

UNIVERSITY OF PENNSYLVANIA *Almanac*

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Welcome Back From the President

Reaching New Heights and Setting Priorities

We are emerging from a long, hot summer in Philadelphia, where more than the weather has been sizzling. Penn is hot, too, and if we can sustain our hot streak of successes in teaching, research, fundraising, and admissions, we will get hotter, still.

While we take national rankings with a few grains of salt, we of course are pleased with Penn taking 4th place once again in the *U.S. News & World Report* Rankings. We also are delighted that the 2006 *Kaplan/Newsweek College Guide* recognized Penn as the nation's hottest "happy-to-be-there" university, which, given our record yield for the Class of 2009, should not surprise any of us.

In setting the highest and broadest standards of achievement, we at Penn are "so happy together." During my inaugural address, I claimed that our community was remarkably united. Penn this past year proved me correct beyond my highest expectations. Our entire Penn family, including our Trustees and alumni, enthusiastically and strategically supported the Penn Compact, while our academic and administrative communities effectively collaborated to put Penn on stronger footing and to move our University forward.

For example, under the Compact we created a record number (140) of new undergraduate scholarships, launched the Penn Integrates Knowledge initiative, developed guiding principles for the future campus expansion to the east, and began rebuilding the educational infrastructure of communities affected by last December's tsunami.

Now that we have rallied around the Penn Compact and notched some important victories, we are ready to lay a solid foundation with more concrete enterprises that will secure Penn's future as the premier research university for the next century.

Toward that goal, I have identified a set of priorities that I wish to share with you now.

Complete a revision of the campus development master plan and set a timetable for developing the postal lands. When Penn takes possession of the 14-acre postal lands property a year and a half from now, we will begin transforming surface lots, fallow buildings, and eyesores into a vibrant, mixed-use neighborhood, featuring new space for research, cafes, shops and restaurants, arts venues, and recreation. Planning effectively for this transformation will require harnessing the expertise, contributions, and perspectives of our Trustees, faculty, city and community leaders, staff, students, and alumni. Over the course of this academic year, a campus development planning committee will seek feedback and counsel from a broad array of deliberative and governing bodies at Penn, including the Faculty Senate Executive Committee and the University Council Steering Committee. I am confident that by the end of this fiscal year, we will have a dynamic campus plan that the Penn community, the city of Philadelphia, and the region will embrace.

Develop a plan for global engagement that reflects Penn's commitment to produce new knowledge and graduates who enrich the lives of our fellow human beings throughout the world. A presidential global task force this year will develop and recommend a set of initiatives designed to attract more international scholars and practitioners to the Penn campus, to create ever more robust models of integrated global teaching, research, and practice across all 12 schools, and to better engage our illustrious international alumni.

Recruit and retain first-rate faculty. While all great universities embrace this goal, the Penn Integrates Knowledge initiative distinctively gives us the advantage of aggressively recruiting eminent scholar-teachers for dual appointments spanning two schools. Provost Ron Daniels and I have already received two dozen names of world-renowned scholars whom our deans enthusiastically recommend for consideration. I expect to announce the first of these faculty appointments by the end of this academic year.

Continue to raise significantly more funds for financial aid for undergraduate, graduate, and professional students. Although we made impressive gains in increasing access to Penn for students of all backgrounds, we still have a long way to go before we can even begin to lessen the debt burden on our middle- and low-income scholarship students and their families. Improving financial aid at Penn thus will remain a top priority throughout my presidency.

Plan a fundraising campaign that focuses on our highest priorities. We at Penn excel in managing our resources wisely. We must remain innovative and vigilant in stretching our dollars. But we also must vigorously plan over the next two years for a five-year campaign that will enable us to achieve global eminence as a great teaching and research University. We already do more with less. Imagine what we could do with more.

As we forge ahead on this ambitious agenda, I do want to thank and congratulate the entire University community for reaching new heights this past year. Penn is so much better because of you, and so am I.



Vice President for Government and Community Affairs:

Vanda McMurtry

President Amy Gutmann has announced the selection of Dr. Vanda McMurtry, of Cornell, as Penn's new Vice President for Government and Community Affairs.

Dr. McMurtry has been the vice president for government and community relations at Cornell University and former chief counsel for the U.S. Senate



Van McMurtry

(continued on page 2)

One of the 25 Hottest Colleges and #4 in U.S. News' Rankings

Penn has been named one of America's hottest colleges by the editors of the 2006 *Kaplan/Newsweek College Guide*. Each of the 25 colleges in the list of "America's Hottest Colleges" is highlighted according to its hottest attribute. Penn was selected as the "Hottest for Happy-to-be-there," which could explain this year's 66% yield—the highest ever. Lee Stetson, dean of undergraduate admissions, says that the more students he admits who are eager to be at Penn, the happier the campus.

Penn also held on to its fourth place slot in the newest rankings of national universities by *U.S. News & World Reports*. The 2006 rankings still have Harvard and Princeton sharing the top slot on the National Universities list of 248 universities, with Yale still holding the third slot. Duke and Stanford are tied for fifth. The rankings are released in a book, *America's Best Colleges*, and in the August 29 issue of the magazine, and online at www.usnews.com.

Wharton is still on the top of *U.S. News'* list of best business schools, with four of its specialties ranked #1: finance, insurance, marketing and real estate. Entrepreneurship and management were ranked #2, with accounting, and quantitative analysis ranked #3.

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Pullout: September AT PENN

Welcome Back From the Senate Chair

Faculty Governance: To Have and To Hold.....

It's a sweltering Saturday night in August, and I'm thinking about the wedding I attended last week and an upcoming respite in the Adirondacks. By the time you read this, I hope you have returned refreshed and renewed. Welcome back, or just plain welcome if you are new to our extraordinary community.

Pressed to write this message on time, when summer still magically seems to last forever, I naturally turned to the messages of chairs past, all of whom patiently and steadfastly upheld the leadership of the University Faculty Senate, established by the Trustees, at faculty request, in 1952. Imagine that different world and those very different times. Those wise persons, whoever they were, guided the creation of a formal liaison between the faculty and the administration, allowing for mutually beneficial dialogue and decision-making.

I have chosen the phrase, "to have and to hold," so laden with emotion and open to interpretations from trite to serious, as a way to express my commitment to strengthen and re-energize faculty governance, just as the President herself has committed to an "ever greater Penn." Faculty governance is precious, especially in times where academic freedom is increasingly imperiled. We must recommit ourselves to that historic marriage of 1952 between faculty and administration at Penn. That means active discourse with one another, characterized by debate as well as compromise.

In its current incarnation, the Faculty Senate does its business through the Senate Executive Committee (SEC), an elected group which meets monthly, and through a number of important committees of the Senate. The SEC leadership team meets regularly with the President and Provost, assists in staffing and participating in key committees, and provides oversight, through the Steering Committee, for the University Council, a deliberative and broadly representative body which considers matters affecting the common interests of faculty, staff, and students. In the coming year, we intend to use Council Meetings for important discussions affecting the entire university, including international programs and campus development.

President Gutmann has completed her first year, having laid out an ambitious compact focused on the integration of knowledge, greater access to a Penn education, and more dynamic engagement locally and globally. She and our new Provost, Ron Daniels, will be defining their priorities for fulfilling the Penn Compact in the coming year. There will be a number

of opportunities to hear about these priorities firsthand, including at SEC meetings (open to all standing faculty), a SEC reception on September 21 at 5 p.m. in the Law School, as well as at the first-ever Senate sponsored university-wide symposium and reception on November 4, *Youth and Aging: Penn Integrates Knowledge Locally and Globally*. The Senate tri-chairs meet regularly with the President and the Provost—so tell us about concerns you wish brought to their attention.

During the past year, SEC business included several items of importance to faculty governance, among them Just Cause Procedures, Practice Professorships, and final approval of the Intellectual Property/Patent Policy. Due to a groundswell response to the Task Force Report on Retiree Benefits, further discussion ensued at SEC and many written comments appeared in *Almanac* (March 15, 2005) or were sent to the Provost's Office. The task force recommendations remain under review by the Provost and we expect to hear more about this later in the year.

Based on a survey by the Committee on Committees concerning participation in University Council Committees, the Senate tri-chairs are charging all Council committees with the task of evaluation, with the long-term goal of recommendations for the future of our committee structure. This will necessarily be a lengthy and thoughtful effort, one that we hope will result in a more transparent, seamless and efficient set of processes enabling faculty governance.

In my year as Chair-elect of the Faculty Senate, I learned much from Past Chair, Lance Donaldson-Evans and Chair, Charles (Chuck) Mooney; the University community is much indebted to both of them. Chuck will continue in the role of Past Chair, and we are now joined by Vincent Price, as the Chair-elect. We are very well served by Kristine Kelly, Executive Assistant to the Faculty Chair, and we look forward to hearing from you regularly, and in turn, keeping you apprised of our activities.

During my year as Chair-elect, I often tried to explain the role of the University Faculty Senate to colleagues at other universities; few reported on comparable structures at their institutions. I'm sure by now you have the message, so once again, let's take seriously the vow of "to have and to hold," and hold onto the covenant of faculty governance. Welcome to a new year at Penn.

Denise E. Strumpf

Vice President for Government and Community Affairs

(continued from page 1)

Committee on Finance. The Trustees will act on the recommendation at its meeting September 15. Dr. McMurtry will assume his new position October 1.

In announcing his appointment, President Gutmann said, "Van's background working for federal regulatory agencies and congressional committees, coupled with his higher education and healthcare experience make him exceptionally well suited for his new role at Penn." He will direct Penn's relationship with state, local and federal governments as well as non-governmental groups at the community and national levels.

"Van has a deep understanding of the important role that strong collaborative relationships with government and community play in the success of the University, and is known and respected in the highest levels of government. He will be an outstanding addition to our leadership team," Dr. Gutmann added.

Dr. McMurtry has been at Cornell since spring 2004; prior to that he served for 12 years as senior vice president for federal government relations for Aetna Inc., where he partnered with federal government officials and congressional committees on issues related to health/medical care, insurance and financial services.

From 1989 to 1992, he was staff director and chief counsel for the U.S. Senate Committee on Finance, at that time led by Senator Lloyd Bentsen of Texas. Dr. McMurtry's Washington career also included five years on the staff of the Joint Economic Committee, where he studied and produced reports on the major economic issues confronting the nation.

Dr. McMurtry, who grew up in St. Cloud, Minnesota, earned his bachelor's degree, *summa cum laude*, in philosophy from the University of California, Irvine in 1972. He earned both a master's degree in 1975, and a Ph.D. degree, in 1979, in philosophy from Cornell, as well as a master's degree in public administration in 1981, from Johns Hopkins University, and a JD in 1985, from Georgetown University.

TRUSTEES

Meetings of the University Board of Trustees

Budget & Finance Committee, 9:30 a.m., September 15, Houston Hall.
Executive Committee, 1:30-2 p.m., September 15, Houston Hall.
Fall Full Board Meeting, November 3-4, the Inn at Penn.
Observers must register, (215) 898-0414.

COUNCIL

Meeting of University Council 2005-2006

Following are the dates for meetings of the University Council, which are open to observers who register their intention to attend by calling the Office of the University Secretary, (215) 898-7005, in advance. All meetings are held 4-5:30 p.m., in Bodek Lounge, Houston Hall. The agenda will be announced in *Almanac* prior to each meeting.

Fall Semester
Wednesday, September 28
Wednesday, October 19
Wednesday, November 30
Wednesday, December 21

Spring Semester
Wednesday, January 25
Wednesday, March 1
Wednesday, March 29
Wednesday, May 3

PPSA

Penn Professional Staff Assembly Fall 2005 Board Meetings

All meetings are from noon to 1:30 p.m. in the Brachfeld Room, 225 Houston Hall. Meetings are open to any A1 (monthly paid) University staff. Please e-mail ppsas@pobox.upenn.edu if you plan on attending so that seating can be ensured for all.

Tuesday, September 20
Tuesday, October 11

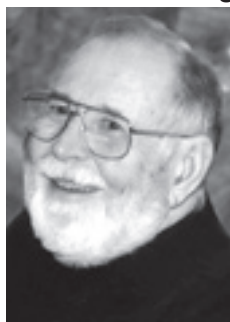
Tuesday, November 8
Tuesday, December 13

For more information on the Penn Professional Staff Assembly go to www.upenn.edu/ppsai/index.html

—Ty Furman, Vice-Chair Elect, PPSA

Deaths

Dr. Forsman, Chemical and Biomolecular Engineering



William Forsman

Dr. William Comstock Forsman, professor emeritus of chemical and biomolecular engineering, died July 12 in Devon, at age 75. Born in Deer River, Minnesota on July 24, 1929, he attended the University of Minnesota, graduating in 1952 with a B.ChE degree and immediately took a job with

Hercules Chemical Company where he met his future wife Jane Chandler.

Dr. Forsman was a soldier in the U.S. Army, receiving an honorable discharge. He received his Ph.D. in physical chemistry from Penn in 1961. He then returned to Hercules for three years. In 1964 he came back to Penn as assistant professor of chemical engineering and rose to professor in 1976. He was named professor emeritus in 1994.

During his 30-year career at Penn, he was a distinguished scientist in the field of polymer science. He was the author, co-author and contributing author of numerous books and published research papers, and the holder of several patents. He was inducted into several honor societies and supervised more than 22 Ph.D. candidates as a thesis advisor.

Dr. Forsman was predeceased by his wife, Jane in 2002, as well as his grandson, Mike D'Isa in 2003. He is survived by his son, William Jr.; daughters, Ellen Thomas, Beth Nanis, and Ann Adams; and ten grandchildren.

Dr. Katsenelinboigen, Wharton

Dr. Aron Katsenelinboigen, professor emeritus of operations and information management, died July 30. He was 77.

Dr. Katsenelinboigen was born in Isaslavl, Ukraine and immigrated to the U.S. in 1973. He received his Ph.D. at the Institute of Economics at the University of Copenhagen in 1957 and later a Ph.D. in economic sciences in Moscow at the Institute of the National Economy in 1966.

Dr. Katsenelinboigen has held previous appointments at Moscow State University, Academy of Sciences of the USSR, Princeton University, and University of California, Berkeley.

In 1978, Dr. Katsenelinboigen was appointed research professor of social systems sciences and in 1981 became professor in the same department. He also chaired this department from 1985-1986. In 1987, he became professor of decision sciences. He had a change of title to professor of operations and information management in 1993, a position he held until he retired in 2004.

Dr. Katsenelinboigen received Wharton's undergraduate excellence in teaching award in 1997. He has published numerous books based on his research areas: aesthetics and its applications to decision making, creation, economic invariants, indeterminism, and systems theory.

The operations and information department is planning a seminar in Dr. Katsenelinboigen's honor in the coming months.

He is survived by his wife, Gena; and sons, Gregory and Alex; and a grandson.

Dr. Langfitt, Neurology and former Vice President Health Affairs



Thomas Langfitt

Dr. Thomas W. Langfitt, retired vice president of health affairs and director of University of Pennsylvania Medical Center died August 7. He was 78.

Dr. Langfitt received a bachelor's degree in biology in 1949 from Princeton University and a doctorate from Johns Hopkins School of

Medicine in 1953. He served as a U.S. Army doctor in the military in 1955.

In 1961, Dr. Langfitt became head of neurosurgery at Pennsylvania Hospital. He came to Penn in 1968 as chairman of the neurosurgery department in HUP. In 1974, Dr. Langfitt became the vice president of health affairs. After leaving Penn in 1987, he became president of Pew Charitable Trusts and headed the Glenmede Trust Co., the bank that handles Pew's assets. After retiring from these positions in 1994 and 1996 respectively, he became president of the College of Physicians of Philadelphia.

Dr. Langfitt is survived by his wife, Carolyn; sons, Frank, John, and David; brother, Frank, Jr.; sister, June Brewster; and eight grandchildren.

A memorial will be held today, September 6 at 4 p.m. at the College of Physicians of Philadelphia, 19 S. 22nd Street. Memorial donations may be made to the Community College of Philadelphia Foundation, in care of of Sue Piergallini, 1700 Spring Garden St., Philadelphia, PA 19130.

Dr. Root, Wharton

Dr. Franklin Russell Root, professor emeritus of international management at the Wharton School, died August 4. He was 82.

Known to family and friends as Russell, he served in the U.S. Army and was awarded a Purple Heart as well as the Bronze Star. Dr. Root completed his undergraduate degree at Trinity College and subsequently earned an M.B.A. from Wharton in 1948 and a Ph.D. in economics from the Graduate School of Arts and Sciences at Penn in 1951. In 1949-50, he spent two consecutive summers working as a research economist for the United Nations, where he met and married Liliane Weissbrodt.

Dr. Root's academic career began in 1950 as a member of the faculty at the University of Maryland. In 1955, he joined the Wharton faculty where he remained until his retirement in 1993.

Dr. Root also held positions at the Copenhagen School of Economics and Business Administration, and Naval War College.

Among his professional honors, Dr. Root was elected Fellow of the Academy of International Business in 1983 and served as president, 1980-1982 and as dean, 1987-1990. He also served as president of the International Trade and Finance Association, 1990-1991.

Dr. Root is survived by his second wife, Joyce Hanson; daughters, Michele Root-Bernstein and Valerie Root Wolpe; sons, Peter, Allan and Jonathan; stepdaughters Karen, Alexander and Anne Hanson; and 10 grandchildren.

Donations may be made to Abington Memorial Hospital, Intensive Critical Care Unit, 1200 Old York Rd., Abington, PA 19001.

Dr. Sabini, Psychology



John Sabini

Dr. John Sabini, professor of psychology, died July 15 at the age of 58.

Dr. Sabini earned his B.S. from Stevens Institute of Technology in 1968 and his Ph.D. in 1976 from City University of New York in social psychology. He joined the faculty in 1976 as assistant professor of psychology and was promoted

to professor in 1987.

He chaired the psychology department from 1991-1996. Dr. Sabini was also chair of the psychology graduate group, and director of graduate studies in psychology from 1984-1991 and again from 2003 until his death.

Dr. Sabini served for many years on the IRB and on the CGS Executive Committee. He has also chaired University Council's Facilities Committee and served on the Faculty Club Executive Committee, the Senate Committee on Academic Freedom and Responsibility, the SAS Personnel Committee, the Committee on Committees, and the SAS Dean's Search Committee.

In 2003, Dr. Sabini won the Dean's Award for Mentorship of Undergraduate Research. He published a textbook, *Social Psychology* in 1992, and co-authored with Maury Silver, *Moralities of Everyday Life and Emotion, Character, and Responsibility*.

He is survived by his wife, Debbie Kossman and daughter, Carolyn.

Dr. Weber, Pathobiology

At press time, *Almanac* learned of the death of Dr. Wilfried Weber, emeritus professor of pathobiology in the School of Veterinary Medicine. A full obituary will appear in next week's issue.

Dr. Xia, Wharton



Yihong Xia

Dr. Yihong Xia, assistant professor of finance at Wharton, died August 6. She was 34.

Dr. Xia received a B.A. from Fudan University, in China in 1992 and a M.A. from Emory University in 1996. After completing her Ph.D. in finance from UCLA, Dr. Xia joined Wharton in

2000 as an assistant professor of finance.

She has received eight grants for her research, as well as the Geewax Terker Prize in Investment Research. She had nine publications in leading academic journals.

Dr. Xia taught Corporate Valuation to Wharton undergraduate and MBA students. She was also active in Wharton's doctoral program, teaching and serving on a large number of dissertation committees.

She is survived by her husband, Guiming Miao; daughter, Jessica Miao; parents, Jinqi Xia and Zhenghua Fang; and brother, Xinhong Xia.

Speaking Out

A Membership for All Seasons

This November will mark two years that I've been working at Penn. It will also be only the third month in which I've been a member of the Pottruck Center.

Why did I wait so long to join? Because of the maddening billing system Penn Rec has in place for University employees.

I actually signed up for an annual membership on July 18 but had to wait until September 1 for it to take effect. I could have joined up for the summer session but declined when I found out that although there was only a month and a half left, I'd still have to pay the entire \$150 for a summer-only membership.

Pottruck is a nice facility but for \$100 a month they better include a free session with a personal trainer or at least a nutritionist.

I believe this same billing policy applies for other times of the year as well. In other words, if you sign up to use the gym two months into the semester, you still have to pay the full amount for that semester.

Many times I've inquired about the membership fees and from what I'm told the problem has to do with Penn Rec's billing being done by semester and not by calendar or fiscal year.

What's curious is that my previous employer, Temple University, had somehow figured out how to make it possible for an employee to sign up to use the gym at any time of the year and charged only \$8.33 a

month to use facilities that are every inch as nice as Penn's (o.k. Penn's got a bigger rock wall).

I don't expect Penn to lower its fees but I can't believe there's no way they can't make it possible for employees to sign up to use the gym when they want and not be penalized.

—Matt Gray, News Officer,
Office of Communications

Response from Recreation

The Department of Recreation would like to respond to Matt Gray's comments regarding membership to recreation facilities at the University of Pennsylvania.

Most campus recreation facilities operate during an academic year schedule without the use of an anniversary date for annual membership. This operational procedure has been established because of time and costs associated with tracking memberships.

Annual memberships to on-campus recreational facilities at Penn are sold from September to September at significantly discounted rates that allow faculty/staff to purchase annual memberships at anytime during the academic year through payroll/check deduction at fees less than the semester rates. Additionally, three pro ration periods are offered. Information on memberships is communicated through the *Penn Rec Guide*, Departmental website, and in person contact with our membership office. Membership information is offered to new faculty/staff during the academic year orientation

programs. During the academic year, free recreation programs are offered to members during the Fall/Spring semesters (preview Classes and Stress Relief Weeks).

Being very familiar with the Temple Recreation Services, the membership program at Temple is very similar to Penn's, as Temple's annual membership is sold mid-August to August and is collected directly through the Bursar's office through a 12-month payroll deduction option. Should a faculty/staff member decide to join other than the August period, fees are collected much like Penn's until the annual membership starts. Once in Temple's payroll deduction system, the fees are collected by the Bursar until notification is given not to renew by the member. At Penn, yearly notification must be given by the member to allow for the payroll deduction.

Our Department believes information on our annual membership program is made available to faculty and staff about our state-of-the-art facilities that allows an individual to make a responsible decision on membership.

Our Department welcomes Matt Gray and hopes that his experiences with our programs, facilities and 16,000 members are good ones.

Our Department understands Matt Gray's frustration and will review how to incorporate the summer session fees and pro ration into the annual membership.

—Michael Diorka, Director,
Recreation, Sport Programs & Services

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.

Corrections:

In the listing of the 2005 Emeriti Faculty of the July 12 issue, emeritus professor Heinz Schleyer should have been listed as, *professor of surgery*.

The following faculty were listed in error in the July 12 issue; they should not have been included in the list of Emeriti Faculty:

Sandra Theis Barnes, SAS
Phoebe Leboy, School of Dental
Medicine

Edward R. Thornton, SAS
Alfred J. Rieber, SAS

At right is the amended list of Emeriti Faculty, which includes some faculty who were inadvertently omitted from the prior list. New Emeriti Faculty Aron J. Katsenelinboigen and Wilfried Weber passed away after the list was compiled.

In the May 24 issue, incorrect information was given for Part II of the Faculty Income Allowance Program. It should have read, "The sum of the faculty member's age and number of years of service on the faculty at the University of Pennsylvania is equal to or greater than 75 years, the faculty member's age is *equal to or greater than 60 years but less than 69 years of age*, and the faculty member has been on the faculty at least ten years."

We regret the errors. —Eds.

Emeriti Faculty AY 2004-2005

The following faculty members were accorded emeritus status during the 2004-05 academic year. Other faculty members have declined use of the emeritus modifier and are not listed below. We would like to take this opportunity to acknowledge all those stepping down from active service on the standing faculty for their contributions to the University.

Jane Bradley Alavi, professor of radiology, School of Medicine ('73)

Morton Botel, professor of education, GSE ('66)

William R. Brennen, associate professor of chemistry, SAS ('66)

Margaret M. Cotroneo, associate professor of psych-mental health nursing, School of Nursing ('83)

Keith R. Devries, associate professor of classical studies, SAS ('71)

Robert J. Eckroade, professor of laboratory of avian medicine & pathology, School of Veterinary Medicine ('76)

Hendrik Hamelka, professor of chemistry, SAS ('62)

Henry Gleitman, professor of psychology, SAS ('64)

Lila Gleitman, professor of psychology, SAS ('72)

Robert A. Greenstein, associate professor of psychiatry, School of Medicine ('76)

Paul J. Honig, professor of pediatrics and dermatology, School of Medicine ('75)

Aron J. Katsenelinboigen, professor of operations and information management, Wharton ('78)

Robert Kohler, professor of history and sociology of science, SAS ('73)

Gordon Levenson, associate professor of anatomy and cell biology, School of Dental Medicine ('68)

Seymour J. Mandelbaum, professor of city and regional planning, School of Design, ('65)

David S. Mcdevitt, professor of anatomy, School of Veterinary Medicine ('68)

Adrian Morrison, professor of laboratory for study of the brain in sleep, School of Veterinary Medicine ('66)

Joan Mollman, professor of neurology, School of Medicine ('78)

Ewa Morawska, professor of sociology, SAS ('84)

Elliott Mossman, associate professor of Slavic languages and literature, SAS ('68)

Ellen Prince, professor of linguistics, SAS ('74)

Joel Rosenbloom, professor of anatomy and cell biology, School of Dental Medicine ('67)

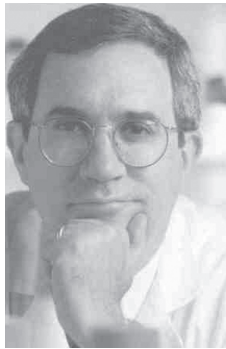
Heinz Schleyer, professor of surgery, School of Medicine ('70)

Wilfried Weber, professor of pathology, School of Veterinary Medicine ('66)

Wayne Worrell, professor of materials science and engineering, SEAS ('65)

Note: The year in parentheses is the year the professors joined the faculty ranks.

Senior VP & Chief Medical Officer of UPHS: Patrick Brennan



Patrick Brennan

public reporting of patient care and safety outcomes. Dr. Brennan, as Chief Medical Officer, will be responsible for monitoring and overseeing the quality of care at all three Health System hospitals—HUP, Pennsylvania Hospital, and Penn Presbyterian Medical Center—as well as at the Clinical Practices at the University of Pennsylvania (CPUP), Clinical Care Associates (CCA), and Penn Home Care.

Prior to becoming Chief Medical Officer, Dr. Brennan led the Health System's initiatives in patient safety and satisfaction. He also led the Clinical Effectiveness and Quality Improvement (CEQI) department, which is charged with maintaining the highest level of quality patient care while simultaneously reducing both resource waste and the number of unnecessarily long hospital stays. As Chief Medical Officer, Dr. Brennan will work with UPHS's medical, nursing and other professional staff to monitor patient care and systems and advance the Clinical Excellence initiative, which aims to make the Health System's patient care programs among the best in the nation.

"Dr. Brennan has earned the respect and appreciation of his colleagues in leading UPHS's highly effective CEQI program, an innovator among academic medical centers, and I am confident that his collaborative and professional nature will shape patient care, the most critical area of the Health System," remarked Ralph W.

Associate Dean of Social Science at SAS: Robert DeRubeis



Robert DeRubeis

and long-term planning and with chairs and directors on matters of personnel, budget, space and facilities.

"It is an honor to be asked to help the social science department chairs and their colleagues in their efforts to maintain and build upon the many strengths we have in social sciences at Penn," Dr. DeRubeis said.

Dr. DeRubeis was chair of the psychology

Muller, CEO of UPHS. "I look forward to his leadership in assisting our medical and nursing staff to maintain and further advance the Health System's position at the forefront of patient-centered care."

After earning his medical degree from Temple, Dr. Brennan took his residency in Internal Medicine at Temple University Hospital, where he also served as Chief Resident. He came to Penn in 1986 on a fellowship in Infectious Diseases. Two years later, he joined the faculty as an assistant professor of medicine. In 1990, Dr. Brennan became the hospital epidemiologist at Penn Medical Center; shortly afterwards, he became associated with the Health System's Home Care Programs as an associate medical director and became the medical director of Penn Home Infusion Therapy in 1996. He's chaired the Infection Control committees at Penn, Presbyterian Medical Center, and the Veterans Administration. Since 1997, he has chaired the Pharmacy and Therapeutics Committee. He served as the chair of the Center's Medical Board, 2002-2004.

Dr. Brennan has been involved in public health efforts to treat tuberculosis and related conditions, dealing actively with both patients and the infection control implications of the disease. In 1997, he was named both Director of the Tuberculosis Control Program of the Philadelphia Department of Public Health and the Tuberculosis Consultant for the Commonwealth. In 1998, under Dr. Brennan's direction, the Tuberculosis Control Program established the Lawrence Flick Clinic for the Treatment of Tuberculosis. He is co-chair of the Healthcare Associated Infection Advisory Panel for the Pennsylvania Healthcare Cost Containment Council. Last year, he was appointed Chairman of the Department of Health and Human Services' Healthcare Infection Control Practices Advisory Committee (HICPAC) by Tommy Thompson, Secretary of the Department of Health and Human Services (HHS). Since 2003, Dr. Brennan has served on the Committee as one of 14 infectious diseases experts who advise the Centers for Disease Control and the Secretary of HHS regarding infection control in United States health care facilities.

department from 2001 until he became associate dean. He has authored or co-authored more than 75 articles and book chapters on topics that center on the treatment of depression. He received the Academy of Cognitive Therapy's Aaron T. Beck Award in 2004 for his contributions to research on cognitive therapy. His empirical research comparing the benefits of cognitive therapy and medications for severe depression, published in the *American Journal of Psychiatry* and the *Archives of General Psychiatry*, has been the subject of media reports in *The Economist*, the *Wall Street Journal* and *USA Today*.

"I am delighted to have someone with Rob's stature as a scholar and proven talents as an administrator serving in this position," said SAS Dean Rebecca Bushnell. "He is well known for his fairness and intellectual acuity, and I am looking forward to working with him to shape the future of the social sciences in SAS."

Dr. DeRubeis has been on the faculty since in 1983. He received his doctorate in clinical psychology from the University of Minnesota under the mentorship of Steve Hollon, with whom he maintains an active collaboration. Dr. DeRubeis is the past director of clinical training in Penn's doctoral program.

Assistant Dean of Development at GSE: Alexis Wolson



Alexis Wolson

Alexis Beshara Wolson has been named assistant dean of development and alumni relations at the Graduate School of Education. She will have oversight of the School's advancement and outreach.

Before coming to Penn GSE, she served as assistant dean for advancement, outreach, and alumni, at the University of Miami's Rosentiel School—one of the nation's leading marine and atmospheric science research schools.

Prior to that, she was director of corporate partnerships at the Nature Conservancy, director of strategic partnerships at McKinley Marketing, and a policy associate for the Public Education Network. After graduating from Rutgers University in 1990, Ms. Wolson worked as a Teach for America classroom teacher in the New Orleans public schools.

"Alexis Wolson is bringing an impressive record of accomplishments and an abundance of energy and innovative ideas to her new position," said Dean Susan H. Fuhrman, "and we're thrilled to have her leading our development and alumni efforts."

Diversity and Community Outreach at School of Medicine: Jack Lewis



Jack Lewis

Jack B. Lewis has joined the School of Medicine as Director of Diversity and Community Outreach. In this new position, he will work with Dr. Bennett Johnson, senior associate dean, to improve diversity, to support Dean Arthur Rubenstein's diversity initiatives throughout the School and to build on the School's partnership with the University

to support and develop cooperative outreach endeavors throughout the community.

"The School of Medicine is privileged to have someone with Mr. Lewis' skills and experience, someone who knows the University and its community and the importance of diversity and community participation," said Dr. Johnson.

Mr. Lewis brings experience in program administration and clinical practice and has been employed at Penn for 16 years. He has a B.A. in psychology from Johns Hopkins University and a master's degree in social work from Penn. He has been a social worker at HUP, the associate director of the African American Resource Center, and most recently the associate director of admissions at the School of Social Policy and Practice where he teaches. He has been involved in campus-wide initiatives including the PPSA, the Dr. Martin Luther King, Jr. Commemorative Symposium and the Black Men at Penn School of Social Work, Inc. and is a recipient of the Models of Excellence Award.

In the most recent cycle—spring 2005—of Penn's internally-funded University Research Foundation, and URF Conference Support (noted with *), the Office of the Vice Provost for Research has announced awards to the following members of the Penn faculty for the projects listed below.

The deadline for the fall Research Foundation proposals is November 1, 2005.

University Research Foundation Awards Spring 2005 & URF Conference Support Awards Spring 2005

Hydar Ali, Department of Pathology, School of Dental Medicine; *Regulation of Toll-like Receptor Function in Mast Cells*

Yassine Amrani, Department of Medicine, School of Medicine; *Role of TRUSS in Cytokine-induced Inflammatory Genes Expression in Human Airway Smooth Muscle Cells*

Donald G. Buerk, Department of Physiology, School of Medicine; *Dynamic Microvascular Dimension Tracking System to Quantify Vasocative Effects of Nitric Oxide*

Anita Berrizbeitia, Department of Landscape Architecture and Regional Planning, School of Design; *The Ecology of Formal Systems in the Italian Landscapes and Gardens*

Debu Chakravarti, Department of Pharmacology, School of Medicine; *Characterization of a novel THAP-domain Protein in Transcription and Apoptosis*

Charlene Compher, Department of Biobehavioral and Health Sciences, School of Nursing; *Development of a Web-based Feedback Tool for Patients with Severe Obesity after Gastric Bypass*

Virginia Chang, Division of General Internal Medicine, School of Medicine; *Prevalence and Surgical Treatment of Severe Obesity in the U.S. Medicare Elderly Population*

Raphael Cohen, Renal, Electrolyte, and Hypertension Division, School of Medicine; *Primary Care Physician Knowledge and Attitude Towards Management of Chronic Kidney Disease*

Roger Chartier, Department of History, School of Arts and Sciences; *Inscription and Erasure: Literature and Written Culture from the Middle Ages to the Enlightenment*

Michael Cole, Department of History of Art, School of Arts and Sciences; *Photographic Expenses and Press Subventions*

Rita Copeland, Department of Classical Studies, School of Arts and Sciences; *History and Anxiety: A Symposium Organized by the Program in Comparative Literature and Literary Theory**

Jeffrey Draine, School of Social Policy & Practice; *Jail to Community Transitions for People with Mental Illness: A Timely Opportunity to Build Participatory Research into a Public Health Initiative*

Clifford S. Deutschman, Department of Anesthesia, School of Medicine; *IL-6 and Hepatic Dysfunction in Sepsis*

Glen N. Gaulton, Department of Pathology, School of Medicine; *Development of Imaging Techniques to Study HIV-1 Infection*

James Guevara, Department of General Pediatrics, School of Medicine; *Outcomes of Care*

for Children with ADHD in Community Mental Health Settings: A Pilot Study

Michael D. Hogarty, Department of Pediatrics/Oncology, School of Medicine; *Optimized Tissue Proteomics for Cancer Research*

Volker H. Haase, Department of Medicine, School of Medicine; *The Role of Hypoxia in Epithelial To Mesenchymal Transition*

Kristin Harknett, Department of Sociology, School of Arts and Sciences; *Sex Ratios Imbalances in U.S. Cities: Effects on Relationship Turnover and Familial Commitment*

Claude Krummenacher, Department of Microbiology, School of Dental Medicine; *Cellular Pathways Activated by Herpes Simplex Virus gD Interaction With Nectin-1 During Viral Entry and Spread*

Joel M. Kaplan, Department of Psychology, School of Arts and Sciences; *Hormonal and Behavioral Correlates and Predictors of Diet-induced Obesity*

John R. Kimberly, Department of Management, The Wharton School; *The Impact of Paradigm Shifts on the Diffusion of Innovations in Medical Technology*

Kenneth W. Liechty, Department of Surgery, School of Medicine; *The Role of Mesenchymal Stem Cells in the Response to Injury: Direct and Indirect Mechanisms of Participation*

Daniel O. Morris, Department of Clinical Studies-Philadelphia, School of Veterinary Medicine; *Investigation of a Potential Role for Pet Dogs as Reservoirs of Methicillin-resistant *Staphylococcus Aureus* in Recurrent Infections of Human Beings*

Iouri Manovskii, Department of Economics, School of Arts and Sciences; *Accounting for the Changing Life-Cycle Profile of Earnings*

Benjamin Nathans, Department of History, School of Arts and Sciences; *A Hebrew Translation of Beyond the Pale: The Jewish Encounter with Late Imperial Russia*

Harish Poptani, Department of Radiology, School of Medicine; *Detection of Tumor Infiltration in the Brain Using Diffusion Tensor Imaging*

Kevin M.F. Platt, Department of Slavic Languages and Literatures, School of Arts and Sciences; *Ivan, Peter, Russia: Nation (A Cultural Historiography)*

Raymond S. Roginski, Department of Anesthesia, School of Medicine; *Effects of Changes in GRIN1A Gene Expression on Cultured Neurons*

Andrew M. Rappe, Department of Chemistry, School of Arts and Sciences; *Computational Materials Design of New Dielectric Materials for Photonic and Telecommunications*

J. Russell Ramsay, Department of Psychi-

atry, School of Medicine; *Improving Attention with Mindfulness Training for Adults with Attention-Deficit/Hyperactivity Disorder*

J. Eric Russell, Department of Hematology-Oncology, School of Medicine; *Structural Determinants of Factor IX mRNA Stability*

Virginia Smith Shapiro, Department of Pathology and Laboratory Science, School of Medicine; *BAFF/APRIL Signaling Pathways Requiring in B Cell Maturation*

Andrew Siderowf, Jason Karlawish, Department of Neurology, School of Medicine; *Assessment of Disability in Parkinson's Disease and Dementia*

Meera V. Sundaram, Department of Genetics, School of Medicine; *Genome-wide RNAi Screen for Regulators and Targets of the Ras/ MAP Kinase Pathway*

Duane Sewell, Department of Otolaryngology, School of Medicine; *Peptide-based Immunotherapy in HPV-16 E7 Transgenic Mice*

Paul Sniegowski, Department of Biology, School of Arts and Sciences; *Characterizing Temporal Transcriptome Variation in a Natural Population*

Paul S. Schmidt, Department of Biology, School of Arts and Sciences; *Evolutionary Dynamics of Candidate Genes for Aging in *Drosophila Melanogaster**

Jianbo Shi, Department of Computer and Information Science, School of Engineering and Applied Science; *Saving Face: Biometric Analysis for Privacy and Security Enhancement*

Mark Stern, School of Social Policy & Practice; *Culture and Community Revitalization*

Andrei Thomas-Tikhonenko, Department of Pathobiology, School of Veterinary Medicine; *The Myoncoprotein as the Angiogenic Switch in Colon Cancer*

Bradford Wayland, Department of Chemistry, School of Arts and Sciences; *New Living Radical Polymerization Route to Functional Block Copolymers that Form Nano-Structured Arrays*

Karen I. Winey, Department of Materials Science and Engineering, School of Engineering and Applied Science; *New Functional Block Copolymers for Water Purification Membranes*

Rachel Weinberger, Department of City and Regional Planning, School of Design; *Follow the Funding: How States Distribute Federal and Local Transportation Funds and How That Distribution Affects Transportation Outcomes*

Shu Yang, Department of Materials Science and Engineering, School of Engineering and Applied Science; *Nanopatterned, Environmentally Responsive Surface: Reversibly Switching Wetting from Superhydrophobic to Hydrophilic*

COUNCIL 2004-2005 Year-End Committee Reports

Supplement to the Bookstores Committee Report

March 31, 2005

While producing the committee's report last semester (see *Almanac* Volume 51, No. 24, March 15, 2005), the topic of allocation of space within the Penn Bookstore was frequently raised; members therefore agreed to address this specific topic during the extended life of the committee into the spring semester 2005.

The Committee members studied floor plans provided by the Bookstore and paid their own visits to it. A few central issues emerged from a general discussion:

- the main entry into the Bookstore seemed cramped, overstocked and very neutral (no real sense of its being the Penn store); it was further noted that the plans supplied and studied did not represent the actual clutter of tables down the main entry aisle.
- the amount of space allocated to the café, music and magazines sections was questioned.
- the variety of merchandise is unsatisfactory.

It was generally agreed that the Bookstore's obvious aim was to be a "jack of all trades" with the result that it was inevitably "master of none," and that this appeal to a wide and "general" clientele clearly determined the spatial allocations and the presentation of material within them (i.e. multiple copies of popular or saleable items rather than a wider range of stock). However, while accepting the logic of this desire to serve more than just an academic community, it was felt that the Bookstore could present a better face/space to its customers.

In particular the clogged aisle that faces clients as they enter from Walnut, the need to maneuver past a series of tables of new fiction, cookbooks, etc., was off-putting in itself (particularly for students with backpacks) and did not, moreover, declare any special Penn identity. Nor does this threshold experience provide much sense of the range of items beyond (notably the apparel section, but also such sections as greeting cards which have been moved further back into the store from the entrance); while there is a list of sections at the entry, an annotated floor plan of the

store would be welcome, especially since the Information Desk has been occasionally found without staff.

The Committee was divided on the issue of space allocation to the music section and the café (enlarged over the years) at the expense of other materials. The café was strongly welcomed by a majority of members for having natural light and for its provision of tables and chairs, while for a minority it was—given the alternatives nearby—space that could be better used (though we were unable to make precise suggestions as to what such alternatives might be). Most people were strongly for keeping it.

By contrast, the music section, especially in the light of the availability of music on the Internet, the volatile nature of the music industry and the seeming mass-market selection of music, appears to be a questionable use of space. A majority of us were for getting rid of this department. We were advised that the Bookstore was attempting to determine its relevance to clients, as for many members it has not satisfied their musical needs.

Finally, members queried the extent and rationale of the huge magazine section, and wanted to know what drove this particular scale and location. We had mixed reactions to this, but were hard pressed to find a reason for the retention of such a wide space and large provision.

Discussions of space necessarily drew the Committee yet again into discussions of the store's ability to satisfy in different areas: among the deficiencies noted were a less than adequate art supply section than had been available in the old store, diminished stock of greeting cards, inadequate range of apparel sizes and styles, and unsatisfactory selection in the music section. Again, the point was made that the Store had a wholly generic character, and that a stronger Penn profile would be welcomed.

Finally, the Committee expressed the desire that their successors in 2005-2006 return to the various recommendations of this supplement and the main report and review what the Bookstore had done in response to them.

John Dixon Hunt, Chair, Bookstores Committee

Committee on International Programs

The Committee on International Programs of the University Council was given the following charges by the Steering Committee of the Council:

1. Examine and advise the University Council on ways the University can coordinate and expand its international endeavors at Penn, its global presence beyond the campus, and the quality of the overall international programs. In particular, assess the University's progress toward organizing its international programs along the lines recommended by the 2003-2004 Committee.
2. Investigate and advise University Council on the University's efforts and progress toward hiring a new director of international programs.
3. Continue to explore ways in which the Penn environment can be made more inviting for international visitors, in particular visiting scholars, post doctoral fellows, etc., and assess the progress of the University in securing affordable housing for international visitors.
4. Continue to evaluate the impact of Homeland Security policies on prospective versus current international students and exchange visitors, and explore steps the University might take to ameliorate negative effects.
5. Gather more information and conduct further discussion of the issues surrounding the integrity of student applications, especially from certain parts of the world to ensure (a) that we have reliable data and (b) that we avoid stereotyping applicants from certain countries.

The Committee met four times during the 2004-2005 academic year: November 17, December 15, January 19, and March 16; a meeting scheduled for February 16 had to be cancelled to due a family emergency of the Committee Chair.

The following individuals appeared as guests of the Committee at its meetings:

- Dr. Peter Conn, Interim Provost
- Dr. Shalini Dev Bhutani, Director, International Student and Scholar Services, OIP
- Dr. Lee Cassanelli, recent Director of the African Studies Center
- Dr. Brendan O'Leary, Director of the Solomon Asch Center
- Dr. Robert Vitalis, Director of the Middle East Center
- Dr. JoAnn McCarthy, Assistant Provost for International Affairs
- Dr. Jack Nagel, Associate Dean for Graduate Studies, School of Arts and Sciences

ALMANAC September 6, 2005

Charge 1:

The Committee spent the majority of its time on this charge. Following up on the work of last year's Committee, this year's Committee received a report from Dr. Conn on the activity of the Provost's International Round Table, which he established in December 2003. The Round Table took an important step forward as it worked to coordinate the University's international activities. The Round Table's new website, launched in November 2004, (www.upenn.edu/oip/education/index.html) makes clear the broad range of the University's international activities and provides quite a comprehensive inventory of information about these activities across all of the University's Schools, Academic Centers, Institutes, Programs, and other resources. The Round Table and the website are good first steps in the direction of providing more control and coordination of the University's international activities. The activities of the Round Table need to be strengthened under the leadership of the University's new Provost-designate, Ronald Daniels, and the website needs to have a clear process for keeping it up-to-date and making it comprehensive. The Committee commends Dr. Conn for all of his committed and steadfast efforts in this area.

As a further coordination effort, the Committee warmly welcomes the appointment of Dr. JoAnn McCarthy as the University's new Assistant Provost for International Affairs. As President Gutmann and Provost-designate Daniels review the University's international profile, the Committee hopes that Dr. McCarthy will be provided with the administrative support and resources necessary for her to carry out her important new duties.

The Committee also examined the coordination of international activity at the School level. Some Schools have dean-level positions, others do not. The School of Arts and Sciences, which has the most extensive, varied, and intense international activities, lacks a dean-level position dedicated primarily to coordinating and furthering the School's internationally-related activities. Currently, the School's international programs and activities come largely under the jurisdiction of the Associate Dean for

(continued on next page)

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COUNCIL 2004-2005 Year-End Committee Reports

(continued from previous page)

Graduate Studies, Dr. Jack Nagel. In the Committee's discussions with Dean Nagel, one former and two current Center directors, it became clear that the School of Arts and Sciences needs significantly better coordination of its impressive and wide-ranging internationally-related activities. In addition to better coordination, a dean-level position would facilitate grant-writing and fundraising across Departments, Programs, and Centers that would provide more resources for the School's efforts. It would also help to improve current activities and create new ones along the lines suggested by President Gutmann.

Recommendations for Action:

The Committee recommends that the work of the Provost's International Round Table be intensified and expanded and that its website be kept up-to-date via a regularized process.

The Committee recommends that President Gutmann and Provost-designate Daniels work to clarify the responsibilities of Dr. McCarthy as the University's new Assistant Provost for International Affairs and provide her with the administrative support and resources required to carry out her important tasks.

The Committee recommends that the School of Arts and Sciences create a dean-level position to coordinate and further the School's extensive internationally-related activities.

Recommendations for Action by next year's Committee:

The Committee should work with President Gutmann, Provost-designate Daniels, Dr. McCarthy, and the deans of the University's Schools to greatly increase the coordination of the University's international activities and provide them with additional resources.

Charge 2:

The Committee investigated the University's efforts to hire a new executive director of international programs. It quickly became clear that the Committee's task was an easy one. In January 2005, Dr. Conn announced that Dr. JoAnn McCarthy had been named to the new post of Assistant Provost for International Affairs. Her tasks include running the Office of International Programs, but, in addition, she has responsibility for provost-level coordination of the University's international programs (discussed above).

Recommendation for Action:

As noted above, the Committee recommends that President Gutmann and Provost-designate Daniels work to clarify the responsibilities of Dr. McCarthy as the University's new Assistant Provost for International Affairs and provide her with the administrative support and resources required to carry out her important tasks.

Recommendations for Action by next year's Committee:

The Committee should work closely with Dr. McCarthy as she takes up her new provost-level duties, especially in regard to the coordination of the University's international activities, to include the provision of adequate financial and administrative resources.

Charge 3:

The Committee discovered that the valiant efforts of the previous year's committee to tackle the important issue of providing adequate short-term housing for international visitors had become stalled. A meeting was held on April 14, 2004 with Dr. Conn, Omar Blaik, Senior Vice President for Facilities and Real Estate, and Dr. Joyce Randolph, then Executive Director of the Office of International Programs, to discuss several possible models for addressing this problem that had been proposed by Mr. Blaik. Subsequently, Dr. Randolph provided Dr. Conn and Mr. Blaik with a report on J-1 scholars who visited Penn for less than 12 months during the period July 2001 to May 2004. As far as the Committee can tell, no further action has been taken on this issue. With regard to the larger

welfare of international students and visitors at Penn, student members of the Committee suggested that the University should investigate more and better ways to integrate international students and visitors into the larger Penn community and beyond.

Recommendations for Action:

The University should renew its efforts to deal with the housing issue and investigate ways to better integrate international students and visitors into the Penn community.

Recommendations for Action by next year's Committee:

The Committee should work to make sure that efforts to deal with the housing issue resume in a productive manner and should initiate a major review of how international students and visitors are integrated into the Penn community.

Charges 4 and 5:

Dr. Shalini Dev Bhutani, director, International Student and Scholar Services of OIP, gave the Committee a report on Penn's compliance with the Student and Exchange Visitor Information System (SEVIS) and on larger issues that have emerged from post-9/11 Homeland Security policies as they impact international students and visitors. Overall, the situation seems to have improved somewhat.

Applications from international students to Penn have decreased over the past 12 months by 10%. The largest drop (26.7%) has been seen in Chinese student applications (graduate and undergraduate). This reflects a national trend. However, since the applicant pool remains so large and competitive, the numbers of incoming students for fall 2004 showed only a modest downturn. In fall 2004, 1140 new international students came to Penn, compared to 1176 in fall 2003 (a 3% decline). The largest numbers of students came from India, China, Korea, Canada, Japan and UK. Reported visa problems decreased in 2004. Only 1.08% of admitted students reported visa problems for fall 2004, compared to 4% the previous year. This may have been the result of strong advocacy efforts led by national associations such as the National Association of Foreign Student Affairs (NAFSA) and the American Association of Universities (AAU), which prompted the State Department to prioritize visa processing for international students. As in previous years, the largest number of visa problems was reported by citizens of China.

Dr. Bhutani reported that over the past two or three years OIP has received a tremendous amount of support from the University in its efforts to deal with post-9/11 problems. She added that the University is also playing an important advocacy role through several national organizations.

Recommendations for Action:

The University should continue its monitoring of and advocacy concerning these issues. Department, Graduate, and Undergraduate chairs should be routinely canvassed to see if their students are encountering particular problems and measures should be taken to deal with them.

Recommendations for Action by next year's Committee:

The Committee should continue to monitor these issues.

2004-2005 Committee on International Programs

Chair: Thomas Callaghy (Political Science, SAS); **Faculty:** Peter Berthold (Community Oral Health, Dental School), Joretha Bourjolly (Social Policy and Practice), Paul DeWeer (Physiology, Medicine), Sara Nadal-Melsio (Romance Languages, SAS), Mary Naylor (Nursing), Sohrab Rabii (Electrical Engineering, SEAS), Jerry Wind (Marketing, Wharton); **Graduate/Professional students:** Alan Hsu (Wharton), Yan Pan (Wharton); **Undergraduate students:** Lynda Abend (C '07), Clara Bracke (C '98), Caroline Varin (C '07); **PPSA:** Kristine Billmyer (Associate Dean & Executive Director, CGS); **WPSA:** Suzanne Oh (Education); **Ex officio:** Shalini Bhutani (OIP), Geoffrey Gee (OIP); **Staff:** Elva E. Power (OIP).

Employee Resource Fair: October 17

Dear University of Penn Departments:

The Penn Professional Staff Assembly (PPSA) and the Penn Weekly-Paid Professional Staff Assembly (WPSA) are co-sponsoring an Employee Resource Fair on Monday, October 17, noon-2 p.m. in Wynn Commons, outside of Houston Hall. The purpose of the fair is to reacquaint employees with the vast and varied campus resources and services available to them. We would especially like to showcase services that are being under-utilized by staff. The fair will be open to the entire Penn Community, but targeted to staff.

We are excited to offer you an opportunity to participate in the Fair. We welcome representation from your area and encourage you to showcase those services that may have lower visibility among staff.

Please fill out a registration form and return it by *September 15, 2005*. We would also like to encourage you to donate items for the free employee raffle that will take place. Please return the form to Sylvie Beauvais, via email at beauvais@wharton.upenn.edu or via fax at (215) 573-7025. The form is accessible at www.upenn.edu/wpsa/2005_registration.pdf.

Adam Sherr, Chair PPSA *Candice Milbourne Cozart, Chair WPSA*

A New Colloquium: Applied Mathematics and Computational Science

A new colloquium series on *Applied Mathematics and Computational Science*—supported by the Provost along with SAS, SOM, and SEAS—begins September 9 at 2 p.m. in A8 DRL. The first speaker, Dr. Peter Lax, from the Courant Institute at NYU, will discuss *Oscillation and Overshoot in the Numerical Solution of Partial Differential Equations*. Dr. Lax is considered to be one of the greatest mathematicians of the twentieth century.

The talks are being presented by the Working Group in Applied Mathematics and Computational Science (WGAMCS)—faculty and students from a wide variety of disciplines, who share a common interest in fostering and understanding the applications of mathematics to problems in empirical science. The group is working to provide a more coherent structure for education and research in applied math and computational science at Penn, eventually leading to the formation of a graduate group in this field.

The WGAMCS provides a forum for researchers from fields that involve mathematics in a significant way to meet and discuss problems of common interest. Mathematics is not just the language of science, it also provides the most comprehensive and incisive tools for modeling, analysis and quantification in empirical science and engineering. The most important developments in mathematics have grown out of the demands of empirical science and the natural human imperative to efficiently organize knowledge, said Dr. Charles L. Epstein, Francis J. Carey Term Professor of Mathematics. For a list of the affiliated faculty, see www.amcs.upenn.edu/affiliated.html.

They will hold two series of talks: a monthly colloquium series and a weekly seminar series. Starting this fall, the colloquium series is being

supported, in part, by a grant from the Provost's Interdisciplinary Seminar Fund, as well as by contributions from departments in SAS, SEAS, and SOM. A tentative schedule can be found at www.amcs.upenn.edu/.

The colloquium aims to bring important ideas from applied mathematics to a large, technically sophisticated audience. The speakers are all world-renowned experts in various branches of applied mathematics, though not all are mathematicians, per se. The speakers range in age from the mid 30s to almost 80, and come from all parts of the country.

Dr. Lax is the recipient of the Abel Prize in mathematics. This is an award intended to provide a "Nobel" prize in mathematics. It is awarded by the Norwegian Academy and was worth \$980,000, this year. Dr. Lax is one of the great figures of both pure and applied math. He started out, at age 18, working at Los Alamos on the Manhattan Project, and went on to make fundamental, and in some cases seminal, contributions to a vast array of subjects.

On October 7, Dr. Stephen Smale, a Fields Medalist, who has made fundamental contributions in fields from topology, to dynamical systems and the analysis of computer algorithms, will speak at 2 p.m.

The monthly series continues on November 4 with Dr. Yannis Kevrekidis, a chemical engineer, working at the cutting edge of mathematical modeling in complex biological systems.

The weekly seminar, will feature somewhat more technical talks, also on applications of mathematics in empirical science. Both the colloquium and seminar meet on Fridays at 2 p.m. For up-to-date information visit: www.amcs.upenn.edu/Seminar.html.

OF RECORD

The following policy has been effective since June 1, 1994 and has recently been revised. It is being reissued as a reminder to the University community.

Exclusive Vending Contract

The University has awarded the campus vending machine contract exclusively to Vendlink LLP, a division of the Compass Group, effective July 1, 2005. Vendlink partners with the Philadelphia Coca-Cola Bottling Group and Pepsi Bottling Group for beverage vending services. Campus Dining Services conducted a formal bid process that resulted in the selection of Vendlink.

In selecting Vendlink, we have achieved quality brand name products and the promise of excellent service, as well as financial benefits for the University.

In order to maximize benefits to the University, it is important to uphold the integrity of this contract's exclusivity. Schools and Centers that now have vending machines supplied by a company other than Vendlink should make arrangement to have those machines removed.

Laurie Cousart, director, Business Services, oversees campus food services and vending services. If you have questions, suggestions or concerns about vending machines in your area, please contact her at (215) 5573-2332 or via email at vendingmachines@pobox.upenn.edu.

—Business Services

ISC

Are You Covered? Safeguard Your Computer, Your Information, and Your Identity

Recent, widely-reported security compromises, such as the Zotob worm that affected many major media outlets, and a "phishing" scam that sent tens of thousands of eBay users to a bogus electronic payment site, underscore the continuing need for vigilance in safeguarding our computers, our information, and our identities.

As we begin the new academic year, please make sure you understand safe behavior in the electronic environment, and make sure your computers and your information are secured against viruses, hackers, and other common threats. If you are a faculty or staff member, your Local Support Provider (LSP) has most likely secured your work computer. However, home machines need to have the same protections in place. Best practices include:

Don't install free utilities, such as filesharing software, Internet accelerators, toolbars, and other purportedly useful pieces of software of unknown origin. Many of these tools come loaded with adware and spyware, which consume your computer's resources, reroute your network connection, and bring your computer to a grinding halt. Faculty and staff should always check with their Local Support Provider before installing software.

Run the current version of supported antivirus software & set it for regular automatic updates. Current versions provide important new benefits, for example, the current version of Symantec for Windows identifies and removes adware and spyware. Automatic updates (daily for Windows and weekly for Macintosh) ensure that new viruses and worms are recognized immediately.

Assign a hard-to-guess, complex password to your computer. The biggest security problems on campus are the failure to assign passwords to individual computers and the use of weak, guessable passwords that cannot withstand automated password-cracking attempts. Complex passwords are essentially random strings of upper and lower-case characters and numbers that are not associated with your name, birthday, or other personal information and do not include dictionary words.

Be alert for "phishing" scams that can result in identity theft.

"Phishing" refers to forged email purportedly from a legitimate business or University office, quite possibly one you've dealt with. The email links to a website that looks legitimate but is designed to trick you into entering sensitive information such as your Social Security Number, an account password, a credit card number, or your PennKey password. Never click on a link in an email requiring you to disclose sensitive information. Delete the email, enter the URL manually, or call the organization using a phone number you look up rather than using one in the email.

Apply security "patches" to your operating system promptly. Hackers attempt to exploit security holes inadvertently built into your computer's operating system. Be sure your computer is set up with Windows Update or Macintosh Software Update to automatically download free software updates that patch newly identified security holes.

Activate your computer's built-in firewall (Windows XP and Mac OS X). The firewall provides an added protection against malicious activity.

Please consult with your support provider (www.upenn.edu/computing/view/support/) if you need advice or assistance, and see www.upenn.edu/computing/security/ for how-to information. Remember—protecting yourself costs next to nothing.

—Robin Beck, Vice President, Information Systems & Computing

Security Quiz and Prize Giveaway

To learn how to protect your computer, your data, and your identity against compromise or theft, take the security quiz at www.upenn.edu/computing/security/. As a bonus, you'll be eligible for weekly prizes (\$50 gift certificates for the Bridge Cinema, Strikes Bowling, or iTunes) and four grand prizes (Apple iPods and Segway tours).

New ID Cards from Independence Blue Cross

To better protect its members' confidential information, Independence Blue Cross (IBC) has developed a new member ID number that will replace all current ID numbers. This means that Social Security Numbers will no longer be printed on member ID cards. Therefore, you will receive a new ID card if you're a member of one of the following medical plans: Keystone HMO, AmeriHealth HMO, UPHS POS, AmeriHealth POS, and PENNCare/Personal Choice. Any dependents covered under your plan will also receive new ID cards with your new member ID number printed on them.

New ID cards are being mailed through the end of September. When you receive yours, be sure to immediately destroy your old one and begin using your new card. If you don't receive a new ID card, contact your plan carrier directly as listed below.

Plan	Phone number	Website
Keystone HMO	1-215-241-CARE (1-215-241-2273) or 1-800-227-3114	www.ibx.com
AmeriHealth-HMO	1-215-241-CARE (1-215-241-2273)	www.ibx.com
UPHS POS (Keystone)	1-215-567-3550 or 1-800-253-3854	www.ibx.com http://php.med.upenn.edu/pennother/
UPHS POS (AmeriHealth)	1-215-567-3550 or 1-800-253-3854	www.ibx.com http://php.med.upenn.edu/pennother/
PENNCare/Personal Choice	1-215-241-2990 or 1-800-841-1992	www.ibx.com http://php.med.upenn.edu/penncare/

Human Resources: Upcoming Programs

Further your professional and personal development by taking advantage of upcoming Human Resources programs. Note that you must pre-register for all programs by visiting the on-line Course Catalog at www.hr.upenn.edu (click on Course Catalog at top of page).

Learning and Education Programs

Learn valuable skills through American Management Association (AMA) programs, Brown Bag Matinees, Career Focus Brown Bags, and other programs. For questions on Learning and Education programs, call (215) 898-3400 or visit www.hr.upenn.edu/learning.

Brown Bag Matinee—Clown. September 14; noon-1 p.m.; free. A thought-provoking and entertaining addition to diversity awareness training for all levels of your organization, this film follows the lives of three "Clown-Americans" and their families as they make poignant observations about life on the other side of stereotypes inspired by their clown heritage. This unique program combines drama and comedy to explore the effects of bias and racism in America.

Unlocking the Secrets of the Penn Library. September 20; noon-1:30 p.m.; free. Bring your lunch and join us to learn about all the Penn Library has to offer staff, including: over 10,000 electronic journals and reference sources; more than 5 million print and multi-media titles; personalized assistance with research for class or work assignments; videos and DVDs; and recent popular fiction and books on the *New York Times* Best Sellers list. A one-hour information session will be followed by an optional 30-minute walking tour of Van Pelt-Dietrich Library.

Career Focus Brown Bag—Mentors@Penn. September 27; noon-1 p.m.; free. Mentoring provides many benefits and opportunities, whether you're a mentor or mentee. Through a mentoring relationship, you can learn and grow, increase your own job satisfaction, and focus on your professional and career goals. At this information session, you'll learn more about the program and find out how to apply.

Career Focus Brown Bag—Career Check-up Workshop. September 30; noon-1 p.m.; free. Once a year, you should take the time to evaluate your current job situation. Are you doing as well as you can or is there room for improvement? Are your skills current or is it time for some training and new skills development? Do you continue to find satisfaction and challenge in your job? This workshop will give you the opportunity to assess your current situation and develop a plan for moving forward.

Work-Life Balance Workshops

Finding the time to balance your work and home life demands isn't always easy. That's why we offer a variety of workshops to provide you with support for your personal and professional life challenges. For more information or to pre-register, visit the Human Resources website at www.hr.upenn.edu/quality/workshop.asp or call (215) 898-5116.

Relaxing Ways for a Stressful World. September 22; 11:30 a.m.-1 p.m.; free. The fall can be a stressful time. Learn to identify when you are relaxed, how to manage it, and how to use it to improve your quality of life. You will also learn about the response to relaxation, the physical and mental signs of relaxation, and specific relaxation exercises and techniques.

Note: For personalized assistance with dependent care issues and personal wellbeing, contact Penn's Employee Assistance Program (EAP) and Work & Family Services provider, Penn Behavioral Health, at 1-888-321-4433 or go online to www.hr.upenn.edu/quality/wellness/eap.asp, or go to the EAP website www.pennbehavioralhealth.org. For questions on QOWL programs, contact Human Resources at orna@hr.upenn.edu or (215) 898-5116.

—Division of Human Resources

Pre-Tax Expense Accounts—September 30 Deadline

Reimbursements from the Health Care and Dependent Care Pre-Tax Expense Accounts for expenses incurred for the Plan Year July 1, 2004 to June 30, 2005 can be submitted until September 30, 2005. Requests can be sent via fax or mail, as listed below:

ADP Claims Processing
P.O. Box 1853
Alpharetta, GA 30023-1853
Fax: (678) 762-5900

These reimbursements are based on receipts for expenses incurred between July 1, 2004 and June 30, 2005. Expenses are considered incurred on the day the service is provided, not when you are billed or when the providers are paid. Keep in mind that for services partially covered by a health plan, you must submit an Explanation of Benefits (EOB) along with your reimbursement request. If you have not received your EOB from your provider by the September 30 deadline, you must still file your claim by September 30, and then forward the EOB when you receive it. Note on your claim form that you are waiting for your EOB.

If you have a Pre-Tax Expense Account, you can download reimbursement forms and view your account balance and activity by logging on to the online enrollment system at www.upenn.edu/u@penn (click on "Health benefits—view, enroll, change," under Benefits). To speak to a customer service representative about your account, call the Penn Benefits Center at 1-888-PENNBEN (1-888-736-6236) and select Option 3.

—Division of Human Resources

Reader Survey on Website

Almanac readers are invited to complete a brief survey concerning *Almanac's* website, which can be found online at www.upenn.edu/almanac. Your feedback, comments and suggestions are welcome and encouraged so that we might better serve our web visitors from Penn and from around the world.

—Ed.

September Volunteer Opportunities

Dear Penn Community,

I hope you enjoyed the summer. In our continued efforts to be good neighbors, the following is a list of the monthly posting of community service opportunities. As many of you know, each month, Penn Volunteers In Public Service (Penn VIPS) posts a list of volunteer opportunities. These opportunities are developed from the many requests we get from the surrounding community to be partners in a particular initiative and/or sometimes to provide assistance.

Please contact me via e-mail (sammapp@pobox.upenn.edu) to volunteer for any of the programs. Thank you for your continued support.

—Isabel Mapp, Associate Director, Faculty, Staff and Alumni Volunteer Services, Director, Penn Volunteers In Public Service, Center for Community Partnerships

Do Something Good: Become a Mentor. Join Penn VIPS Workplace Mentoring Program and mentor an 8th grade student. The program operates from September to May and only requires a commitment of a few hours once a month. All meetings are held on campus. Training and orientation will be provided.

Sign Up Now For The Penn Team! Join The United Way of Southeastern Pennsylvania's Days of Caring: *Saturday, September 17, 9 a.m.-4 p.m.* There are also projects available on *Thursday, September 15. Strengthening Neighborhoods and Communities*, American Red Cross, Southeastern Pennsylvania Chapter, 4000 Powelton Avenue. Red Cross House is a residential facility for disaster victims with 25 individual family suites, children's play area, computer lab, and more. The project consists of painting residential rooms to help keep living spaces fresh and clean.

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 from 5:15 to 6:30 p.m. on Wednesday, *September 7* in Bodek Lounge of Houston Hall; another will be repeated on Thursday, *September 8*, also from 5:15 to 6:30 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 jessicas@admissions.upenn.edu or call Jessica Segar at (215) 898-2887.

Please include in your e-mail: the session you will attend, how many will be attending, the faculty/staff name, the student's name and their high school.

—Undergraduate Admissions Office

New Policy: Free Football Tickets for Faculty and Staff

The department of recreation and intercollegiate athletics has announced a new football ticketing policy for Penn faculty and staff members that will go into effect for the 2005 football season. Under the new policy, faculty and staff members and their guests will be admitted free to any home Penn football game.

To take advantage of this new benefit, an employee can show his or her PennCard at Gate SM on the home side of the stadium to receive a complimentary General Admission ticket which is good for seating in the east end of the stadium. Penn employees are welcome to bring up to four guests with them to any home game. Gate SM is located outside Franklin Field along South Street. Faculty and staff members who wish to sit in the reserved or chairback sections may still purchase tickets for those seating areas through the Penn Athletics Ticket Office.

The Quakers have been extremely successful at Franklin Field, including a 23-2 record over the past five years. The 2005 Quakers return 40 letter winners and six All-Ivy players to a team that went 8-2 and was one game shy of its third-consecutive Ivy League crown. The Quakers have been ranked in the Top-25 over the past few years, finishing the 2004 campaign ranked 21st in both the ESPN/USA Today and the Sports Network polls, and will be seeking their third Ivy League title in four years.

In 2004 Penn drew an average of 13,170 football fans per game at Franklin Field, which ranked 15th in the nation among the 116 Division I-AA football schools.

"We see this as a way of bringing the campus community together for an exciting social event that builds school spirit, morale and unity," said director of athletics Steve Bilsky. "We're very proud of the success that Coach Bagnoli and his teams have had over the years, and we want to share that positive experience with the entire Penn community. We hope that employees and their families will take advantage of this great opportunity."

For more information on the new football ticketing policy and the schedule of home football games, please visit www.pennathletics.com.

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

Get On Board Express Almanac



Sign up to receive e-mail notification when we post breaking news between issues. Send an e-mail to listserv@lists.upenn.edu with "subscribe e-almanac <your full name>" in the body of the message. —Ed.

The University of Pennsylvania Police Department Community Crime Report

About the Crime Report: Below are all Crimes Against Persons and Crimes Against Society from the campus report for **August 15-21, 2005**. Also reported were 33 Crimes Against Property (including 24 thefts, 8 burglaries and 1 robbery). Full reports are on the web (www.upenn.edu/almanac/volumes/v52/n02/creport.html). Prior weeks' reports are also online. —Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department between the dates of **August 15-21, 2005**. 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.

08/17/05	3:25 PM	3700 Locust St	Male became disorderly/Citation
08/17/05	4:53 PM	4220 Chestnut St	Juveniles assaulted/Arrest
08/17/05	9:21 PM	3131 Walnut St	Displays set on fire/Arrest
08/18/05	12:09 PM	100 38th St	Male refused to leave area/Citation
08/18/05	12:15 PM	3700 Walnut St	Unauthorized person in area/Arrest
08/18/05	1:05 PM	4200 Locust St	Male wanted on warrant/Arrest
08/18/05	10:12 PM	3451 Walnut St	Unknown male produced weapon/No injuries/Arrest
08/20/05	3:29 PM	400 40th St	Male observed trespassing/Arrest
08/21/05	5:06 AM	3200 Chestnut St	Male wanted for arrest/Arrest
08/21/05	9:07 PM	4201 Walnut St	Vagrant became disorderly/Arrest

18th District Report

The 18th District covers the Schuylkill River to 49th St. & Market St. to Woodland Ave. The 18th District Crime Report was not available at press time. It will be posted on the *Almanac* website when it is available.

CLASSIFIEDS—PERSONAL

FOR SALE

Paradise on Pine Street Now available: University City's best 3500 sq. ft. twin. All wood floors restored, amazing original details, all leaded glass intact. Huge new master suite: walk-in closet, stone double vanity, period fixtures, custom oak cabinetry, 2nd floor laundry center, giant walk-in shower w/ glass wall and stone/glass tile. Ethan Allen window treatments in 10 rooms. 5 bedrooms, 2.5 baths, pocket doors, 3 ceiling fans, 2 fireplaces, cedar deck w/ gas grill, 60' x 20' fully landscaped yard. 2 zone C/A, full basement w/ 2nd washer/dryer and fridge (all stay), built-in storage and block glass windows; full attic w/ built-in storage cabinets. Bright, renovated eat-in kitchen with cabinets galore, Corian surfaces, island w/ seating, and tin ceiling. "Best of Show" in recent historical home tour. It's not just move-in condition, it's entertainment in condition! In Penn/Alexander catchment. \$674,000. Offered by Melani Lamond @ Urban & Bye (www.urbanbye.com).

Almanac is not responsible for contents of classified ad material.

For information call (215) 898-5274.

CLASSIFIEDS—UNIVERSITY

RESEARCH

Volunteers Needed for Osteoporosis Study

The University of Pennsylvania Health System/Department of Radiology seeks women 60 years or older. Eligible volunteers would receive a magnetic resonance (MRI) and a dual energy X-ray exam (DEXA) to measure bone density. Participants will be compensated. Please contact Louise Loh or Helen Peachey at (215) 898-5664 for more information.

HELP WANTED

The *Institute of Contemporary Art* at the University of Pennsylvania is looking for a professional and responsible individual to staff private events held at ICA. Must be flexible and comfortable in a fast-paced work environment and possess exceptional time management skills. This position is part-time and must be available to work some late nights and weekends. If interested, please contact Denise Berry, dyberry@pobox.upenn.edu or (215) 898-4980. Looking to have the position filled by September 13.



Almanac

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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 website.

- 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. A link is available both at the top of the page and at the bottom.
- 3 The time and current temperature in Philadelphia. Click on weather logo to get weather information for other cities.
- 4 Read the latest *Almanac* issue.
- 5 Read the latest AT PENN Calendar.
- 6 *Almanac Between Issues*—Archive of breaking news items that happened after publication.
- 7 Archive—issues and calendars both in HTML and PDF format from July 1995 to the present, and select items before 1995.
- 8 Submission guidelines and deadlines for the issue, the calendar, Speaking Out letters, and subscription information.
- 9 *Almanac* staff listing with e-mail, fax, telephone, and mailing address information. Also includes a link to Penn's online directory.
- 10 NEW Frequently Asked Questions relating to deadlines, subscriptions, the history of *Almanac*, publication policies, placing a classified ad, book-marking or making *Almanac* your home page, and much more.
- 11 Links to some of the most wanted items from prior issues including: Academic Calendar, Crime Reports, Emergency Closings, Recognized Holidays, Salary Guidelines and Pre-web documents.
- 12 The latest Breaking News is at the top of the page with a link to the whole article.
- 13 Links to essential Penn specific information including: Business Services, Directories, Facilities Services, Governance, Human Resources, the Library, Mail Services, Penn Police, Penn A-Z, and U@Penn. There are also links to major, off-campus news websites including: *Philadelphia Inquirer*, *New York Times*, *Washington Post*, *Chronicle of Higher Education*, *U.S. News & World Report*, and *CNN*. Want to enjoy campus more in your spare time? The "Arts & Leisure" section contains links to many of Penn's art galleries, the Penn Museum, the Morris Arboretum, Penn Presents, as well as Recreation and Athletics.
- 14 A cover story from the latest issue with a link to the full story.
- 15 Schedule & deadlines for the upcoming issue and AT PENN Calendar.
- 16 Print a digital replica in PDF format using free Acrobat Reader.
- 17 Link to the latest issue's cover stories.
- 18 *Express Almanac*: Subscribe to receive e-mail messages with links to Breaking News, the latest issue of *Almanac* or the AT PENN Calendar.
- 19 Links to more highlights of the latest issue.
- 20 Links to other helpful websites including the University-wide Emergency Plan and links to websites honoring Ben Franklin's tercentary.



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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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