

# UNIVERSITY OF PENNSYLVANIA *Almanac*

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## Creating a Permanent Home for Student Performing Arts at Penn



Julie and Marc Platt

Marc E. Platt, C '79, knows how to foster creativity. As an executive at Orion, TriStar and Universal Pictures, he helped bring *Sleepless in Seattle*, *Philadelphia* and *Jerry Maguire* to the screen, before forming his own company and producing hits like *Legally Blonde* and Broadway's *Wicked*.

To cultivate the next generation of Penn performers and artists, he and his wife, Julie Beren Platt, C '79, are making a substantial leadership gift to create a home for student performing arts. When construction is finished next August, the Platt Student Performing Arts House will feature nearly 13,000 square feet of office, rehearsal and performance space in the lower level of Stouffer College House for some 1,200 music, dance, comedy, spoken word and theater aficionados.

For Mr. Platt, the gift is a tribute to the strong artistic foundation he received while honing his theater and musical crafts as an undergraduate.

"Penn's theater and music programs had a profound impact on our lives, not only in what we learned, but also in the fun we had and the friendships we made," he said. "The programs gave us the invaluable experience of being part of a team—one where people share creative ideas and pool their talents to bring forth a full production that reflects the best of everyone's gifts."

The new house will serve as the center of operations for the Office of Student Performing Arts member organizations of the Performing Arts Council. Currently, PAC represents 46 student-run performance organizations and occupies five administrative offices across campus. The house will centralize office and rehearsal space and offer additional resources for student performance and training operations.

"Given the overwhelming popularity of performing arts at Penn that has only expanded over the years, there is an even greater need now for a performing arts house that serves as a showcase for the talents of today's students who endeavor to pursue their art professionally," Mr. Platt said. "Having spent more than two decades in a film, television and theater career, I can attest to the enormous benefit this experience will provide Penn's performing arts students, as well as the Penn community who will have the opportunity to enjoy their work as an audience."

The new Platt Student Performing Arts House will provide: a band rehearsal room, office and storage space; a dance rehearsal room with sprung floor, mirrors and sound system; a musical theater rehearsal room with sprung floor, mirrors, piano and sound system; a theater rehearsal room; two music rehearsal rooms with pianos; six administrative and student offices; a bank of computers with set, lighting, sound and music composition software; a cabaret stage with lights and sound; and a comfortable lounge and resource area.

Much like the Kelly Writers House and Civic House on which it was modeled, the Platt Student Performing Arts House will include a professional artist-in-residence series, a community service arts-in-residence program and expanded curricular and College House collaborative activities.

"The success of similar endeavors at Penn, such as the Kelly Writers House and the Civic House, have proved what an enormous success the University's arts programs are when given a centralized, focused forum," Mrs. Platt said. "We're fortunate to be able to provide Penn's student body with this creative and academic opportunity."

## Stephen Hahn: Pancoast Professor of Radiation Oncology



Stephen Hahn

Dr. Stephen M. Hahn has been named the new Chair and Henry K. Pancoast Professor of Radiation Oncology at the School of Medicine.

As a radiation and medical oncologist, as well as an NIH-funded researcher, Dr. Hahn brings his many skills and talents to lead one of the nation's foremost academic radiation oncology departments. He

is an active clinician, with particular expertise in treating lung and genitourinary cancers and in the use of photodynamic therapy. As Vice Chair for Research for the department of radiation oncology and Principal Investigator of National Cancer Institute grants, Dr. Hahn has led the expansion of the department's research base, which has consistently ranked first or second in NIH funding.

"Dr. Hahn was selected for this position because of his reputation for excellence as a superb clinician and researcher, his highly collaborative and dynamic leadership style, and his vision for the department," says Dr. Arthur H. Rubenstein, Executive Vice President of the University of Pennsylvania for the Health System and Dean of the School of Medicine. "On a personal level, he is highly regarded by colleagues, patients, and students as a gifted scientist, compassionate master physician, and an exceptional educator, communicator, and role model."

Prior to joining Penn in 1996, Dr. Hahn was a medical and radiation oncologist in Santa Rosa, CA. From 1993-95, he served as chief of the National Cancer Institute's Prostate Cancer Clinic, Clinical Pharmacology Branch, in Bethesda, MD, and as a senior investigator at

the NCI. Dr. Hahn also served as a commander in the NCI's U.S. Public Health Service from 1989-95.

After joining Penn in 1996, Dr. Hahn served as an assistant professor of radiation oncology and hematology/oncology until 2001, when he was appointed associate professor. He currently serves as director of the Photodynamic Therapy Program at HUP, which treats cancer patients through a minimally invasive process that uses a photosensitizer and concurrent laser light to selectively destroy tumors. He also directs the Farnesyltransferase Inhibitor Program for treatment of cancer of the lung, head and neck and pancreas. Dr. Hahn is the program leader of the Radiation Biology Research Program in the Abramson Cancer Center of the University of Pennsylvania, and was recently appointed to the Cancer Center's executive committee.

Board certified in Internal Medicine, Radiation Oncology, and Hematology/Oncology, Dr. Hahn received his medical degree from Temple University School of Medicine and his undergraduate degrees from Rice University. In 1987, he completed his residency and served as chief resident of Internal Medicine at the University of California, San Francisco. Dr. Hahn also completed a Medical Oncology Fellowship at the NCI in 1991, and a Radiation Oncology Residency at the NCI in 1994.

Dr. Hahn currently serves as associate chair for the Annual Meeting and Program Committee of the American Society of Therapeutic Radiology and Oncology, and as Sub-Committee Chair for the ASTRO Annual Meeting-Scientific Program.

A long-standing member of the American Society of Clinical Oncology, Dr. Hahn is also an active member of the Radiation Research Society, the American Society of Photobiology, the American Association for Cancer Research, and the University's John Morgan Society.

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The following agenda is published in accordance with the Faculty Senate Rules. Questions may be directed to Kristine Kelly, either by telephone at (215) 898-6943, or by e-mail at kellyke@pobox.upenn.edu.

### Faculty Senate Executive Committee Agenda

**Wednesday, September 21, 2005**

**Room 205 College Hall, 2:30 to 5 p.m.**

1. Welcome and Introductions (15 Minutes)
2. Approval of Minutes (2 Minutes)
3. Chair's Report (5 Minutes)
4. Past Chair's Report on Academic Planning and Budget and Capital Council (2 Minutes)
5. Policy on Extension of the Probationary Periods that Apply to Granting of Tenure or Promotion to Associate Professor
  - Presentation by Arthur H. Rubenstein, Dean, School of Medicine and Executive Vice President, UPHS and Alan Wasserstein, Vice Dean for Faculty Affairs (20 Minutes)
6. Consultation Concerning Appointment of a Deputy Provost (30 Minutes)
7. University Council Committee Update (10 Minutes)
8. Faculty Senate Committee Charges for 2005-06 Committees (30 Minutes)
9. New Business
  - Consultation Topics
  - Future Meeting Priorities
10. Adjourn to Reception for Provost Ronald J. Daniels, Silverman Hall, Law School

## OF RECORD

*This year Rosh Hashanah will be observed on Tuesday, October 4 and Wednesday, October 5. Please remember that Jewish holidays begin at sunset on the day preceding the date given; thus the observance of Rosh Hashanah will begin at sundown, Monday, October 3. Yom Kippur is on Thursday, October 13. Observance will begin at sundown on Wednesday, October 12.*

### Reminder: Policy on Secular and Religious Holidays

*Effective July 1, 1996; Revised March 30, 2001*

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

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

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

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

—Ronald J. Daniels, Provost

## Trustees' Meeting Coverage

At the meeting of the Executive Committee of the Trustees last Thursday, Chairman James Riepe commented on the fact that President Amy Gutmann filled some very key positions in her first year as president and now the senior team is complete. Provost Ronald Daniels (*Almanac* April 26, 2005) was welcomed to his first Trustees' meeting.

Dr. Gutmann saluted the Penn community for its swift response to Hurricane Katrina which put both "individual and institutional character to the test." She noted that Penn has welcomed guest students, offered extra counseling to Penn students from the effected area, allowed paid leave to faculty and staff to volunteer, and numerous groups have organized events and drives to raise money and collect goods.

Dr. Gutmann mentioned some of the key priorities for this year:

- developing a timetable for revising the campus development plan to incorporate the transformation of the postal properties;
- global engagement which will be explored by a Presidential Global Task Force, overseen by Provost Daniels and co-chaired by Dean Susan Fuhrman and Dean Patrick Harker;
- Penn Integrates Knowledge, aggressively recruit world-renowned scholars;
- financial aid, raise more funds for student aid;
- fundraising Campaign, plan for a five-year capital campaign.

President Gutmann then presented the resolution to appoint Vanda B. McMurtry as vice president for Government and Community Affairs (*Almanac* September 6, 2005), noting that he is a "very valuable addition to Penn's team." The Trustees approved the appointment.

Provost Daniels reported that the Law School is involved in four new student/faculty exchange programs and that the Penn Law's entering class is the most racially diverse entering class among law schools. The Library's renovations are underway for the Information Commons which is due to open next semester.

EVP Craig Carnaroli said Penn had a very successful year financially in FY05, noting that Development and Alumni Relations had been effective in securing philanthropic support. He also reported that Penn's investments had a return of 8.5% in FY05. The endowment, as of the end of June, was \$4.4 billion.

In giving the Penn Medicine report, Dean Arthur Rubenstein mentioned that Penn doctors and nurses were involved in the Philadelphia Airport triage for the Hurricane evacuees who came to Philadelphia as part of the Project Brotherly Love, and others are helping in the Gulf area hospitals' intensive care units.

The Trustees passed two resolutions: one for the School of Veterinary Medicine and the other for the School of Medicine to construct imaging facilities: one is for the design and construction of the Rosenthal Imaging Center, Ryan Hospital (\$5.54 million) and the other is for the design and construction of the John Morgan Building Small Animal Imaging Facility (\$1.181 million) for a total revised budget of \$3.728 million.

### Editor's Note:

As is customary, the first issue of the semester—the September 6 issue of *Almanac*—was individually addressed to faculty and staff, and copies were sent to the same addresses that are used for paychecks and check advices. —Ed.



## More Opportunities to Help Those Affected by Hurricane Katrina

*Philadelphia Music Community for Hurricane Relief*, Tuesday, September 20, World Cafe Live, doors open 6 p.m., showtime 7:30 p.m., dinner is available.

A coalition of Philadelphia's music community has come together for the benefit of those whose lives were affected by Hurricane Katrina. Businesses and organizations including promoters, venues, publicists, media personalities and especially musicians will donate from performances on September 20. 100% of your ticket price goes towards Habitat for Humanity, MusiCares and Noah's Wish.

Musicians scheduled to appear Upstairs Live, hosted by Leigh Goldstein, include: Josh Kornowski, Adam Monaco, Amy Jarone, Susan Cowsill, Trisha O'Keefe, and Leigh Goldstein. Musicians scheduled to appear Downstairs Live include: Ben Arnold, Joseph Parsons, Lili Aniel, John Francis, Birdie, Lelia Broussard, Patrick's Head, Susan Cowsill, Lauren Hart, and The Brakes. *Only one ticket is needed for both upstairs and downstairs shows!* General admission: \$15. Reserved seats for downstairs Lounge and Bar: \$25. Premium Seats in the Mezzanine: \$40 (processing fees are waived for this show). For

tickets: (215) 222-1400, or visit the Box Office. Ticket holders: this show is being sold as general admission standing room and limited general admission seating. Some tables and chairs will be available, but ticket purchase is not a guarantee of seating.

*Hurricane Katrina—Helping those who cannot help themselves.* The Louisiana State University School of Veterinary Medicine in Baton Rouge presently appears to be the most involved and is in critical need of clinicians and veterinary technicians to help with the many animals being rescued to their campus. Penn's Veterinary School has developed a series of steps for individuals who wish to volunteer, which are available at [www.vet.upenn.edu/alumni/katrinaresources\\_dean.htm](http://www.vet.upenn.edu/alumni/katrinaresources_dean.htm). If you have any questions about volunteering, please contact Dr. Gail Smith at (215) 898-6678 if you are a veterinarian and Barry Stupine at (215) 898-4161 if you are a technician. As announced by President Gutmann, Penn faculty and staff interested in volunteering for organizations involved in hurricane relief efforts may be granted up to 3 consecutive weeks of paid administrative leave.

*Skating for the Troops*, featuring Dorothy Hamill, World, Olympic and National Skaters and Grammy-Award winning artist Lee Greenwood. Saturday, *October 1*, 7:30 p.m. (doors 7 p.m.) at Penn's Class of 1923 Ice Arena. America's Heroes of Freedom honors and supports our military heroes and their families. Due to the recent Hurricane Katrina disaster, 50% of the money raised from *Skating for the Troops* will be set aside for victims of the hurricane. Donations will be accepted of baby clothes, formula, food, or small toys which will be given to the smallest survivors of the storm. For more information or to purchase tickets visit [www.skatingforthetroops.com/](http://www.skatingforthetroops.com/). General admission is \$30. Premiere seating is \$80.

*American Red Cross Blood Drives:*

*September 28:* Stemmler Hall, 10 a.m.-4 p.m.

*October 6:* Levy Conference Room, Law School, 10 a.m.-4 p.m.

*October 12:* Upper East Lounge, Hill House, 1-7 p.m.

*October 13:* Lounge, King's Court English House, 1-7 p.m.

*November 7:* Harnwell House, 1-7 p.m.

To sign-up visit: [www.penn.givesblood.org](http://www.penn.givesblood.org).

## COUNCIL 2004-2005 Year-End Committee Reports

### Committee on Personnel Benefits

The Committee will have met six times this year. Long-term Care, Retiree Benefits, and the elimination of Plan 100 (Indemnity Medical Insurance plan) were the dominant topics discussed. The Committee also discussed the Condition Management Program with Caremark, Long-term Disability Plan, total compensation statements, benefits administration, and the new Medicare drug act.

**1. Long-term Care Insurance:** The Committee had requested a review of the Long-term Care Program because of changes that have occurred in the industry since the program was introduced in 1998. At that time, there were University employees who already had individual policies with TIAA-CREF which has since sold their business to MetLife. CNA Insurance, the provider chosen in 1998, actively assisted the University in enrolling employees in the program, but participation has been around 2% of the total eligible groups, less than half that of other similar institutions. In the interim, CNA has attempted to sell the business to another company, but has not succeeded. CNA has also stopped giving the University educational support on the program. The Committee wanted to ensure that the program available carried value for Penn employees and would continue to do so in the future.

The Human Resources Benefits Office retained a consultant, Income and Benefits Solutions, which requested and received bids and proposals from Aetna, John Hancock, Prudential, Unum Provident and MetLife. After the consultant's presentation and a lengthy discussion, the Committee decided that John Hancock's proposal was most suitable for Penn employees especially with its competitive premiums. Other Ivy institutions have had good experiences with Hancock.

John Hancock gave a final lengthy presentation which answered further questions including those about the concept of lifetime maximum payments which are usually specified as a certain number of years at a certain maximum payment per day with a certain lifetime amount. If the daily payment is less than the daily maximum, such as would be if care is received at home, then those funds are left in the subscriber's lifetime pool of funds and could actually fund lengthier care.

**2. Retiree Medical:** Olivia Mitchell, chair of the University's Retiree Task Force, which was formed by the President and the Provost in the spring of 2004, gave an extensive presentation of the Task Force's report which was followed by a long discussion and question and answer period. Basically, due to rising health care costs it has become apparent that retirees must share more of their healthcare costs. Even with the proposed changes, Penn will remain competitive with our peer institutions.

**3. Condition Management with Caremark:** One letter of complaint concerning privacy was received and Caremark agreed to change the letters they will send out to initiate contact. Only 2% of the 1,747 people who received letters decided to participate and further recruitment efforts will be attempted in the future.

**4. Total Compensation Statements:** The PBC has been asking for these statements for several years and they were issued in March 2005. As medical costs and other benefits become more costly, we think knowing just what the University is paying and its share in these costs will lead to better understanding of the steps that the University is taking.

**5. Plan 100 (Indemnity Medical Insurance plan) Elimination:** Currently there are 430 employees in this plan and Penn is one of only two employers that offer this plan in the region which makes administrative expenses extremely high. After extensive discussion, it was decided that it was in everyone's best interest to eliminate Plan 100, particularly since the PENNCare/Personal Choice plan was an attractive option and would require a good deal less in premiums from the enrollees. To date, all three information sessions have been held on this subject and less than 10% of those affected have attended.

**6. Long-term Disability (LTD):** Due to differences in the University and UPHS LTD plans and basic fairness issues, the Committee supported changes proposed by the University Council that included an enhanced definition of disability for the first 24 months to be "own occupation" and after 24 months "any reasonable occupation" or the inability to earn more than 80% of pre-disability earnings. There would be continued coverage in the medical plan and other benefits during the six-month elimination period. These changes would go into effect July 1, 2005. Other questions of a less global nature were also answered.

**7. New Medicare Prescription Drug Plan:** Employers like Penn who have a retiree drug benefit will have to choose to take a subsidy and keep their own plan or become a provider under the law. Although the options are still being analyzed, Penn will probably do the former. Of interest is that to get the catastrophic benefit of the plan, the retiree has to spend \$4,020 out of pocket first which includes the premium of \$35 each month.

**Initiatives for Fiscal Year 2006:** To be determined at our April meeting.

It is a pleasure to acknowledge the support provided to the committee by the Human Resources staff, in particular by Leny Bader, executive director of Benefits; Helena Gibbons, senior benefits specialist; Janice Gaspari, administrative coordinator; and Geri Zima, manager of Benefits Administration who provided staff support to the Committee, and the sage advice and council of John Heuer, vice president of Human Resources.

**2004-2005 Committee on Personnel Benefits Members**

**Chair:** David B. Freiman (radiol/med); **Faculty:** Jere Behrman (econ), Kathleen Boesze-Battaglia (biochem/dent), David B. Freiman (radiol/med), Howard Goldfine (microbiol/med), Andrew Metrick (fin), Gerald J. Porter (math), Cynthia Scalzi (nursing), Ingrid Waldron (biology); **Graduate/professional students:** Noah Drezner; **PPSA:** Anna Loh (Wharton HR), Victoria Mulhern (SOM), Julie Vick (Career Svcs); **WPSA:** Candice Milbourne (Affirmative Action), Anne Rulinski (Dermatology); **Ex officio:** Elenita Bader (Dir, Benefits), Janice Bellace (Assoc Provost), John Heuer (VP, Human Resources).

*The following guidance has been developed to assist Schools and Centers in complying with the federal CAN SPAM law and to address privacy concerns arising from commercial, frequent, and/or discretionary e-mail communications. If you have comments or questions, please direct them to Penn's Chief Privacy Officer at [privacy@pobox.upenn.edu](mailto:privacy@pobox.upenn.edu). This guidance and any related information can be found on Penn's Office of University Communications website ([www.upenn.edu/pennnews](http://www.upenn.edu/pennnews)) and Penn's Privacy website ([www.upenn.edu/privacy](http://www.upenn.edu/privacy)).*

*—Lori Doyle, Vice President of University Communications*

## E-Mail Communications Standards: Guidance on Complying with Federal CAN SPAM Law

E-mail communications has evolved into a critical communication method for doing business in literally every industry. In higher education, we use e-mail communications to let students know about courses, dining services, cultural events, and emergencies—to name only a few. We communicate by e-mail with staff, faculty, alumni, contractors, research subjects and others on a variety of topics as well.

Certain types of e-mail communications have raised questions about privacy and system performance—particularly those that are commercial in nature. Recently, Congress enacted federal legislation (CAN SPAM) to address these concerns. This document highlights standards for certain e-mail communications distributed by your School or Center to be in compliance with the CAN SPAM law.

### Scope and Applicability

In general, the standards below (“Standards”) must be applied when sending e-mail messages that are primarily commercial in nature.

It is also appropriate to consider applying the Standards in other situations that a recipient might wish to control, such as messages sent frequently and/or messages that are discretionary.

#### • “Commercial” Messages—Standards Required

The Standards below must be applied to e-mail communications whose primary purpose is “commercial.”<sup>1</sup> This is the circumstance that directly ties to the federal legislation, CAN SPAM. While the term “commercial” is often difficult to apply in a higher education setting, the following guideposts can assist:

- *Revenue generating versus routine academic, research, service, operational e-mail.* While some e-mail communications at Penn advertise a commercial product or service, the vast majority do not. Certainly, the Standards need not be applied, nor are they appropriate, in e-mail messages to students from their professors regarding class assignments or other educational messages, or e-mail messages to staff from supervisors regarding new procedures impacting job functions or University operations. By contrast, the Standards would apply for example to e-mail messages advertising fee-based tickets to a sporting event or an arts and cultural event, provided those activities are revenue-generating. See below.

- *Revenue-generating versus covering costs.* The term “commercial” in general applies to promotions about revenue-generating activities, and not promotions to cover costs of an event. For example, if Penn is hosting a conference with a significant admissions fee beyond the actual costs associated with the conference, that will likely be considered “commercial” and trigger the Standards below. Similarly, the Standards apply if a clinical practice is promoting its fee-based services by e-mail. By contrast, if a group at Penn is holding a breakfast meeting and asks for a nominal contribution to cover the costs of the meal, that would not constitute a “commercial” activity. One way of analyzing this comparison is whether Penn would be competing against commercial, for-profit entities when offering the product, such as a professional conference.

- *Fundraising versus commerce-related.* E-mail messages promoting Penn fundraising activities generally need not meet the Standards, be-

cause fundraising is not directly about selling or promoting a commercial product or service.

- *Communications that a recipient would be entitled to receive because of the relationship with the sender.* The Standards exempt communications whose purpose is to facilitate, complete, or otherwise are related to a transaction that the recipient has previously agreed to. For example, they do not apply to messages to people who have purchased event tickets when the message is announcing that the event will take place in a different location. They also generally do not apply to messages to employees promoting employee-discounted programs.

- *Hosted programs versus FYI e-mail messages from individuals not acting in a commercial capacity.* The Standards below need not be applied in cases where an individual is sending isolated e-mail messages to friends or colleagues informing them of upcoming conferences and other events when the individual is not engaged in commerce.

(See Sample Scenarios below for more illustrations about what will and will not constitute “primarily commercial” communications).

#### • High Frequency and Discretionary Messages—Consider Applying Standards

As described, federal law does not regulate e-mail messages that are not “commercial.” However, Penn Schools and Centers should be mindful of privacy concerns that result from e-mail messages being sent with a relatively high degree of frequency.

It is therefore appropriate to consider applying the Standards to communications sent, for example, on a weekly or other relatively short periodic basis, even if not legally required. It is not appropriate to apply the Standards—in particular “opt-out choice”—to messages that are necessary to Penn’s operations.

Similarly, one should consider applying the Standards to messages that are not directly necessary to Penn’s academic, research, or service mission. While individuals’ viewpoints may vary regarding what is or is not directly necessary to Penn’s mission, Penn personnel should actively consider whether the message is sufficiently tangential, optional, voluntary, or discretionary to cause a recipient to wish to exercise some privacy controls, i.e., the right to opt-out of future such communications.

### The Standards

- Do not include false or misleading header, “from” line, subject heading or other information.

- Note or have it appear that the e-mail is an advertisement or a promotion. This can be as simple as having the email formatted in HTML, or noting in the footer that the consumer can unsubscribe from this advertisement or promotion, such as the “opt out” language provided below. Note that such identification is not necessary if the consumer has “opted in,” i.e., provided affirmative consent to receive such e-mail.

- Enable recipients and inform them of their ability to request the sender not to send any further commercial e-mail to them. Two available choices for the opt-out are through a return e-mail address or an internet-based unsubscribe.

- The opt-out (regardless of which opt-out choice is provided) must be operative for at least 30 days after the e-mail is sent and be clear and conspicuous. After 10 business days<sup>2</sup> of receiving an opt-out, no further commercial e-mail may be sent to the recipient from the sender.

- The notice about the opportunity to opt-out should be clear about the

<sup>1</sup> Some e-mail messages will have multiple purposes, some commercial and some not. In such cases, the Standards should be applied if a recipient reasonably interpreting the subject line or the body of the message would likely conclude that the primary purpose of the message is commercial. A significant factor includes the placement of content at the beginning of the message. Other factors include the proportion of the message dedicated to commercial content, and how colors, graphics, type size and style are used to highlight commercial content.

<sup>2</sup> Note that the FTC is considering shortening the 10-day period to 3 business days.

(continued from page 4)

scope of the opt-out. For example, a program-specific opt-out in a School should state clearly that the opt-out pertains only to communications from that program and/or that the recipient might still receive promotional communications from other programs in the School.

- Opt-out language should be based on the following:

We hope you enjoy receiving e-mail notices and updates from our office. If you do not wish to receive e-mail messages promoting commercial products or services from [office/program], please [reply to this e-mail and change the subject line to "Unsubscribe."]. [e-mail us at \_\_\_\_\_].

*Optional:* Your choice to "opt-out"/"unsubscribe" pertains to e-mail communications sent by [office/program] only. To opt-out of communications by other [offices/programs], please contact those [offices/programs] directly.

- If you are communicating via an e-mail list purchased from another source, make sure that you coordinate with the list owner so that you are abiding by the terms of the opt-out. For example, it is not sufficient to state that a recipient can opt-out of communications from a certain School, and then have opt-outs sent to the list owner and not shared with the actual School for applying in future communications.

- Include a valid physical postal address of the sender. Consider including a telephone number or e-mail address for questions or comments as well. If you do, make sure that the person receiving such calls or messages is aware of the policies and procedures for processing opt-out requests and responding to questions.

If you have any questions or comments regarding these standards, please contact Lauren Steinfeld, Penn's Chief Privacy Officer, at (215) 573-3348 or [privacy@pobox.upenn.edu](mailto:privacy@pobox.upenn.edu).

## Sample Scenarios

1. An Academic Department sends an e-mail inviting students and faculty from Penn, Drexel and other area schools to attend a dinner with a prominent speaker. The department charges \$25 for the dinner to cover meal and administrative costs. The Standards need not be applied because it is not revenue-generating.

2. A continuing education program charges \$1,500 for a one day seminar. The fee more than covers costs and the program competes with outside organizations. The Standards apply because the program is revenue-generating.

3. The Computer Connection maintains a list of e-mail addresses of students who have purchased computers from a particular manufacturer. The Computer Connection wishes to send an e-mail message to those customers regarding changes to the terms of the warranty from that manufacturer. The Standards need not be applied because the recipient is entitled to that message based on the relationship with the sender.

4. The Athletics Program sends an e-mail advertising a football or basketball game, each of which are revenue-generating. The Standards apply because the communication is primarily commercial in nature.

5. A School Human Resources Department wishes to send an e-mail message to School staff regarding a change in terms for an employee benefit program. The Standards need not be applied because the message is not commercial and because the recipient is entitled to that message based on the relationship with the sender.

6. A faculty member at a School is also a member of a board of a professional association. She wishes to send an e-mail to certain close colleagues about a conference of interest provided by the professional association. The Standards need not apply, as the sender is not acting in a commercial capacity.

## BENCHMARKS

### Penn Humanities Forum 2005-2006:



### Word & Image

by Wendy Steiner

The field of the Penn Humanities Forum is the "inter": the interdisciplinary, the interartistic, the interactive. This year the Forum takes on the interface between Word and Image. Our claim is that the orderly separation between the realms of the visual and the verbal—in life experience, in academic disciplines—is disappearing. Our days are filled with speaking screens. Literature departments merge with cinema studies and comparative literature encompasses comparative arts. "Mixed media" culture is no longer a novelty, but the norm.

But of course this situation has important precedents. From the Renaissance "paragone"—the competition among the rival arts—to the eighteenth-century "sister arts," to the nineteenth-century idealization of synaesthesia, the interplay of the verbal and the visual has been a continuous theme of aesthetic discussion. And though we might feel that we are particularly bombarded by word-image crossings, for every L.E.D. or graphic novel or web page in our day we can point to an obelisk, a tapestry, or an emblem book in which text and picture interact. The history of iconoclasm alone reveals the ideological stakes in the discussion, and "word versus image" is tied to a host of loaded binaries: masculine/feminine, time/space, abstraction/materiality, art/nature.

To address such questions, the Humanities Forum is bringing to campus a distinguished mix of artists and scholars: Art Spiegelman, Jenny Holzer, Anthony Grafton, Kathleen Hall Jamieson, John Maeda, and Henry Wendt in the fall alone. Pianist Marc André Hamelin and soprano Jody Karin Applebaum will be performing music inspired by the writers and artists of Edvard Munch's circle, and on Halloween, the Alloy Orchestra will add words and music to the silent film classic, *Phantom of the Opera*.

From across the world this September, scholars will be gathering at Penn for the International Word and Image Conference, organized by the Topic Directors of this year's Forum, Professors Liliane Weissberg and Catriona MacLeod of the German Department. And in seminars and symposia, the Forum's undergraduate, graduate, postdoctoral, and faculty fellows, will be researching verbal-visual interactions. With this wealth of activity in store, the Forum's co-director Peter Stallybrass and I invite you to lend your expertise to this, the seventh Penn Humanities Forum, on Word and Image.

Wendy Steiner is the Richard L. Fisher Professor of English and the co-director of the Penn Humanities Forum.

### 2005-2006 Programs

- 9/23-27 *Elective Affinities: Conference on Word & Image Studies*
- 9/27 Art Spiegelman: *Comix 101*
- 10/10 Anthony Grafton: *Renaissance Romans & Egyptian Obelisks*
- 10/28 Marc Hamelin & Jody Applebaum: *Word, Image, Music*
- 10/31 *Phantom of the Opera* featuring Alloy Orchestra performing live
- 11/2 Kathleen Hall Jamieson: *The Deflective Power of Images in Political Ads*
- 11/16 Dr. S.T. Lee Distinguished Lecture in the Humanities
- Jenny Holzer: *Public Art*
- 11/30 John Maeda: *Search for Simplicity in an Over-Teched World*
- 12/7 Henry Wendt: *Mapping the West Coast of North America*
- 1/25 Jennifer Mnookin: *Visual and Verbal Expert Evidence in the American Courtroom*
- 2/1 Emma Dillon: *Medieval Music Notation*
- 2/8 Yoram (Jerry) Wind: *Brands and Logos*
- 2/22 Steve Tinney: *Sumerian Tables*
- 3/1 Bruce Miller, MD: *Art and Aging*
- 3/15 Pam McClusky: *Aboriginal Stories Mapped onto Landscapes*
- 3/17 Symposium on *Photography and Literature*
- 3/22 Richard Forman: *Experimental Ontological-Hysteria Theatre*
- 3/29 Jane Caplan: *Tattoos*
- 4/12 Rita Charon & Murray Grossman: *Medical Diagnosis Through Words & Image*



## Committee on Research

### *Charge to the committee:*

"Evaluate the quality and the opportunities for undergraduate research across the University."

Our group met five times. We evaluated the opportunities available for undergraduate students at Penn, and we assessed the obstacles to finding an opportunity for those students interested in pursuing a mentored research project.

Our research included a discussion with the head of the CURF (Center for Undergraduate Research and Fellowships) and presentations by Dr. Rebecca Bushnell, the Dean of the College of Arts and Sciences, and Dr. Paul Allison from the Wharton School.

We started our work with a series of questions to be addressed:

1. What are the goals for undergraduate research at Penn?
2. What is our current situation with respect to undergraduate research?
3. How do we achieve these goals?

This report will address the following specific questions related to these issues:

1. What is the definition of undergraduate research? (honors thesis, mentored research internship, etc)
2. What is the current research experience for undergraduates at Penn? What are they told and how and when do they receive the information?
3. What proportion of students do we expect to have a research experience?
4. How do we compare to peer institutions with respect to the opportunities for undergraduate research?

### **1. What is the definition of research?**

The committee supports a definition of research that focuses on the process and not the product. Much can be learned from the apprenticeship relationship with a faculty engaged in research. The definition needs to encompass both scientific and humanities based research. The committee strongly supports the ideas set forth by Dr. Bushnell in her Guidelines for Undergraduate Research Experience, including:

1. Common features of the undergraduate research experience should include: employing the methodology of the discipline, handling of primary materials or raw data and consultation with a mentor.
2. Documentation of the experience should take the form of a scholarly paper or artistic product.
3. Evaluation of the work should be assessed using a set of common factors across disciplines such as thoroughness, organization, rigor of analysis and knowledge gained.

### **2. What is the current research experience for undergraduates at Penn? What are they told and how and when do they receive the information?**

The application package and freshman handbooks mention research but do not specify how undergraduates can find research opportunities. This situation was documented in a memo to Provost Chodorow from 1996 by a work group on engaging freshman and sophomores in research, yet little has been done to rectify the problem.

The committee evaluated the accessibility and thoroughness of the information available on the Penn website and found it lacking. The information is difficult to find on the web (i.e. the link to CURF is not obvious) and the information on the site is not presented effectively. CURF has a wealth of information on opportunities for research and fellowships for undergraduate students. This includes:

**Grants and Prizes:** the Nassau fund, College Alumni Society Research grants, the Rosemary Mazzatenta award, Benjamin Franklin scholars summer research funding, the Rose award, the Presidential award, the RES undergraduate research journal and Summer Research Internships and the University Scholars program. It also maintains a searchable database on faculty research projects. The contact at CURF informed us that the web information and the research directory are not as effective or inclusive as they might be due to lack of time and staff.

*The Committee recommends additional financial support from the University to CURF to increase the staffing and provide the technical support to update the website.*

### **3. What proportion of students do we expect to have a research experience?**

This data is very difficult for CURF to estimate the number of undergraduates at Penn who are currently engaged in research, either through a course (i.e. for credit), for compensation or on a volunteer basis.

Dr. Allison presented data from a spring, 2004 web-based survey of research experiences of students at Penn. This included 175 students engaged in a Pilot Curriculum designed to offer students opportunity for individual research and scholarship. It also included responses from students who were not part of the Pilot Curriculum. Overall, 96% of the pilot students and 66% of the non-pilot students reported doing research of some type at Penn. In general, the satisfaction with the experience was quite high (between excellent and good). The survey results did not reveal that a large number of students wanted to do research but were unable to find an opportunity, and only 8% who did research reported that it was difficult or very difficult to find a research project.

Thus it appears that those students who are motivated can find an opportunity on the Penn campus. However, the question remains as to whether there are students who might have an interest if the information on how to pursue the option were made more readily available.

*The committee recommends that a survey be conducted to more accurately assess the proportion of undergraduate students engaged in research at Penn, and that this proportion is increased by 10-15% within the next five years.*

### **4. How do we compare to other peer institutions with respect to the opportunities for undergraduate research?**

The Committee members gathered information from the following peer institutions: Columbia, Yale, Princeton, Stanford, Cornell, McGill, and Syracuse. Our main concern was determining the accessibility of the information about undergraduate research opportunities. In general, Penn is comparable to all of the institutions reviewed, with a couple of noteworthy exceptions. Cornell and Stanford both had excellent websites allowing one to gain access to a thorough description of the possibilities for undergraduate research at the institution. Stanford has also instituted a series of courses called "pre-field preparation" in order for students to be eligible to participate in the Undergraduate Research Program. (This was a suggestion made by Dr. Bushnell during her presentation to the Committee as well.) Depending on the research plan, the URP, in consultation with the mentor, requires one or more courses on methodology and fieldwork issues. Another strength of the Cornell system is that schools and colleges not involved in significant undergraduate teaching, Veterinary Medicine for example, nevertheless maintain excellent websites highlighting opportunities for undergraduate research. These sites are linked to a central web page for undergraduate research at the University. Considering the diversity of graduate and professional schools on its campus, Penn might also benefit from such an approach.

*Web materials from these institutions can be found in the appendix of this report, online at [www.upenn.edu/secretary/council/research.html](http://www.upenn.edu/secretary/council/research.html).*

*The Committee recommends that the website for CURF be substantially revised and made easily accessible to any student who might be interested in learning more about undergraduate research at Penn.*

*The Committee also supports the idea of initiating a series of courses or seminars designed for students who need more background in research methodology prior to engaging in independent, mentored research.*

## Committee on Research

**Chair:** Jennifer Pinto-Martin (nursing); **Faculty:** Francisco Gonzales-Scarano (neurology/med), Ponzy Lu (chemistry), Michael Madaio (med), Peter Petraitis (biology), Jennifer Pinto-Martin (nursing), Bruce Shenker (pathology dental), Thomas Sollecito (oral med/med); **Graduate students:** Doug Metcalf, Jeffrey Niederdeppe; **Undergraduate students:** Richard Gaster (EAS '06), Jesse Salazar (COL '05); **Ex officio:** Perry Molinoff (vice provost, research), Andrew Rudczynski (executive dir research services).

# Update

September AT PENN

## TALKS

**22** *Ku Protein as a Molecular Target in Cancer Cell Response to DNA Damaging Agents*; Ira Ayene, radiation oncology; noon; Conference Room, John Morgan Bldg. (Radiation Oncology & Radiation Biology).

**23** *Vision-Based Hand Gesture Tracking and Recognition*; Thomas Huang, University of Illinois, Urbana-Champaign; 11 a.m.; rm. 307, Levine Hall (GRASP).

*Military Medicine: A Critical Component of the United States National Security*; William Winkenwerder, Jr., assistant secretary of defense for health affairs; 2 p.m.; Austrian Auditorium, CRB (LDI).

**29** *Turning Information into Care: The Scholarship and Business of Informatics*; Carolyn Clancy, U.S. Department of Health and Human Services; 1 p.m.; Rainey Auditorium, Penn Museum (Nursing).

**Deadlines:** The deadline for the weekly Update is every Tuesday, for the following Tuesday's issue. The deadline for the November AT PENN calendar is Tuesday, October 11. For information see [www.upenn.edu/almanac/calendar/caldead-real.html](http://www.upenn.edu/almanac/calendar/caldead-real.html).

## 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](http://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.

## 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](mailto:listserv@lists.upenn.edu) with "subscribe e-almanac <your full name>" in the body of the message.

—Ed.

## The Seventeenth Annual Academic Career Conference

Penn graduate students and postdoctoral fellows continue to benefit from faculty, administrators and advanced doctoral students who share their time and advice on preparing for academic careers. The Academic Career Conference will include several programs in the fall semester with something for graduate students at various levels.

Since this conference first began 16 years ago, more than 60 faculty members and administrators, from Penn and area institutions, have participated in it or in its spring component, Faculty Conversations on the Academic Job Search and Academic Life.

### Going on the Academic Job Market

*Faculty Members Speak to Science and Engineering Doctoral Students and Postdoctoral Fellows*; Monday, September 26, 4-5:30 p.m., G-16, Irvine Auditorium; Sharon L. Thompson-Schill, professor of psychology; Y. A. Elabd, assistant professor of chemical and biological engineering, Drexel University; Josh Sabloff, assistant professor of mathematics, Haverford College.

### The Insider's Guide to Graduate Education at Penn

*A Program for First-Year Ph.D. Students*; Monday, October 3, 4-5:30 p.m., Room 305, Graduate Student Center; Jack Nagel, dean, Graduate School of Arts and Sciences and five advanced doctoral students/recent Ph.D.'s give first-hand advice on "what you and your department can expect from each other."

To attend any of these programs, please sign up by sending an e-mail message to [furlongj@pobox.upenn.edu](mailto:furlongj@pobox.upenn.edu) or by calling (215) 898-7530. To see all programs that are part of the Academic Career Conference, see [www.vpul.upenn.edu/careerservices/gradstud/programs.html](http://www.vpul.upenn.edu/careerservices/gradstud/programs.html).

—Julie Vick, Career Services

## Introducing Ergonomics @ Penn

The Office of Environmental Health and Radiation Safety (EHRS) would like to introduce the newly revised Ergonomics @ Penn web page, available on the EHRS web site. The goal of the web page is to provide the Penn community with tools to evaluate their workstations or jobs and make changes that will help prevent injury from occurring. The web page includes information about common repetitive stress injuries and their causes, examples of stretches that can be done at work and information specific to computer, laboratory and manual handling tasks.

The web page is available at [www.ehrs.upenn.edu](http://www.ehrs.upenn.edu) under the heading "EHRS Resources" or by clicking on "Ergonomics" in Penn A-Z.

## CLASSIFIEDS—UNIVERSITY

### RESEARCH

**Do you have Arthritis in Your Knees?** Would you like to participate in a study designed to find out if acupuncture may help you walk better and decrease the pain? The study compares real acupuncture using needles that do not puncture the skin in patients who need physical therapy. Call Pat Williams for information at (215) 898-3038.

**Postmenopausal Women Needed for Metabolic Study.** The University of Pennsylvania Health System/Division of Endocrinology seeks non-diabetic women 50 to 79 years old. Eligible volunteers will receive free medical exams and blood test results. Participants will be compensated. Please contact Robin at (215) 898-3401 for more information.

**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.

*Almanac* is not responsible for contents of classified ad material.

For information call (215) 898-5274.

## 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 **September 5-September 11, 2005**. Also reported were 30 Crimes Against Property (including 25 thefts, 3 robberies, and 2 burglaries). Full reports are on the web ([www.upenn.edu/almanac/volumes/v52/n04/crreport.html](http://www.upenn.edu/almanac/volumes/v52/n04/crreport.html)). Prior weeks' reports are also online. —Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department between the dates of **September 5-September 11, 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.

09/06/05	11:56 AM	3900 Delancey St	Confidential Incident
09/06/05	3:40 PM	4200 Pine St	Male with 2 bikes/wanted on warrant/ Arrest
09/08/05	12:30 AM	3400 Spruce St	Complainant received unwanted phone calls
09/08/05	6:10 AM	200 St. Marks	Male grabbed complainant's purse and fled area

### 18th District Report

9 incidents and 6 arrests (including 5 robberies, 2 aggravated assaults and 2 rapes) were reported between **September 5-September 11, 2005** by the 18th District covering the Schuylkill River to 49th St. & Market St. to Woodland Ave.

09/07/05	2:12 AM	4000 Walnut St	Robbery/Arrest
09/07/05	3:30 PM	4001 Walnut St	Robbery/Arrest
09/07/05	9:10 PM	1 42nd St	Robbery
09/08/05	12:00 AM	5102 Spruce St	Aggravated Assault/Arrest
09/08/05	10:10 AM	3400 Market St	Robbery/Arrest
09/08/05	2:00 PM	39 52nd St	Aggravated Assault/Arrest
09/09/05	2:00 AM	200 51st St	Rape/Arrest
09/11/05	9:00 PM	3900 Walnut St	Rape
09/11/05	10:30 PM	4000 Baltimore Ave	Robbery



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URL: [www.upenn.edu/almanac](http://www.upenn.edu/almanac)

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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The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania does not discriminate on the basis of race, sex, sexual orientation, gender identity, religion, color, national or ethnic origin, age, disability, or status as a Vietnam Era Veteran or disabled veteran in the administration of educational policies, programs or activities; admissions policies; scholarship and loan awards; athletic, or other University administered programs or employment. Questions or complaints regarding this policy should be directed to Jeanne Arnold, Executive Director, Office of Affirmative Action, 3600 Chestnut Street, 2nd floor, Philadelphia, PA 19104-6106 or (215) 898-6993 (Voice) or (215) 898-7803 (TDD).

# 2006 Models of Excellence Program

Dear Colleagues:

The Models of Excellence program recognizes innovative staff accomplishments at the University that reflect initiative, leadership, increased efficiency and a deep commitment to service.

Launched in 1999, this program encourages excellence, provides inspiring role models for emulation, and rewards remarkable accomplishments by Penn's staff. We encourage you to use the nomination process described below to let us know of the many individual and team accomplishments that deserve special recognition this year.

By helping us to identify the important achievements and contributions of our Penn colleagues, you help ensure this great University's continued success and support Penn's research and teaching mission.

Amy Gutmann  
President

Ronald J. Daniels  
Provost

Craig Carnaroli  
Executive Vice President



The following standards of excellence are used by the Selection Committee to identify individual staff members or staff teams as "Models of Excellence" for notable contributions to the mission of the University.

## Standards of Excellence

### Supportive Practices, Procedures, and Policies

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

### Innovative and Proactive Leadership

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

### Extraordinary Service to Key Constituencies

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

### Substantial Cost-effectiveness

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

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

- Developing and utilizing strong, constructive and productive relationships that enable otherwise impossible goals to be met in support of the University's mission

## Nominations

Nominations of active staff members\* (individuals or teams) are welcome from any member of the University of Pennsylvania, including self-nominations. Nominations should apply to notable staff member contributions to the University during the previous academic year (*July 1 through June 30*) that are above and beyond job and performance expectations.

Nominations should be typewritten and should include the following:

1. A brief description of the job responsibilities of the nominee(s).
2. A one-sentence description of the contribution and how it reflects one or more of the standards of excellence.
3. A description of the achievement, explaining specifically:
  - a. how the nominee(s) went above and beyond job responsibilities and expectations,
  - b. what prompted this endeavor, and
  - c. what standards of excellence were utilized to allow for this extraordinary outcome.
4. The name, current title, work address, e-mail, and work telephone number of the nominator, nominee(s), and two references (see "References" for more information.)
5. The name, current title, work address, e-mail, and work telephone number for the supervisor of each nominated staff member.
6. A note of confirmation from the direct supervisor (a sample can be found on the website) stating that:
  - a. the staff member did the work that is being nominated, and
  - b. he/she is appropriate for this honor.

\* **Please note:** This program is designed specifically to recognize contributions of active weekly- and monthly-paid staff members of the University of Pennsylvania. Please contact Human Resources with questions regarding eligibility (see "Questions?" for contact information).

Nomination materials (including references) should be sent by intramural mail to:

Human Resources  
QOWL – Models of Excellence Program  
527-A 3401 Walnut/6228

A step-by-step guide to preparing a Models of Excellence nomination is available at ([www.hr.upenn.edu/quality/models/nomination.asp](http://www.hr.upenn.edu/quality/models/nomination.asp)). Nominator workshops also are available through the Quality of WorkLife (QOWL) Office. (see "Questions?" for contact information).

## References

Each nomination should be accompanied by two University references from individuals familiar with the work cited. Nominators may not submit references. (*No more or less than two references should be provided.*)

References should confirm and expound on the nominated achievement, explain how the achievement surpasses job assignment and performance expectations, and demonstrate how it involved the use of the program's standards of excellence.

Each reference should address the contribution of *every* member of a team nomination, either as a group or in terms of each individual.

References should be typewritten and limited to one page each. These references should be included as part of the nomination, in sealed envelopes labeled with the name(s) of the nominee(s).

## Nomination Deadline

All nominations are due by *November 1, 2005*.

## Selection Criteria

Individuals and/or teams are selected as "Models of Excellence" or accorded an "Honorable Mention" when the contribution to the University is notable, the accomplishment is significantly above and beyond job and performance expectations, and the program's standards of excellence were the basis for the outcomes.

## Selection Committee

A committee representative of the diversity of our institution, comprised of Penn leaders, previous Models of Excellence award winners, and other faculty and staff members from across the campus, review all nominations and select the award winners.

## Notification

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

## Celebration

A celebration in honor of the "Models of Excellence" and "Honorable Mention" awardees will be held on April 4, 2006. If you would like to attend, please contact [QOWL@hr.upenn.edu](mailto:QOWL@hr.upenn.edu).

## Awards

Staff members identified as Models of Excellence receive a cash prize of \$500 each and a Models of Excellence award.

Staff members receiving an Honorable Mention receive a cash prize of \$250 and an Honorable Mention award.

## Questions?

For more information about this program, see [www.hr.upenn.edu/quality/models](http://www.hr.upenn.edu/quality/models) or contact Marilyn Kraut, director, Quality of Worklife Programs ([kraut@hr.upenn.edu](mailto:kraut@hr.upenn.edu) or 215 898-0380).