Million from Barbaro's Owners

A \$3-million gift from Roy and Gretchen Jackson, Barbaro's owners, will endow a chair in the name of Dr. Dean W. Richardson, chief of surgery at Penn's George D. Widener Hospital and leader of the team that treated Barbaro at the School of Veterinary Medicine's facility.

In acknowledging the gift, President Amy Gutmann said, "Gretchen and Roy Jackson have already done so much for veterinary medicine through their commitment to giving Barbaro every possible opportunity to recover from his catastrophic injuries. People throughout the world now understand that veterinary medicine—and Penn veterinary medicine in particular—shares in the advances that define today's biomedical science. Now, with this generous gift, Gretchen and Roy Jackson not only promote continued progress, but they pay tribute to the doctor who, like them, gave his heart to a magnificent horse."

"This endowed chair," said Dr. Joan C. Hendricks, the Gilbert S. Kahn Dean of Veterinary Medicine, "is a strong recognition of the power of translating fundamental scientific advances into new real-world treatments. With a new faculty position dedicated to the study of equine disease, we will be better positioned to fight deadly conditions like laminitis."

The endowed chair is the cornerstone of a major new Penn Vet initiative to fight laminitis, which afflicted Kentucky Derby winner Barbaro (*Almanac* February 6). Laminitis is a severe, painful condition in horses that can be fatal. The laminitis initiative will foster training programs and studies for new treatments of equine diseases.

"We are very pleased to make this commitment in support of the School of Veterinary Medicine's research of equine diseases," Mrs. Jackson said. "Our close relationship with Dr. Richardson over the last eight months persuaded us to name the chair in his honor. We are indeed grateful to him, and we especially look forward to a future without laminitis."

Mr. and Mrs. Jackson have a long and close connection with Penn and the School of Veterinary Medicine. Both are Penn graduates, and they have been dedicated supporters of Penn's athletic, medicine and veterinary programs for many years. In addition, Mrs. Jackson serves on the Penn Vet Board of Overseers.

"I am deeply honored by this generous and important gift," said Dr. Richardson. "The Jacksons' remarkable philanthropy will translate into better outcomes for injured and ill horses in the future."

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SENATE From the Senate Office

Under Section 15 of the Rules of the Faculty Senate, notification or distribution to members of the Faculty Senate may be accomplished by publication in Almanac. The following is published pursuant to that rule.

To: Members of the Faculty Senate
From: Vincent Price, Chair
Subject: Notice of Special Meeting of Faculty Senate to Consider Changes to Rules of the Faculty Senate

1) *Notice of Meeting.* A special meeting of the Faculty Senate will be held on Wednesday, March 21, 2007, at 2:30 p.m. Room 500, Annenberg School for Communication. Adjournment will be no later than 3 p.m.

2) *Agenda.* The agenda for the special meeting follows:

a) Call to order.

b) Proposal pursuant to Section 17 of the Rules of the Faculty Senate to amend those Rules as follows:

i) To amend rule 9(a) to (a) The Executive Committee There shall be an Executive Committee, consisting of the officers of the Senate for the current year, the Chair and Secretary of the preceding year, the Chair-elect and the Secretary-elect, fifty-one members of the Senate elected as hereafter prescribed, and one non-voting representative from the Penn Association of Senior and Emeritus Faculty (PASEF). The Chair of the Senate shall preside over meetings of the Executive Committee.

ii) To amend rule 9(a) to (a) The Executive Committee shall also nominate faculty members to serve on consultative committees. In addition, the Chair, Chair-Elect, Past-Chair, Secretary, Secretary-Elect, Past-Secretary, the three Assistant Professor members, and the thirty-six Constituency Representative members shall serve as members of the University Council. It shall be the responsibility of members of the Executive Committee to report to their constituencies on the work of the University Council and the Executive Committee.

c) The amended Rules as they would read as amended may be found at: www.upenn.edu/almanac/volumes/v53/n23/sec-rules.html.

d) Adjournment (3 p.m.).

e) Background information. The first amendment (i) is a recommendation from the Senate Committee on Faculty and the Administration to provide an opportunity for retired faculty to remain abreast of faculty affairs. PASEF brought this request to SEC last spring. The second amendment (ii) is a recommendation from the Senate Committee on Faculty and the Administration to resolve a discrepancy between the number of members at SEC and of the University Council. The aim is to stipulate a number of SEC members equal to the number of faculty allowed on University Council (45), as stated in the *Bylaws of University Council II.1.a*.

No Issue During Spring Break

There is no issue of *Almanac* scheduled for March 6. During Spring Break staff are on duty to assist contributors planning for the issues immediately following the break. Weekly publication will resume on March 13. The deadline is the Tuesday before the date of the issue.

Breaking news, if any, and the weekly crime reports will be posted to "Almanac Between Issues" at www.upenn.edu/almanac/between/between.html.

Associate Provost for Faculty Affairs Consultative Committee

Provost Ron Daniels has announced the formation of a committee to advise on the selection of a new Associate Provost for Faculty Affairs, to succeed Deputy Provost Janice Bellace, who will return to teaching and research at the Wharton School on June 30, 2007. The Associate Provost, which is a full-time position, reports directly to the Provost and has delegated responsibilities for faculty affairs, faculty appointment and promotion issues, and all aspects of faculty governance.

The consultative committee will be chaired by Edward Rock, Associate Dean and Saul A. Fox Distinguished Professor of Business Law, Law School. Other members of the committee are:

David Balamuth, Associate Dean and Professor of Physics, School of Arts and Sciences;

Dawn Bonnell, Trustee Chair Professor of Materials Science, School of Engineering and Applied Science

Richard Herring, Jacob Safra Professor of International Banking and Professor of Finance, Wharton

Avery Goldstein, Professor and Chair, Political Science, School of Arts and Sciences

Neville Strumpf, Edith Clemmer Steinbright Professor in Gerontology, School of Nursing

John Jackson, Richard Perry University Associate Professor of Communications and Anthropology

Alan Wasserstein, Associate Professor of Medicine, HUP

Linda Koons, Executive Assistant to the Provost, will provide staff support.

According to Provost Daniels, among the specific duties of the position of Associate Provost for Faculty Affairs are:

- Managing the academic personnel process at the provost's level, including serving as a source of information regarding faculty policies and personnel procedures and faculty and retiree benefits; chairing the Provost's Staff Conference subcommittee; and helping resolve individual faculty issues, including grievances.

- In concert with the Provost, the senior members of the Provost's Office and the academic leadership of the schools, reviewing existing academic personnel policies in relation to faculty recruitment, retention, promotion, compensation and affirmative action, as well as issues of gender and minority equity and developing and implementing appropriate changes.

In addition to the above, the Associate Provost will work closely with both the University Ombudsman and the University's Affirmative Action Officer and will oversee the Office of the Chaplain as well as the various arts and culture resource groups that report to the Provost's Office.

The search committee invites nominations and applications for the position of Associate Provost for Faculty Affairs. In the first stage of its deliberations, the committee will only consider candidates who are currently tenured faculty at the University. Ideally, they should have extensive knowledge of the University and its policies and practices and have experience in addressing faculty personnel issues in an effective and principled manner. Candidates must be tactful and discreet in handling confidential and sensitive information and be able to work well with faculty, staff, deans and department chairs in helping to resolve often difficult problems. Excellent written and oral communication skills and sound judgment are necessary as is demonstrated administrative competence.

Nominations and applications, including curriculum vitae, should be forwarded by *March 16* to Chair, Associate Provost for Faculty Affairs Search Committee, Office of the Provost, 122 College Hall/6303 or submitted electronically to koons@pobox.upenn.edu.

Penn-made Presidents: A Penn Tradition Lives On (continued from page 1)

In 2006: last spring (*Almanac* May 23, 2006) GSE Dean *Susan Fuhrman* was chosen to become president of Teachers College, Columbia University in New York City. In just the last few years, at least a dozen others preceded her.

In 2004: former provost *Robert L. Barchi*, became president of Thomas Jefferson University in Philadelphia; *Paul Zingg*, former assistant to the President (Hackney) and vice dean of the College, became president of California State University, Chico.

In 2003: former director of SAS Development and coordinator of the College House Programs *Peyton 'Randy' Helm*, became president of Muhlenberg College in Allentown; *Steven Poskanzer*, former associate general coun-

sel, became president of the State University of New York, New Paltz.

In 2002: former Law School Dean *Colin Divier*, became president of Reed College in Portland, Oregon; former EVP *John Fry*, became president of Franklin and Marshall College in Lancaster; *Frederick S. Osborne*, former assistant professor and head of undergraduate sculpture, became president of Lyme Academy College of Fine Arts in Old Lyme, Connecticut.

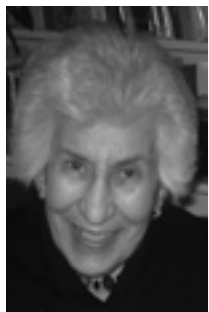
In 2001: former vice president and chief of staff *Stephen D. Schutt*, became president of Lake Forest College in Lake Forest, Illinois.

Including the prior decades, there have been more than 100 faculty, deans, provosts, administrators and alumni who have spent their forma-

tive years here before becoming president of another institution, or, in some cases, institutions.

For a list, see www.upenn.edu/almanac/v47/n22/presidents.html which was compiled over the years by *Almanac*, with input from others. Another list, "Penn-Trained Presidents: A Selected Roster of Alumni, Faculty, Staff and Trustees of the University of Pennsylvania Who Have Served As Chief Executive Officers of Institutions of Higher Education," arranged alphabetically by surname, was compiled and presented by the University Archives in 2003. That list goes from Aiken—Zingg and spans centuries as well as all over the country and beyond. It is on their website, www.archives.upenn.edu/history/notes/highered/pennunleadaj.html.

Dr. Chirico, Medicine



Anna-Marie Chirico

Dr. Anna-Marie Chirico, a distinguished internist and professor emeritus, whose pioneering career spanned nearly 30 years at the Hospital of the University of Pennsylvania, passed away on February 4, at the age of 82. "She was loved by students, faculty and her friends for her unique combination of absolute pragmatism cou-

pled with warmth, compassion, wit and humor," said a former student. Dr. Chirico was active in the affairs of the School of Medicine holding numerous positions including Chairman of the Medical Board. She was honored for excellence in teaching with, among others, the Medical Student Government Award (1967) and the Lindback Award (1982) and by the vote of her students to the Teaching Honor Roll (1983). Dr. Chirico also received the Distinguished Alumna Leadership Award from her alma mater, Seton Hill College, in Greensburg, Pennsylvania, where she graduated in 1946.

Dr. Chirico earned her medical degree from the University of Chicago School of Medicine in 1950. She was an Intern at Philadelphia General Hospital from 1950-1952, followed by a Hematology Residency at Presbyterian Hospital from 1952-1953 and an Internal Medicine residency at Temple University Hospital from 1953-1956. She spent several years in private practice and in 1959 joined the faculty at HUP. She also maintained an Internal Medicine practice at the hospital until she retired in 1987. Dr. Chirico provided compassionate care equally to the most needy and most prominent of Philadelphians. A large portion of her patient population consisted of University faculty and their families evidencing the respect of her peers by whom she was known as the "doctor's doctor."

In 1998, Dr. Chirico's friend and former student, Dr. Andrea Baldeck and Dr. Baldeck's husband, William Hollis, created an endowment at the Morris Arboretum in Dr. Chirico's honor. Dr. Chirico volunteered for years at the Morris Arboretum in the micropropagation lab, where she produced plants for medical research from leaves, twigs or roots using a form of cloning. The Chirico Horticultural Research Endowment helps fund the continuation of her work at the Arboretum. "Quietly effective, personable, accessible, no-nonsense" is how Dr. Baldeck described her friend and mentor. "She came up through the ranks when few women were in medicine and has always been able to forge the respect and friendship of those around her."

Dr. Chirico was a longtime member at Our Mother of Consolation Church in Chestnut Hill. Through the church, she continued her love of teaching in retirement, spending many years volunteering her time tutoring high school students in science and math in after school programs.

In lieu of flowers, contributions in her memory may be made to the Morris Arboretum Chirico Horticultural Research Endowment, 100 Northwestern Ave, Philadelphia, PA 19118.

Sir John Thouron, Thouron Awards



John Thouron

Sir John Rupert Hunt Thouron, founder of the Thouron Awards, died February 6 at the age of 99. He was born in Cookham, England of an American father descended from Huguenots, who was taken to England as a child, and a British mother descended from the first chairman of Lloyd's of

London. He was educated at Sherborne Dorset. Mr. Thouron married Lorna Elliot in 1930, with whom he had a son, John Julius Thouron, who died in 2006 (*Almanac* January 31, 2006). This marriage was dissolved in 1939. In 1953 he married Esther duPont who died in 1984.

At the outbreak of World War II, Mr. Thouron enlisted in the Gordon Highlanders and was subsequently commissioned in the Black Watch. Later, he was seconded to the Special Operations Executive, headquartered in Bletchley, with the primary mission of sending personnel, including both U.K. and escaped European military personnel, into occupied countries to sabotage communications and create resistance movements. For a period of time, he was seconded to the General Staff, Scottish Command, to undertake responsibility for instructing the Glasgow Home Guard battalions in the tactics of street and house-to-house fighting, a form of warfare in which the British Army at that time was virtually untrained.

Later in the war he became part of an organization formed for the purpose of foiling any attempts to massacre prisoners of war as the war drew to its close. The plans of the organization involved parachuting behind enemy lines in the vicinity of prisoner-of-war camps, and Mr. Thouron had many parachute jumps, including a number at night, behind German lines.

Inspired by seeing British and American troops fighting side-by-side during the war, Mr. Thouron sought a way to foster continued Anglo-American friendship through an academic exchange. In 1960, he and his wife created the Thouron University of Pennsylvania Fund for British-American Exchange, destined to become one of the world's leading graduate fellowship programs. Since that time more than 700 students, approximately two-thirds of them British, have studied abroad at either the University of Pennsylvania or at British universities. Chosen by a competitive process culminat-

ing with interviews by the British and American Selection Committees, the Thouron Scholars receive funding to pursue studies in any field of their choosing.

In recognition of his work for the Thouron Award, Mr. Thouron was awarded a CBE in 1967 and a KBE in 1976, on the occasion of the Queen's visit to Philadelphia for the bicentennial of American independence. His son, the late John J. Thouron, known as "Tiger," was awarded an OBE in 2003 for the more than 30 years of work he devoted to the Award.

With an abiding love for Scotland, Mr. Thouron returned regularly to fish the Deveron River, and to pursue his life-long relationship with golf. In 1938 he bested Bobby Locke at Muirfield over 18 holes, and nothing gave him greater pleasure from the age of 70 on than competing shot by shot against his age over 18 holes. In June, 1995, playing at Bidermann Golf Club in Delaware, he was renowned for scoring 75 at age 88. He was the only member of Seminole Golf Club, in Florida, whose name appears at least once on each of the Club's historic tournament boards.

Mr. Thouron was known internationally for his gardens at Doe Run in Unionville, Pennsylvania, where he took what were originally open fields and created a series of gardens—an Alpine garden, a water garden and a cottage garden, with extensive herbaceous borders, amongst others—that each year attract thousands of horticulturalists and garden clubs. Doe Run also has greenhouses with an extensive orchid assemblage. Uniquely, Mr. Thouron had a myrtle standard, grown from a myrtle sprig taken from the wedding bouquet of Queen Victoria, in whose wedding his grandmother was an attendant. A superb plants man, Mr. Thouron was the first to produce a clear yellow clivia, described by White Flower Farm as "one of the holy grails of the plant world."

The Black Land: At the Burrison Gallery



This is one of the many striking black & white photographs from the current exhibition at the Burrison Art Gallery, *The Black Land: Remnants of the Once Great Anthracite Coal Industry: a Photographic Essay by Ed Dougert*. These images of the northeastern Pennsylvania coal region, taken between 1999 and 2005, offer a photographic interpretation of the land and what happened there over the past centuries. Mr. Dougert's book, *The Black Land*, is a photo essay of coal artifacts and culture. Reception at the University Club: Friday, February 23, 6-8 p.m.

To Report A Death

Almanac appreciates being informed of the deaths of current and former faculty and staff members, students and other members of the University community.

However, notices of alumni deaths should be directed to the Alumni Records Office at Room 545, Franklin Building, (215) 898-8136 or send via e-mail record@ben.dev.upenn.edu.

The Division of Human Resources is pleased to announce the 2007 Models of Excellence nominees and the award winners for this year. The Models of Excellence program honors, awards and celebrates outstanding staff member achievements. The 2007 Selection Committee of campus leaders considered 13 nominations with 99 staff members. For a complete listing of all winners and nominees, visit the Human Resources website at www.hr.upenn.edu/quality/models/default.asp. Please note that finalists for the Model Supervisor Award will be announced in *Almanac* in mid-March.



2007 Models of Excellence Awards

Award Winners

The Committee selected the following four nominations of 51 staff members for this year's recognition. They were chosen for making significant contributions to the University that embodied the standards of excellence for this program, including creativity, leadership, extraordinary service, and cost-effectiveness.

Models of Excellence

• *The Learning Lab Team*

This team developed innovative software for Penn that creates new paradigms for learning through multi-user, competitive and cooperative activities, transforming how business education is taught in over 200 other schools now using this system.

Cadence Anderson, Senior Programmer Analyst, Wharton School
Margaret Troncelliti, Senior Programmer Analyst, Wharton School
Alec Lamon, IT Technical Director, Wharton School
Charles Rejonis, IT Technical Director, Wharton School
Rebecca Sweger, Senior Programmer Analyst, Wharton School
Ted Donohue, Senior Programmer Analyst, Wharton School
Erin Wyher, Senior Programmer Analyst, The Wharton School

• *Student Borrowing Management System Team*

This team used leading-edge technologies and a unique electronic link between Penn and lending agencies to develop a quick, user-friendly, on-line student loan application and tracking system that dramatically improves the student loan application and approval process and regulatory review activities.

Alaknanda Bhaumik, Senior Systems Analyst/Programmer, ISC
Tessa Bocage, Senior IT Project Leader, ISC
Timothy Bouffard, Senior Programmer Analyst, ISC
Randall Couch, Manager, Communications Design, ISC
Tad Davis, Senior Systems Analyst, ISC
Pat Durante, Senior Programmer Analyst, ISC
Christopher Edelstein, IT Technical Director, ISC
William Herbert, Senior IT Project Leader, ISC
James Horstmann, Senior Training Specialist, Division of Finance
Chris Hyzer, Senior Programmer Analyst, ISC
Mike Levin, Senior Programmer Analyst, ISC
Anome Mammes, Senior Systems Analyst, ISC
Stephen Murray, Systems Administrator, ISC
Sharon Pepe, Director, Student Loan Operations, Division of Finance
Susan Collins, Senior Data Analyst, ISC
Edwin Read, Senior Programmer Analyst, ISC
Elaine M. Rymysza, Senior IT Project Leader, ISC
Barbara Tierney, Systems Analyst, Division of Finance
Robert Tisot, Senior IT Project Leader, Division of Finance
Estha Venter, Senior Programmer Analyst, ISC
Thomas Wilbraham, Senior Programmer Analyst, ISC
Sonny J. Zambrana, System Administrator, ISC

Award Ceremony and Reception

Please note that the 2007 Models of Excellence Award Ceremony and Reception is scheduled for Thursday, April 19, from 4:30 to 6:30 p.m. This is a wonderful celebration of staff member contributions to the University. Please save this date and time on your calendar and please encourage others in your organization to attend. A solid representation of campus leadership confirms the importance of this program. Formal invitations with details will be mailed in March.

For more information about the program, visit www.hr.upenn.edu/quality/models/default.asp. If you have any questions or would like an invitation to the award ceremony, please contact Human Resources at QOWL@hr.upenn.edu or (215) 573-2471.

Honorable Mentions

• *Course Problem Notices Project Team*

This team, as a collaborative effort between the four undergraduate schools, Athletics, Finance, and Information Systems and Computing (ISC), developed a system for faculty to alert students and advisors about academic issues when they occur, allowing for immediate efforts to rectify problems.

Cintia Bock, Senior Programmer Analyst, ISC
Cindi Buoni, Associate Director, Student & Administrative Services, SEAS

Isobel A. Cashman, Senior IT Project Leader, ISC
Kirsten Chalfen, Course Data Manager, The College, SAS
Mary Costigan, Director, Institutional Research & Application Development, SAS
Kristin Davidson, Director of Administrative Affairs, The College, SAS
Charles Harvey, Senior Programmer Analyst, ISC
Alice van Buren, Kelley, Associate Director of Academic Advising and Assistant Dean, SAS
Regina Koch, IT Director, Student Registration & Financial Services, Division of Finance
Marty Mendetta, Senior Systems Analyst, ISC
Scott J. Romeika, Senior Associate Director, Wharton Undergraduate Division, The Wharton School
Ron Sanders, University Registrar, Division of Finance
Adam B. Sherr, Director of Student Registration and Information, School of Nursing

• *Fraternity and Sorority Renovation*

This team developed a collaborative, well-coordinated, and cost-effective approach to renovating 22 campus fraternity and sorority living spaces in order to support and comply with safety goals for our students while interfering with student lives as little as possible.

Pamela Arms, Associate Treasurer, Cash Management, Division of Finance
Don Calcagni, Associate Director, VPUL Facilities, VPUL
Thomas Hauber, Director, VPUL Facilities, VPUL
Mark Kocent, Principal Planner, Office of the University Architect, Facilities and Real Estate Services
Clinton R. McCartney, Senior Building Administrator, OFSA & VPUL Facilities, VPUL
Roman Petyk, Associate General Counsel, Office of General Counsel
Scott Reikofski, Director, Office of Fraternity and Sorority Affairs, VPUL
Beth Schnitman-Malm, Associate Director, OFSA & VPUL Facilities, VPUL
Michael Swiszczy, Project Manager, Facilities and Real Estate Services

2007 Selection Committee

Maureen Rush, Vice President, Division of Public Safety
Christopher Kops, Vice Dean, School of Medicine
Joann Mitchell, Vice President of Institutional Affairs, Office of the President
Trevor Lewis, Executive Director of Administrative Affairs, Office of the Provost
Glenn Bryan, Director, Office of Government, Community & Public Affairs
Vincent Price, Chair, Faculty Senate
Adam B. Sherr, Chair, Penn Professional Staff Assembly
Steven Hauber, Chair, Weekly Paid Staff Assembly
Elise M. Betz, Former Models Winner
Jeff Coke, Former Models Winner
Ralph J. De Lucia, Former Models Winner
Troy Majnerick, Former Models Winner
Nancy McCue, Former Models Winner
Gregory D. Palmer, Former Models Winner
Gordon R. Rickards, Former Models Winner
Betsy Robinson, Former Models Winner
Lynn Rotoli, Former Models Winner
Jeanne Shuttleworth, Former Models Winner
Marilyn Kraut, Ex-Officio

Anu Vedantham: Director of the David B. Weigle Information Commons



Anu Vedantham

Ms. Anu Vedantham came to Penn last month from the Richard Stockton College of New Jersey to serve as the director of the David B. Weigle Information Commons at the Library Center.

The Weigle Information Commons, which opened last April, (*Almanac* March 28, 2006) is a set of spaces created by the Librar-

ies and the School of Arts and Sciences to support students' collaborative learning, the use of technology in their work, and to provide consulting services on research, presentation, and communication skills. As Director, Ms. Vedantham will oversee programmatic development in the Commons. "The way students work and learn is always changing," said H. Carton Rogers, Vice Provost and Director of Libraries.

"Anu's experience with instructional technology and her commitment to higher education will help the Libraries respond to programmatic and curricular changes at Penn, and help Penn students maximize the terrific resources available to them in the Commons."

The David B. Weigle Information Commons is located on the first floor-west of the Van Pelt-Dietrich Library Center. Consultation services are provided by the Critical Writing Program, Communication Within the Curriculum (CWIC), and the Weingarten Learning Resources Center. Study booths are available on a first-come, first-served basis, and group study rooms may be reserved at the Commons service desk. The Vitale Digital Media Lab, also housed in the Commons, offers training and equipment for working with digital media—including video, audio, imaging, and web publishing.

At Stockton College, Ms. Vedantham directed the Southern Regional Educational Technology Training Center (ETTC) for six years providing professional development and technology models for college faculty and K-12 teachers. She also served as Interim Associate Provost and as Director of Instructional Technolo-

gy. Ms. Vedantham holds her New Jersey Principal Certificate and served for two years as Director of Grants and Community Initiatives at Stafford Township School District. In the mid-90s, Ms. Vedantham served as Program Officer at the Telecommunications Opportunities Program at the United States Department of Commerce. She has conducted global warming research at Environmental Defense and communications networking research at Bell Communications Research.

Ms. Vedantham received her masters in public affairs from the Woodrow Wilson School at Princeton University and her bachelors and masters in electrical engineering and computer science at the MIT. She is pursuing her doctorate in higher education management at Penn's GSE.

More Back Issues Now on Web

Pre-web *Almanac* issues in a searchable PDF format are now available from the academic years 1990-91, 1991-1992, 1992-1993, 1993-1994 and 1994-1995 at www.upenn.edu/almanac/issues/archive.html.

These are in addition to the collection of back issues—from 1995-1996 to the present—that have been on *Almanac's* website.

Government Affairs Update

Commonwealth Budget

On February 7, Governor Edward Rendell released his proposed FY 2007-08 budget for the Commonwealth. The Governor is proposing a total of \$49,651,000 in the University's direct appropriation, an increase of \$222,000, or 0.5 percent, over the amount the University is receiving in the current fiscal year (see chart below). All five line items funded through the Dept. of Education were increased by 0.5 percent—Veterinary Activities (\$39,450,000); Center for Infectious Disease at the Vet School (\$3,216,000); Medical School (\$4,057,000); Cardiovascular Studies (\$1,609,000); and Dental Clinics (\$1,088,000). It is particularly noteworthy that the Governor chose to include continued funding for the Center for Infectious Disease, a new line item added by the General Assembly last year. Historically, Governors have followed the practice of removing in their proposed budget all items added by the Legislature, thereby forcing the Legislature to negotiate them back in the final budget. The Governor did follow this practice with respect to funding for the Penn Museum, which was reduced from the current year level of \$254,000 to a recommended \$231,000 (the level originally recommended by the Governor in last year's budget).

The Governor also called again on the General Assembly to approve his proposed Jonas Salk Legacy Fund, which will be reintroduced as new legislation in the very near future. This proposal calls for the securitization of half of the Tobacco Settlement research funding, which would then

be used to provide accelerated funding to support biosciences research infrastructure. Penn currently receives between \$9 and \$11 million annually in formula health research funds under the Tobacco Settlement.

Finally, the budget provides some additional detail regarding the Governor's new health care reform initiative entitled "Prescription for Pennsylvania." The goals of this proposal, released by the Governor several weeks ago, are to expand access to affordable health care coverage, to improve the quality of health care and to reduce health care costs (*Almanac* January 23, 2007). As part of this proposal, the Governor is recommending the reduction of certain payment programs (Community Access Fund and Tobacco Settlement Uncompensated Care funding) that provide supplemental funding to hospitals with high volumes of charitable care. The Governor believes that the need for these payments will be reduced as more people become insured under his new program.

The release of the Governor's proposed budget begins the budget process, with the General Assembly now starting budget hearings. Penn is scheduled to testify before the House Appropriations Committee on February 26. Following budget hearings the Legislative leadership and the Governor will begin the process of negotiating a final budget.

—Vanda McMurtry,

Vice President for Government and Community Affairs

University of Pennsylvania Non-Preferred Appropriation

(in thousands of dollars)

	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 HB2509	FY 2007 (% Inc.)	FY 2008 Gov. Rec.	FY 2008 (% Inc.)
Medical Instruction	3,953	3,832	3,861	3,919	4,037	3.0	4,057	0.5
Dental Clinics	873	846	1,035	1,051	1,083	3.0	1,088	0.5
Cardiovascular Studies	1,568	1,520	1,531	1,554	1,601	3.0	1,609	0.5
Veterinary School	37,676	36,523	37,364	38,111	39,254	3.0	39,450	0.5
Center for Infectious Disease (Vet)	-	-	-	-	3,200	100.0	3,216	0.5
Penn Museum*	231	225	231	231	254	10.0	231	-9.1
Total University	44,301	42,946	44,022	44,866	49,429	10.2	49,651	0.5

* Penn Museum budget request submitted through separate submission to Pennsylvania Historical and Museum Commission (PHMC).

Supplemental LTD Enrollment Deadline: February 28

There's not much time left to receive guaranteed coverage in Penn's new Supplemental Long-Term Disability (LTD) program. Supplemental LTD helps you protect more of your income if you become disabled and are unable to work for an extended period of time. If you're a full-time faculty or staff member, you received information about this benefit offering at your home address earlier this month.

Penn already provides generous group LTD coverage at no cost to you, but that coverage alone may not be enough to meet your expenses if you become disabled. The Supplemental LTD program can provide you with additional income if you're unable to work because of a long-term disability. This Penn-sponsored program offers the advantages of tax-free benefits, portability, and enhanced protection if you're unable to perform the duties of your own occupation.

As an added bonus, you can receive coverage through this new program without having to submit proof of good health—but only if you apply by *February 28, 2007*. For more information, visit the Human Resources website at www.hr.upenn.edu/benefits/disability/SupplementalLTD.asp. If you have any questions, please contact the plan administrator at 1-877-321-4427 or UPenn@IncomeBenefit.com.

—Division of Human Resources

Extending Military Leave Policy for Another Year

The University is committed to supporting our faculty and staff who may be called or volunteer to serve on active military duty. To this end, Penn instituted a temporary enhancement to the Military Leave Policy in 2003 to provide extended paid leave time and benefits for faculty and staff on active military duty. Since 2003, these enhanced benefits have been extended several times. The enhancement period is being extended again until February 25, 2008. Eligible faculty and staff who begin military leave between February 25, 2003 and February 25, 2008 can receive up to 90 calendar days of military pay and benefits within this time period (increased from the standard policy of 10 paid days per fiscal year). For more information, visit the Human Resources website at www.hr.upenn.edu/policy/policies/611.asp.

—Division of Human Resources

Pennsylvania Muscle Institute Call for Proposals: March 15

The Pennsylvania Muscle Institute (PMI) announces a call for proposals for the 2007 Mini-Research Grant Program. The program is intended to encourage Penn researchers to explore novel approaches to studies of cell motility in their fields of interest.

The PMI will award one-year grants of seed funds up to \$20,000 to successful proposals in skeletal, cardiac and smooth muscle, non-muscle cell motility, development, expression and assembly of contractile and motile organelles. Preference will be given to new initiatives, new collaborations and junior faculty.

The Application Process

The application should include:

A three-page description, giving the background, objectives, experimental approach and discussion of expected results.

An abstract

A budget (one page)

A brief curriculum vitae including recent publications, current research support

and list of other pending proposals should be submitted.

Applications are due by *March 15, 2007*. Successful applications will be funded as early as April 1, 2007 for a one-year period.

All applications involving human subjects, animals, and hazardous or radioactive materials must receive institutional approval prior to funding. This grant mechanism is not for faculty salary. A final report and a summary of further research proposals related to this funding will be required at the end of the grant period.

For additional information contact Dr. Yale E. Goldman, director, Pennsylvania Muscle Institute, at (215) 898-4017 or e-mail: goldmany@mail.med.upenn.edu. Please submit the original and four copies of the grant application to our Business Administrator, Ms. Jennifer Petrina, Pennsylvania Muscle Institute, D700 Richards Building, School of Medicine, 19104-6083.

—Yale E. Goldman, director, PMI

Justice Talking: New Legal Blogs and Discussion Forums

Some of the nation's leading legal analysts and commentators will regularly weigh in on the issues making headlines in a new on-line blog and discussion forum called *Talking Justice* that was recently launched at www.justicetalking.org. The new feature is a project of *Justice Talking*, the award-winning NPR program produced by the Annenberg Public Policy Center at the University of Pennsylvania. The program airs in nearly 100 public radio markets and in 140 countries around the globe via NPR Worldwide and Armed Forces Radio Network.

Each day of the week, a new, timely commentary from a distinguished contributor will be posted at *Talking Justice*. Bloggers from organizations as diverse as the American Tort Reform Association, the Natural Resources Defense Council, the Family Research Council, the National Council of Churches, the Council on American-Islamic Relations, the National District Attorney's Association and the satirical group the Capitol Steps will offer their views about law and American life. Some of the best legal blogs, websites and newspapers, including SCOTUSBlog, FindLaw, the *National Law Journal* and *Jurist* will post content as well.

Listeners and readers also are invited to participate in the debate via discussion forums centered around topics aired on *Justice Talking* programs. In recent months, topics have included issues ranging from the war on drugs to the war on terror, the right to vote to the right to pray.

Justice Talking, hosted by veteran NPR correspondent Margot Adler, has won 18 national journalism awards. Each program features intelligent conversation with activists and analysts, personal stories of those affected by the law, and lively debate on today's legal issues.

Justice Talking is made possible with the support of the Annenberg Foundation.



Wharton Technology Conference

On February 23, the 2007 Wharton Technology Conference, *Business Strategies for a New Generation of Technologies*, will explore emergence of business strategies and directions that enable companies to monetize innovation. This event, at the Philadelphia Convention Center, is produced and administered by The Wharton Technology Conference, an independent student-run organization of the Wharton School. There will be a discussion panel and three keynotes by the following speakers:

Robert Carter (EVP & CIO, FedEx)

Al Nugent (CTO, CA)

Tom Malloy (CSO, Adobe Systems)

Paul Mankiewicz (CTO N. America, Alcatel-Lucent)

Dr. Bernard S. Meyerson (IBM Fellow, VP

Strategic Alliances and CTO, STG, IBM)

There will also be a special guest, Frank Abagnale, Jr., subject of the film, *Catch Me If You Can*.

Info and tickets, www.whartontechconference.com.

One Step Ahead

Security & Privacy
Made Simple

Another tip in a series provided by the
Offices of Information Systems & Computing
and Audit, Compliance & Privacy.

Unprotected Computers Can Be "Stashes" for Illegal Material

One of the "hot button" topics in computing over the last several years has been the widespread downloading and sharing of digital media - music, movies, television, games, application software and more. At Penn, as at our peer institutions, there are incidents of copyrighted material being made publicly available on Penn computers, intentionally violating the Digital Millennium Copyright Act (DMCA) and University policy. As a research institution that creates new knowledge, we are especially sensitive to the obligations of honoring all intellectual property rights. Penn students and employees found to be violating copyright are subject to disciplinary measures in addition to the possibility of legal action by the copyright holders.

There are occasions, however, when the computer in question has been compromised by means of virus infection or other exploit and is being used to "stash" the infringing and/or illegal material without the knowledge of the computer's owner. If you receive a notice of copyright violation relating to a computer that you use that is attached to PennNet, and you believe that you are not intentionally sharing copyrighted material, you should contact your Local Support Provider (LSP) immediately and request that your computer be evaluated for signs of compromise or other security-related issues. The vast majority of Penn users do, of course, respect copyrights and do not illegally download and share material, but avoiding this situation is yet another reason to make sure that your computer is running anti-virus software that is regularly updated, has a personal firewall installed and in use, and that all operating system patches and upgrades are applied in a timely fashion. For information on how to do this, contact your LSP.

For additional tips, see the One Step Ahead link on the Information Security website: www.upenn.edu/computing/security/.

Update

February AT PENN

FILM

21 *Love in the City*; 6 p.m.; rm. 401, Fisher-Bennett Hall (Center for Italian Studies).

Dark Night, One Night in the West Bank; 7 p.m.; rm. 255, Jon M. Huntsman Hall (Cinema Studies).

MUSIC

22 *Glee's Anatomy*; Penn Glee Club; 8 p.m.; Zellerbach Theatre, Annenberg Center; \$8, \$7 with PennCard. Also February 23, 8 p.m. (Penn Glee Club).

23 *Atma Presents: Wanted*; Penn's all-female, south Asian, a cappella group; 7:30 p.m.; Dunlop Auditorium, Stemmler Hall; \$9/door, \$7/in advance (Atma).

ON STAGE

23 *Pan Asian Dance Troupe: Hero*; 7 p.m.; Iron Gate Theatre; \$8/door, \$6/in advance (Pan Asian Dance Troupe).

READINGS/SIGNINGS

22 *Edwidge Danticat—Breath, Eyes, Memory*; 5 p.m.; rm. 17, Logan Hall (Women's Studies).

23 *Giro di Vento—Narratori Italiani*; 8 p.m.; rm. 543, Williams Hall (Center for Italian Studies).

26 *Chris Raab—Written in the Blood*; 12:30 p.m.; Penn Bookstore (Bookstore).

TALKS

21 *Latin America Aurality and the Lettered City*; Ana Maria Ochoa Gautier; noon; Suite 331A, 3401 Walnut St. (LALS).

22 *Black History in the Family*; share and listen to men tell stories of heroes within their own families; 1 p.m.; AARC (AARC).

Gendered Mobility in Films of the Economic Boom: Zurlini's Girl With a Suitcase; Anita Angelone, University of North Carolina; 4 p.m.; rm. 543, Williams Hall (Center for Italian Studies).

Deadlines: The deadline for the weekly Update is every Monday, for the following Tuesday's issue. The deadline for the April AT PENN calendar is *Tuesday, March 13*. For information see www.upenn.edu/almanac/calendar/caldead-real.html.

Programs for Working Professionals

There is an upcoming Information Session for Wharton's Programs for Working Professionals, on Tuesday, March 13, from 5:30-7 p.m., at Jon M. Huntsman Hall. Check-in begins at 5 p.m.; a light dinner will be served. RSVP by March 9. Call (215) 898-2888; or visit www.whartonworkingprofessionals.com.

Wharton offers individual business courses and post-baccalaureate certificate programs in Business Essentials, Entrepreneurship, Finance and Accounting, Human Resource Management and Marketing. Ask about Saturday course offerings.

CLASSIFIEDS—PERSONAL

FOR RENT

OCNJ BEACHBLOCK (Gardens): 20% PENN discount, 2.5 bedrooms, 2 baths, sleeps six, all conveniences, parking, garage, laundry, A/C, premium cable, Steve (610) 565-1312.

27th and South St., Naval Square, Brand New 1 BR Condo for Rent (215) 364-6609.

Almanac is not responsible for contents of classified ad material.

Submissions for classified ads are due every Thursday for the following Tuesday's issue.

For information call (215) 898-5274 or visit www.upenn.edu/almanac/faqs.html#ad.

CLASSIFIEDS—UNIVERSITY

RESEARCH

Would you like to lose weight? The University of Pennsylvania's Center for Weight and Eating Disorder is offering a 1-year weight loss research study that combines diet and exercise along with the use of an investigational weight loss medication or placebo (sugar pill). You may be eligible if you are between the ages of 18 and 65 year old, a non-smoker, overweight (at least 30% over recommended weight), in good overall health and are able to attend group sessions. Participants will be compensated for their time and travel. For more information, Call (215) 746-8810.

Women over 70 years needed for appetite study. The University of Pennsylvania Division of Endocrinology, Diabetes, and Metabolism seeks both healthy women and women with unexplained weight loss for hormone study. Eligible volunteers will receive free medical exams, blood test results and bone density. Participants will be compensated. Please contact Andrew at (215) 573-3429 for more information.

Penn's Depression Research Unit is conducting research into **alternative, herbal treatments of anxiety**. Symptoms of anxiety may include: nervousness, tension, difficulty relaxing, excessive worrying and sleep problems. Those who qualify will receive an initial evaluation and may take part in a research study with Chamomile for up to 8 weeks. For more information call the DRU at (215) 662-3462.

Penn's Depression Research Unit is conducting research into **non-hormonal, herbal treatments for peri and post menopausal anxiety symptoms**. Symptoms of menopause may include: nervousness, tension, sleep difficulty, concentration problems, mood changes and hot flashes. Those who qualify will receive an initial evaluation and may take part in a research study with Black Cohosh for up to 3 months. For more information call the DRU at (215) 662-3462.

Calling All Bones: African-American men ages 61-78 AND Caucasian men ages 61-78 invited to take part in a research study. You will not be required to take any medications. We will evaluate the health and strength of your bones. You will receive results of your bone test. You will be compensated for your time. Call 215-590-0499.

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 **February 5-11, 2007**. Also reported were 11 Crimes Against Property (including 10 thefts and 1 act of fraud). Full reports are available at: www.upenn.edu/almanac/volumes/v53/n23/crreport.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 **February 5-11, 2007**. The University Police actively patrol from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at (215) 898-4482.

02/06/07	3:02 PM	3603 Walnut St	Male wanted on warrant/Issued new court date
02/07/07	5:32 PM	4001 Walnut St	Unauthorized person(s) in establishment/Arrest
02/09/07	2:27 AM	3800 Ludlow St	Male wanted on warrant/issued new court date
02/09/07	2:54 AM	38th St	Driver operating vehicle while intoxicated/Arrest
02/09/07	11:52 AM	3333 Walnut St	Threatening letter received
02/09/07	11:15 PM	4001 Walnut St	Male cited for trespass
02/10/07	12:40 AM	4002 Walnut St	Male cited for disorderly conduct
02/10/07	3:26 AM	S 40th & Sansom St	Intoxicated driver arrested
02/10/07	10:43 AM	4002 Walnut St	Male cited for disorderly conduct
02/10/07	1:00 PM	3400 Spruce St	Males issued citation for skateboarding
02/10/07	8:33 PM	Spruce St	Complainant robbed/2 Arrests

18th District Report

8 incidents with 2 arrests (including 6 robberies and 2 aggravated assaults) were reported between **February 5-11, 2007** by the 18th District covering the Schuylkill River to 49th St. & Market St. to Woodland Ave.

02/05/07	3:59 PM	4800 Greenway Ave	Robbery
02/05/07	7:14 PM	4814 Market St	Aggravated Assault
02/06/07	3:02 AM	4636 Chestnut St	Robbery
02/06/07	9:15 AM	5102 Larchwood Avenue	Robbery
02/08/07	1:00 PM	4700 Walnut St	Aggravated Assault/Arrest
02/08/07	1:58 PM	4632 Chestnut St	Robbery
02/10/07	9:51 PM	4100 Chestnut St	Robbery/Arrest
02/10/07	6:00 PM	1200 49th St	Robbery



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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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Learning to Teach in the 21st Century

Peter Struck

No doubt all of us, with a few exceptions, face a challenge in making the material we teach relevant and compelling to a contemporary audience. I am a classicist. The following recounts my own struggle with the issue.

Kids Today

As the ancient rhetoricians teach, first, know your audience. When I began teaching at Penn I had a sense that mine was career-minded. Undergraduates had a tactical attitude toward their educations, they were on their way to their professions and so not terribly engaged in life's unwieldy, large questions. In surveys of their attitudes that I remembered reading about in the newspaper the goal of developing a "meaningful philosophy of life" scored poorly. Without exactly consciously deciding to do so, I had classified this as likely a fact, a sad one, that I could do little about. It had to do with larger cultural forces, or some such thing, and besides it was confirmed by colleagues and my own experience—you know, grade-grubbing and that kind of thing.

But after some intervention, mainly from students (on which more below), I decided to try looking at this as a hypothesis rather than a fact, and started paying closer attention. It turns out that in class, difficult, open-ended questions about human existence, human society and the fundamental structure of the world actually were, on occasion, coming up and students were not, in fact, showing any particular resistance to thinking about them. They were perhaps even eager to do so. On the other hand, I was passing these openings by. Teaching my students to read Greek was challenge enough, after all, and for that matter I have no professional knowledge or insight into, say, the meaning of life, but I do actually know a lot about Greek optative verbs, so isn't it reasonable that I should just teach them that instead? Besides, I thought they weren't here to get that kind of thing.

Big ideas

Attuned to my own resistance, I tried to adopt a new habit of willingness to discuss big questions when they come up. And as it turns out, I sometimes can, actually, offer my students a forum in which they can think constructively and rigorously on them. I see it when I teach ancient philosophy or myth, as one might think, but big questions are not missing from the more technical material as well (you'd be surprised at how often the Greek middle voice sparks a discussion of human agency). I no longer brush them off. An openness to thinking on my feet along with students about the broad and unwieldy sends the incalculably important message that wonder is welcome here, and I can report, with confidence this time, that the wondrous remains the most relevant thing on the globe (and from wonder come all I would really like to be able to teach: curiosity, respect, discipline, a capacity for empathy, and an ability to embrace both doubt and certainty). After starting down this road, I have been struck by how much more I can do purposefully to produce an environment in which students are invited and encouraged to think about large questions, even to try to help them develop a meaningful philosophy of life, as someone might put it.

College Houses

My conversion is entirely due to my time as a faculty fellow in the college houses. After some careful thought, my family and I moved into Stouffer College House where we lived for two years. Because I value privacy, I had to overcome some dispositional resistance. The privacy question turned out to be a non-issue, and in the mean time I had the opportunity to get to know some of the students and a few of them quite well. I gathered from this experience that I had been at some unarticulated level unfair to them. What did I learn? Impossible to convey with any granu-

larity, but the broad impression, drawn from countless examples of passions pursued for their own sakes, was that they were not in fact narrow careerists, but were leading vigorous lives. In case it helps, a few cases at random: there were the not entirely unexpected examples of the refined pursuits (amateur cellists, mezzo-sopranos, poets and novelists) the casual examples of extraordinary discipline (a past life as a Buddhist monk, a 100-mile-a-week runner) and, not least, the inspired talents of the entirely heedless variety (an all-night call-in radio show savagely satirizing the self-help industry; a character who occasionally emerged on Locust Walk, calling himself "El Diablo," who did interviews for the *Daily Pennsylvanian* in cape, horns, and a trident; the untold hours put in by a chorus member in the Law School Light Opera Company, which I don't think was a resume-builder). The cumulative effect of a hundred such conversations over two years, meeting and listening to students speak of their lives (which none of them described as "extra-curricular") even in the cursory way we did (we should have done more) made hash out of any predispositions I had unknowingly harbored about their impulses to explore, take risks, and look for lasting good in life. This new knowledge reoriented my expectations when facing a new group of undergraduates at the start of each semester.

E.g., Assessments

In closing I offer one quick, concrete example of how this reorientation has changed what I do in class. Designing assignments and tests used to be a task for which one would need a micrometer to measure my interest. The whole business was unpleasant, reminded me of the grading that I would have to do and the grade-grubbing my students would likely do—in short, smacked of the instrumental side of learning that I found dispiriting. Somewhere between the cello and the Law School Light Opera, I started to look at it through new lenses, now untinted by my pre-conversion suspicions. Right, so a lot of students care a great deal about their grades. If this were not taken as evidence that they are narrow careerists, it might mean only that they are highly motivated and value their performance in my class. I also have complete and utter autonomy to devise the measures and means to evaluate their performance. Why not come up with a better set of evaluations? What if I could conceive of a way to test all the things I truly want them to learn? I haven't yet come up with a way to evaluate someone's capacity for wonder, but I don't despair that I can do much better than I have been doing. I am experimenting with a whole raft of what used to sound to me like buzz-words and bullet points—group assignments, role playing scenarios, real-world implementation of knowledge (in my course on ancient magic), and project-based assignments that lead students to teach themselves and each other what they need to do to complete them. The default idea of midterm, final (and maybe a paper) has lessened its grip on my imagination. The improvement in the classes has been visible and (more important) ongoing. None of this has taken any particularly heroic efforts to achieve. In fact, from an entirely mercenary perspective, it has in the aggregate greatly improved the balance of drudgery vs. reward in my own experience of creating and grading my assignments, not to mention doing the student "follow-up" on them.

This is only one example. My best advice on teaching? You might do a stint in the college houses. My time there improved my teaching overall, even of Greek optative constructions—which after all is the mood that expresses doubt and wonder—and I have found it easier to nurture my better angels, and to act on my belief that students are people for whose overall development and well-being I am in some part responsible.

Peter Struck is associate professor of Classical Studies and a recipient of the Lindback Award (2004).

This essay continues the series that began in the fall of 1994 as the joint creation of the College of Arts and Sciences and the Lindback Society for Distinguished Teaching.

See www.upenn.edu/almanac/teach/teachall.html for the previous essays.