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Penn Grad Sarah-Jane Littleford:



Sarah-Jane Littleford

Rhodes Scholar

Sarah-Jane Littleford, C'09, who works at Penn in the Office of Sustainability as a liaison for the Green Campus Partnership, has been awarded a Rhodes Scholarship for study at Oxford University in England.

Ms. Littleford, who is from Harare, Zimbabwe, was one of two Rhodes Scholars selected from that country.

She learned of the honor on December 14 after an interview with the selection committee.

"I am delighted and humbled to have been selected as one of two Zimbabwe Rhodes Scholars for this year!" she said.

At Penn, Ms. Littleford earned a bachelor's of arts degree *magna cum laude* with an individualized double major in sustainable development and environmental studies. She was selected as a student speaker for the College of Arts and Sciences graduation ceremony. Her undergraduate thesis focused on the use of the native African shrub *Jatropha curcas*, or physic nut, as a bio-fuel in Zimbabwe.

In Zimbabwe, where she attended the Arundel School, she worked as a human resources intern with Zimbabwe Platinum Mines during summer 2007.

She intends to use the scholarship to earn a master's degree in the Nature, Society and Environmental Policy program at Oxford.

Also, while at Penn, Ms. Littleford was named a Benjamin Franklin Scholar, studied abroad at the University of Edinburgh in Scotland and served as a residential advisor in Gregory College House. She was also a member of the Penn Environmental Group, worked with the Urban Nutrition Initiative of the Netter Center for Community Partnerships and the Global Development Initiative and served as a student coordinator for the International Student Orientation as well as two environmental conferences in the spring. In her final semester, she worked for the Environmental Protection Agency in Philadelphia, and she produced a white paper on mountaintop mining in West Virginia.

After graduation, she joined the staff in Penn's Office of Sustainability where she assisted in the development of the University's Climate Action Plan. She also worked with the University Travel Office to develop a greenhouse gas offset program for faculty/staff air travel and with Admissions officers to educate them about Penn's sustainability initiatives. She also completed the US Green Building Council's "Green Build Basics and LEED" course.

Ms. Littleford is the fifth Penn graduate to win a Rhodes Scholarship since the Center for Undergraduate Research and Fellowships was created 10 years ago.

NSF Funding for Critical Zone Observatory Project in Puerto Rico



Frederick Scatena

The University of Pennsylvania's department of earth and environmental science has been awarded a \$4.35 million, five-year grant from the National Science Foundation to establish a Critical Zone Observatory in Puerto Rico. The Luquillo Critical Zone Observatory (LCZO) is one of six observatories established by the NSF. Each of these observatories brings together diverse groups of researchers, educators, and students who study the Critical Zone to provide the scientific basis for its long-term management.

Dr. Frederick Scatena, professor and chair of earth and environmental sciences and one of the LCZO project's principal investigators, describes the "Critical Zone" as the outer layer of the Earth that directly sustains human life. This zone extends from the top of the vegetation canopy into the underlying bedrock and includes all the physical, chemical and biological processes that shape and transform the Earth's surface as well as its plant and animal life.

Located in the Luquillo Mountains of northeastern Puerto Rico, the LCZO's physical infrastructure includes weather stations, instrumented soil pits and riparian (land-stream interface)

zones, and stream flow gauges. A multidisciplinary team of geoscientists is working at the site to address how critical zone processes and the flow and transformations of material differ in landscapes with contrasting bedrock but similar climates, land use, and geologic histories. The team will also be exploring the implications of these differences for the long-term sustainability of water and soil resources. Specific research projects at the LCZO include studies of deep weathering, soil formation and soil carbon accumulation, riparian zone dynamics, fluvial geomorphology, and meteorology.

In addition to researchers from Penn, the LCZO will involve collaborators from Pennsylvania State University, the University of California at Berkeley, the University of New Hampshire, the University of Puerto Rico, the US Geological Survey, and the US Forest Service International Institute of Tropical Forestry. The observatory will also provide facilities for collaborators from a host of US and international universities and research centers.

The five other National Critical Zone Observatories are Southern Sierra (University of California at Merced), Shale Hills (Pennsylvania State University), Boulder Creek (University of Colorado), Christina Watershed (University of Delaware and the Stroud Water Resource Center), and Jemez River Basin and Santa Catalina Mountains (University of Arizona).

Additional information on the Luquillo Critical Zone Observatory project can be found at www.sas.upenn.edu/lczo/.

Penn, Georgia Collaboration: \$14.6 Million to Expand Pathogen Database, Expedite Worldwide Research



David Roos

Researchers from the University of Pennsylvania and the University of Georgia have been awarded a five-year, \$14.6 million contract from the National Institute of Allergy and Infectious Diseases, part of the US National Institutes of Health, to expand and extend work on the Eukaryotic Pathogen Genome Database Resource, <http://EuPathDB.org> (Almanac February 17, 2009). This revolutionary open database enables scientists to examine genes, genomes, isolates, and other attributes related to a variety of important human pathogens. By helping to identify potential vaccine antigens and drug targets, EuPathDB facilitates the search for effective diagnostics and therapeutics.

This award continues NIH funding for a production database system integrating diverse genomic-scale datasets. Originally developed for *Plasmodium falciparum*, a microbe responsible for the most severe form of human malaria, Eu-

PathDB has been expanded several times based on its success in expediting infectious disease research. The latest release supports a total of 27 species, providing bioinformatics tools for researchers targeting biodefense and emerging and re-emerging pathogens.

The database also targets:

- Pathogens that threaten public water supplies, including *Cryptosporidium*, *Giardia* and *Toxoplasma*, with additional components dedicated to *Entamoeba* and *Microsporidia* to follow over the coming months.

- Opportunistic infections associated with AIDS and other immunosuppressed conditions, including *Cryptosporidium*, *Microsporidia* and *Toxoplasma*.

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SENATE From the Senate Office

The following is published in accordance with the Faculty Senate Rules. Among other purposes, the publication of SEC actions is intended to stimulate discussion among the constituencies and their representatives. Please communicate your comments to Sue White, executive assistant to the Senate Office, either by telephone at (215) 898-6943, or by e-mail at senate@pobox.upenn.edu.

Faculty Senate Executive Committee Actions Wednesday, December 16, 2009

Chair's Report. Faculty Senate Chair Harvey Rubin reported that the Faculty Senate Founder's Day Symposium, *Forbidden Knowledge: Art, Science, and Censorship* will be held on January 15, 3-5 p.m. in the School of Nursing, Claire M. Fagin Hall. He noted that this event will highlight the faculty and be moderated by Provost Vincent Price. He encouraged SEC members to come and to tell their students about the event. Dr. Rubin acknowledged the passing of colleague C. Edwin Baker.

Discussion and vote of School of Law Proposal: to increase the cap on "Senior Lecturers" in the School's legal writing program. Senate Committee on Faculty and the Academic Mission (SCOF) Chair Reed Pyeritz presented the SCOF recommendation to endorse the School of Law proposal. Dr. Pyeritz explained that SCOF reviewed the proposal and found the rationale for the changes adequate and justified. Dean Mike Fitts explained the background of the request, the terms of the position, and importance of the legal writing program.

SEC members voted unanimously to approve the School of Law Proposal and the *Faculty Handbook Section II.B.4 Senior Lecturer in the Law School* language changes recommended by SCOF.

Trajectory of the Faculty Discussion. Faculty Senate Chair Harvey Rubin introduced the panel of faculty invited to join and help lead the conversation on the trajectory of the faculty: Stephanie Abbuhl, associate professor and vice chair of emergency medicine; Larry Gladney, chair and professor of physics and astronomy, and Mitchell Marcus, RCA Professor of Artificial Intelligence, Computer and Information Science. SEC members, the panelists, and invited guests had a robust discussion about the following topics:

- Recruitment of faculty who will be able to handle rising expectations without forgoing hires who may be more risky. What are the implications of not taking risks? Are we forgoing diversity of thought? SEC members noted that diversity is important and very beneficial in the long run to bring different points of view.

- Importance of Mentoring: taking mentoring seriously, taking time to be a mentor, providing training on how to mentor, encouraging junior faculty to have both informal and formal mentoring as a dynamic interaction, adding mentorship for mid-career faculty, and the importance of having at least one mentor in place to track the junior faculty member's achievement.

- Mid Career Changes: How do we help mid-career faculty and guide them? Are faculty members able to re-direct their research and identify opportunities to launch a new initiative after getting tenure? Sabbatical can be an opportunity to explore other areas of research. Are faculty members using sabbaticals as well as they can? SEC members noted that mid-career hires don't have a system to integrate them to Penn.

- Other issues that were discussed include: women falling off the tenure track, women and minority faculty having less access to resources, the difficulty of disseminating information on promotion criteria, the implications of Penn's system of bringing in outside faculty "stars," and concerns of support for LGBT faculty.

SEC members discussed the following possible solutions: flexible policies concerning the tenure clock that are equitable allowing faculty to work part-time for a period and then re-enter as full-time, flexible policies for sabbatical use, and changing the recruitment atmosphere so there is more risk taking.

Abramson Cancer Center Seed Money Grants

The Abramson Cancer Center of the University of Pennsylvania announces the availability of three types of seed money grants for faculty to conduct cancer-related research projects:

- American Cancer Society Institutional Research Grant (ACS IRG)
- Cancer Center Pilot Projects Program
- ACC/CFAR HIV-Associated Malignancies Research

Name of Grant	Eligibility	Amount of Grant	Deadline
ACS IRG	Junior faculty who do not currently hold a national research grant	Up to \$30,000	January 15, 2010
Cancer Center Pilot Projects	All faculty	Up to \$25,000	January 15, 2010
HIV-Associated Malignancies Research	All faculty	Up to \$40,000	February 1, 2010

Application materials are available at www.penncancer.com/grants

Questions concerning application submission for *ACC Pilots* and *ACS IRG* can be directed to: Aprille McCoy, Scientific Coordinator, Abramson Cancer Center of the University of Pennsylvania, Telephone: (215) 662-3912, admccoy@exchange.upenn.edu

Questions concerning application submission for *ACC/CFAR HIV-Associated Malignancies Research* can be directed to: Ashley Sonson, Administrative Coordinator, Penn CFAR, asonson@mail.med.upenn.edu

—Abramson Cancer Center of the University of Pennsylvania

Penn, Georgia Collaboration to Expand Pathogen Database

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- The congenital pathogen *Toxoplasma gondii*, a leading source of neurological birth defects. *Toxoplasma* and *Neospora caninum* are also economically important as sources of congenital infection in farm animals.

- *Trichomonas*, a widespread cause of vaginitis in women.

- The parasites responsible for kala azar (*Leishmania*), African sleeping sickness (*Trypanosoma brucei*), and Chagas disease (*Trypanosoma cruzi*), which have been incorporated into this resource with support from the Bill & Melinda Gates Foundation.

The EuPathDB database is one of four Pathogen Bioinformatics Resource Centers supported by the NIH and is directed by principal investigator Dr. David S. Roos, E. Otis Kendall Professor of Biology in the School of Arts and Sciences at Penn. Co-investigators include Dr. Christian Stoeckert of the School of Medicine at Penn and Dr. Jessica Kissinger of the University of Georgia. Dr. Roos and Dr. Stoeckert are also affiliated with the Penn Center for Bioinformatics and the Penn Genome Frontiers Institute, and Dr. Kissinger with the Center for Tropical and Emerging Global Diseases.

Understanding the genes of an organism and how they are expressed is a critical first step in preventing or treating disease. EuPathDB provides researchers with a database that catalogues every accessible step in the chronicle of disease pathogenesis. This database and its component websites have been used by more than 42,000 scientists over the past six months, from more than 100 countries worldwide. Meeting presentations and workshops help to ensure effective use of this resource by the scientific community.

Advances in genome technology have dramatically increased both the scale and scope of information now available for human pathogens. For example, the first *Plasmodium* parasite genome sequence was completed in 2002 after six years of work and a cost of \$35 million. Scientists can now sequence additional strains of the parasite in just a few days for a few thousand dollars but the raw data for a single genome can generate terabytes of data, easily overwhelming a personal computer. Additional large-scale datasets supported by EuPathDB include DNA sequence polymorphisms from the wider population, chromosomal modifications, comprehensive studies on RNA transcription and protein expression, analysis of protein-protein interactions and metabolic pathways.

Consider a researcher working to develop a malaria vaccine. First, this scientist must identify which genes are active when the parasite is living in a human host, rather than when it lives in the mosquito. They must then determine which of those genes encodes protein antigens likely to be recognized by the immune system. By taking all of these factors into account—plus many more—the researcher can narrow the many thousands of genes in the parasite genome down to a few dozen candidates for further testing.

"It has been remarkable to witness the rapid growth of biomedical research in recent years, fueled by the genomic revolution," said Dr. Roos, "and it is particularly gratifying to see the impact of bioinformatics tools such as EuPathDB. By integrating diverse sources of information—all the genes in the genome, all the proteins in the cell, all patient responses in a population—these databases offer great promise for improved human health."

Deaths

Mr. Browne, Trustee and Overseer



Christopher Browne

Christopher H. Browne (C'69), Charter Trustee and SAS Board Chair Emeritus, passed away December 13, at the age of 62.

Beginning with his days as an undergraduate history major, Mr. Browne was actively engaged with the University for more than 40 years. In all of his involvements, Mr. Browne brought an unwavering commitment to Penn and a wide-ranging mix of personal, academic and professional interests.

First elected as a member of the Board of Overseers of the School of Arts and Sciences in 1982, Mr. Browne was named chairman of the board in 1999 and held that position for a decade. He was then appointed Chair Emeritus. He was honored with the SAS Dean's Medal in March 2009. Mr. Browne became a member of the Board of Trustees in 1991 and a charter trustee in 2001. During his 18 years as a trustee, Mr. Browne impacted Penn through service on a wide range of Trustee committees, including the Executive, Academic Policy, Budget and Finance, Compensation, and Facilities and Campus Planning Committees; the Investment Board and the Proxy Subcommittee. Mr. Browne also served as a co-chair of Penn's *Making History* Campaign. He was president of the Penn Club of New York and a member of the Board of Directors of Penn Alumni, where he served on the Nominations and Programming Committees.

Mr. Browne also will be remembered for his generosity to Penn. In 2007, he made a gift of \$15 million to the School of Arts and Sciences—the largest single gift ever made to SAS—to fund five prestigious professorships. This commitment followed a \$10 million gift from Mr. Browne to SAS in 2000, also to endow five professorships. Mr. Browne created these chairs, known as the Browne Distinguished Professorships, to embody his firm belief that academic distinction should be defined by exceptional research, superior teaching, and a dedication to making Penn a leading forum for open dialogue.

Mr. Browne's other leadership gifts to Penn included naming the Christopher H. Browne Center for International Politics in SAS, establishing the Christopher H. Browne Trustee Scholarship, and making a generous contribution for the construction of the Carolyn Lynch

Laboratory.

Mr. Browne spent his entire career at the private investment firm of Tweedy, Browne Company LLC, where he was a managing director and a member of the firm's management committee. He also served as president of the Tweedy, Browne Funds, a mutual funds group, and was a general partner in TKB Partners and Vanderbilt Partners. A frequent speaker on behavioral psychology and financial decision-making, he served on the faculty of Harvard's John F. Kennedy School of Government's program in Investment Decisions and Behavioral Finance. In 2006, he authored *The Little Book of Value Investing*.

Mr. Browne devoted himself to a host of causes and hobbies. He was an amateur architect and landscape architect. He was a member of the Council on The National Trust for Historic Preservation and served on the Board of Directors of the Institute of Classical Architecture, where he spoke on "The Client's Perspective on Designing a Country House and Garden." In 2000, he acquired an extensive collection of more than 2,000 volumes of rare and out-of-print books on architecture, furniture, and the decorative arts. He was also a trustee at The Rockefeller University, where he served on the Executive Committee and as chair of the Development Committee and the Nominating and Governance Committee. At Rockefeller, he established the Christopher H. Browne Center for Immunology and Immune Diseases in 1997. He was a member of the New York City Council of the Brookings Institution, a board member of the Paley Center for Media in New York, and a trustee of the Long Island Chapter of the Nature Conservancy and of Guild Hall, a regional arts and education center in East Hampton, New York.

Mr. Browne is survived by his partner, Andrew S. Gordon (C'83).

A memorial service for Mr. Browne will be held on campus in February. The Rockefeller University is also planning a memorial in New York in late winter. Further information will be published in *Almanac*.

To Report A Death

Almanac appreciates being informed of the deaths of current and former faculty and staff members, students, and other members of the University community. Call (215) 898-5274 or e-mail almanac@upenn.edu.

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

Planned Data Center Outage for Preventive Maintenance

A Data Center outage will occur on Sunday, January 10: many networked applications and services will be unavailable.

The University Data Center, which houses a number of critical University applications and services, will be taken off-line at 12:01 a.m. on Sunday, January 10, for preventive maintenance of electrical systems. We are reserving 12 hours for the outage, until noon on Sunday, though service may be restored somewhat earlier.

During the outage, many central University applications and services will be unavailable, such as BEN applications, research applications, voicemail for traditional analog phones, Blackboard course management, the Franklin catalog, and the applications accessible through U@Penn and the student portal. A list of ISC-managed applications and services affected by the outage will be available at www.upenn.edu/computing/januaryoutage/. Resources managed by other University organizations will be added to the list as information becomes available.

Important ISC services that will remain available include central e-mail services (Exchange and Zimbra), the central web service (www.upenn.edu), and wireless services (AirPennNet and AirPennNet-Guest). Regular wired PennNet, PennNet Phone, PennNet Phone voicemail, and traditional analog phone services will be available except in a handful of buildings affected by the outage: 3401 Walnut (including the shops), Van Pelt-Dietrich Library Center, Annenberg Center, Annenberg School, Franklin Building, Franklin Annex, 3615 Locust Walk and the Jaffe Building.

Preventive maintenance of the electrical service to the Data Center is critical to ISC's ability to continue to provide the 24/7 access upon which the Penn community relies. Postponing maintenance is, unfortunately, not an option, as it carries the very real risk of an unplanned disruption that would require extensive emergency recovery time and could have severe consequences for some network-dependent services.

The very difficult decision to proceed on January 10 was made following consultation with many constituencies across the University and careful consideration of many conflicting factors. There is, unfortunately, no "right" time for everyone, and we acknowledge that the outage may cause inconvenience for some. We will do everything we can to ensure that it is as brief as possible.

Thank you for your understanding of this necessary, albeit unwelcome, interruption of service. If you have any questions or concerns, please contact your Local Support Provider (LSP). If you don't know who your LSP is, please see www.upenn.edu/computing/view/support/.

—Robin Beck, Vice-President,
Information Systems and Computing

Penn and Milken Family Foundation: Global Business Plan Competition to Improve Education

The University of Pennsylvania Graduate School of Education has teamed up with the Milken Family Foundation to launch the Milken-Penn GSE Prize for Business Plans in Education, the first competition specifically aimed at stimulating entrepreneurship and addressing challenges in education, developing innovative solutions that boost student achievement and strengthening school effectiveness.

The Milken-Penn GSE Prize will solicit submissions from around the world designed to tackle the biggest issues at all levels of education, pre-kindergarten through post-graduate and will offer

a first-place award of \$25,000 and a second-place prize of \$15,000.

"More money is spent on education than on health care in the US but with little results," Doug Lynch, vice dean of Penn's Graduate School of Education, said. "Innovation and entrepreneurship can address problems in education. We're excited to see what great ideas will come from this competition."

"The Milken-Penn GSE Prize for Business Plans in Education is designed to challenge the status quo and transform the education space," said Gregory Milken, a member of Penn GSE's

Board of Overseers and the Milken Family Foundation board of trustees. "This competition will create opportunities for entrepreneurs, educators and, ultimately, students."

Supporting Penn GSE and the Milken Family Foundation in this business-plan competition are Penn's Wharton School and Fels Institute of Government.

Based in Santa Monica, California the Foundation has been an innovator in education reform since 1982.

Additional information is available at www.gse.upenn.edu/entrepreneurcomp.

Honors & Other Things

TIME's Top Ten Medical Breakthroughs of 2009: Penn Medicine & CHOP

TIME magazine included research from a team of Penn Medicine and CHOP autism genetics experts among its Top Ten Medical Breakthroughs of 2009. The team first reported that multiple gene variants, both common and rare, may raise the risk of autism spectrum disorders (ASDs) in the journal *Nature* in April. In June, Penn Medicine autism genetic experts announced that they had identified an additional 27 genetic variations where missing or extra copies of DNA segments were found in children with ASD.

The research teams include Dr. Gerard Schellenberg, professor of pathology and laboratory medicine; Dr. Maja Bucan, professor of genetics; as well as Dr. Hakon Hakonarson, director of the Center for Applied Genomics at CHOP and associate professor of pediatrics at Penn, among others.

View the TIME magazine article online at <http://bit.ly/8IS5eW>

DPS No. 1 in Safety

For the third year in a row, Penn's Division of Public Safety was recognized as the number one institution for safety in the University & College category among the top security organizations, as ranked in *Security Magazine* survey. Maureen Rush, vice president of public safety said, "Campus safety is a shared responsibility. We offer many resources to our campus community, including walking escorts and informational programs to educate everyone on campus about staying safe."

Neuroscience of Brain Disorders Award



Rita Balice-Gordon

Josep Dalmau

Dr. Rita Balice-Gordon, professor of neuroscience, and Dr. Josep Dalmau, professor of neurology, both of the School of Medicine, have been awarded the McKnight Neuroscience of Brain Disorders Award for 2010. Drs. Balice-Gordon and Dalmau discovered that some diseases, which patients have been told have no cure, can be attributed to disorders of the immune system. They were recognized for their research project, "Cellular, Synaptic and Circuit Mechanisms of Autoimmune anti-Glutamate Receptor Disorders of Memory and Cognition." The McKnight Endowment Fund for Neuroscience provides grants to projects exploring the biology of neurological and psychiatric diseases.

Book Prize: Dr. Cnaan

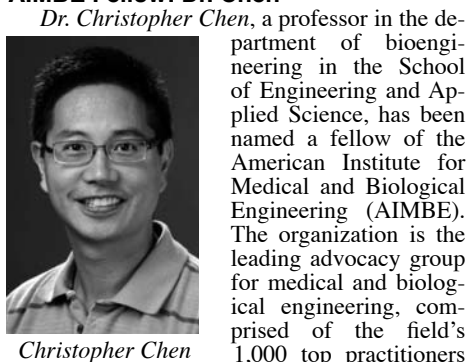
Handbook of Community Movements and Local Organizations by the School of Social Policy & Practice's Ram A. Cnaan and Carl Milofsky of Bucknell University, is the winner of the 2009 Virginia Hodgkinson Research Prize Award. The prize is given annually in recognition of a book

that informs nonprofit policy and practice. Dr. Cnaan is the associate dean for research at SP2.

Lifetime Achievement Award: Dr. Beck

Dr. Aaron T. Beck, emeritus professor in the department of psychiatry, has been presented with the Anna-Monika Prize by the Anna-Monika Foundation. The prize, awarded every two years, is presented for advancing knowledge of the biological structure and functional disturbances of depression. Dr. Beck, also known as the father of Cognitive Therapy, was honored for his lifetime achievement in defining the cognitive biases and distorted interpretations of events, which represent the core psychological problem in depression and contribute to its symptoms, and using this knowledge to develop cognitive therapy. He also serves as director of the Psychopathology Research Unit (PRU).

AIMBE Fellow: Dr. Chen



Christopher Chen

Dr. Christopher Chen, a professor in the department of bioengineering in the School of Engineering and Applied Science, has been named a fellow of the American Institute for Medical and Biological Engineering (AIMBE). The organization is the leading advocacy group for medical and biological engineering, comprised of the field's 1,000 top practitioners in academia, industry and government. Members work daily throughout the technical and management spheres of medicine, academia, industry and government—leading the way in technological advancement, advocating for public policies that facilitate further progress and preparing young scientists and engineers to build on that progress in the decades to come.

Taylor Prize: Dr. FitzGerald

Dr. Garret FitzGerald, McNeil Professor in Translational Medicine and Therapeutics at the School of Medicine; chair of the department of pharmacology; and director of the Institute for Translational Medicine and Therapeutics, received the J. Allyn Taylor International Prize in Medicine last month. Supported by the Robarts Research Institute at the University of Western Ontario, the award annually recognizes the world's leading medical researcher. Dr. FitzGerald was recognized for his contributions to the development of low-dose aspirin for the prevention of heart disease and being one of the first investigators to predict and explain the cardiovascular hazard from nonsteroidal anti-inflammatory drugs.

Wilhelm Award: Dr. Gorte

Dr. Raymond J. Gorte, the Russell P. and Elizabeth C. Heuer Professor of Chemical and Biomolecular Engineering and professor of materials science and engineering in the School of Engineering and Applied Science, was presented with the R.H. Wilhelm Award in Chemical Reaction Engineering. The award is sponsored by ExxonMobil Research & Engineering Company and presented by the American Institute of Chemical Engineers (AIChE). The award is presented to leaders and innovators in the chemical engineering field.

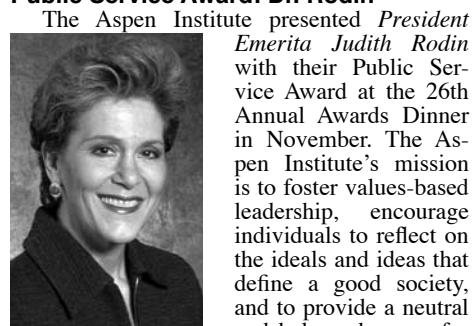
Pioneer America Society Award: Dr. Greene

Dr. Ann N. Greene, undergraduate coordinator and lecturer in the department of the history and sociology of science, won the 2009 Fred B. Kniffen Book Award from the Pioneer America Society (PAS) for her book *Horses at Work: Harnessing Power in Industrial America* (Harvard University Press, 2008). According to the PAS, "The award recognizes the best-authored book in the field of North American material culture."

US Ambassador to Germany: Mr. Murphy

Philip D. Murphy, a former member of the advisory board for the Huntsman Program, was confirmed by the US Senate as US Ambassador to the Federal Republic of Germany in August and presented his credentials in September. Mr. Murphy is also a Penn graduate, earning his MBA from Wharton in 1983.

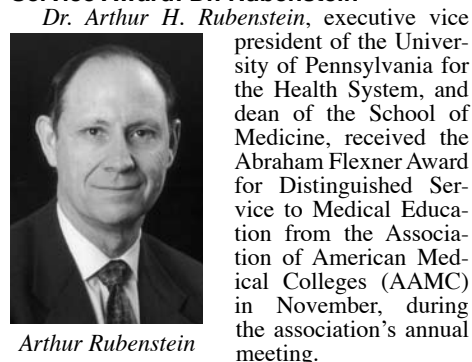
Public Service Award: Dr. Rodin



Judith Rodin

The Aspen Institute presented *President Emerita Judith Rodin* with their Public Service Award at the 26th Annual Awards Dinner in November. The Aspen Institute's mission is to foster values-based leadership, encourage individuals to reflect on the ideals and ideas that define a good society, and to provide a neutral and balanced venue for discussing and acting on critical issues. Dr. Rodin is president of the Rockefeller Foundation.

Service Award: Dr. Rubenstein



Arthur Rubenstein

Dr. Arthur H. Rubenstein, executive vice president of the University of Pennsylvania for the Health System, and dean of the School of Medicine, received the Abraham Flexner Award for Distinguished Service to Medical Education from the Association of American Medical Colleges (AAMC) in November, during the association's annual meeting. The Flexner Award recognizes extraordinary individual contributions to medical schools and to the medical education community as a whole. According to the AAMC, "Dr. Rubenstein's career epitomizes what Abraham Flexner envisioned for the future of US medical education, with a greater emphasis on research, an integrated, institutional focus on learning, and a joy for the university environment and academic medicine as a profession."

Communication Award: ISC's PennConnect DVD

Information Systems & Computing announced that the *PennConnect Spring 2009 DVD* has been awarded the 2009 ACM SIGUCCS (Special Interest Group on University & College Computing Services) Communication Award, which recognizes excellence in developing useful and attractive publications. Each summer, fall, and spring, ISC releases

the *PennConnect DVD*, which contains recommended networking and antivirus software for students, staff, and faculty. The *PennConnect DVD* was judged to be “very impressive . . . lego blocks throughout and use of color changes . . . with information extremely well-thought-out, effective and cohesive . . . for new users, it was very easy to follow the instruction and go back if necessary . . .” This is the fourth year ISC’s team has won this award.

PA Superintendent of the Year: Dr. Sichel

Dr. Amy Sichel (GrEd’81), who leads Montgomery County’s Abington School District and is an adjunct associate professor in Penn’s Graduate School of Education, has been named Pennsylvania Superintendent of the Year by the Commonwealth’s association of school administrators. She was praised for her role in closing the achievement gap between white and minority students in the district while maintaining a high level of achievement for all students. She was also recognized for her ability to balance fiscal responsibility while maintaining quality education. Accepting the honor, Dr. Sichel said, “This award gives proof that our teachers, parents, faculty and school directors are truly amazing. This is not my award, but our award.”



Amy Sichel

Pathology Case Editorial Boards: Dr. Tomaszewski

Dr. John E. Tomaszewski, professor of pathology and laboratory medicine in the School of Medicine, has become a member of the newly established PathXchange.org’s Case Editorial Boards (CEB). PathXchange.org is a global online pathology community for over 20 pathology subspecialties to promote online participation and to ensure quality content in the portal. The PathXchange CEB will be responsible for reviewing individual case submissions, selecting a “Case of the Week” to spotlight on the website and promoting the portal in their respective communities.

Bray Founders Award: Dr. Wadden

Dr. Thomas A. Wadden, professor of psychology in psychiatry at the School of Medicine and the director of the Center for Weight and Eating Disorders, was presented with the George A. Bray Founders Award at the Annual Scientific Meeting of the Obesity Society in October. The award recognizes an individual for significant contributions that advance the scientific or clinical basis for understanding or treating obesity and for extensive involvement with The Obesity Society. Recipients receive a \$1,000 cash prize.



Thomas Wadden

Joseph Wharton Awards Dinner 2009

Jeffrey Fluhr (W’96, EN’96) was awarded the Joseph Wharton Award for Young Leadership for demonstrating the “greatest potential for leadership and lasting impact.” Mr. Fluhr was the co-founder of StubHub, the online ticket marketplace, and served as CEO until the company’s sale to eBay for \$310 million in January 2007.

George A. Weiss (W’65) was presented with the Joseph Wharton Award for Social Impact, given to the Wharton alumnus who has had the greatest impact in public service, social enterprise, and philanthropy. Mr. Weiss is the founder of Say Yes to Education, an organization committed to providing support to at-risk children and their families. Mr. Weiss serves as University Charter Trustee of Penn and chairs the Committee on Undergraduate Financial Aid.

Robert S. Kapito (W’79), president and director of leading investment management firm Blackrock, was awarded the Joseph Wharton Award for Leadership. This award is presented to the Wharton alumnus who embodies the highest standards of leadership in both business and society. Mr. Kapito serves as a member of the Board of Trustees of Penn and serves on the boards of many other non-profit organizations.

Ralph J. Roberts (W’41, Hon’05) received the Joseph Wharton Award for Lifetime Achievement, given to a Wharton alumnus who has tremendous positive and sustained impact on business and society over the course of their career. Mr. Roberts is the founder and chairman emeritus of Comcast Corporation. He serves on the Penn Medicine Board of Trustees and the Board of the University of Pennsylvania Health System.

The Arts & the City Year Arts Grants Program: February 1

The Arts & the City Year Arts Grants Program supports projects that offer opportunities to create, participate in, and learn about the arts on campus and in Philadelphia. Projects will be considered if they increase the number of students who experience arts and arts resources at Penn and/or in Philadelphia or are collaborations with local artists and local arts venues to promote undergraduate learning through the arts.

The Grants Committee will evaluate applications based on the quality and innovation of the project and its potential to engage and involve both the Penn and Philadelphia communities. While previous experience in the arts is not a requirement for funding, the committee will consider an applicant’s ability to realize the project.

Multi-disciplinary and/or collaborative projects between Penn organizations and schools are encouraged. Project leaders are encouraged to reach out to other schools and departments, especially to share expertise, networking opportunities, and invite lists.

Eligibility

- You must be a current University of Pennsylvania student, faculty, or staff member, or a group comprised of at least 80% current University of Pennsylvania students.
- You may apply as an individual student or as the representative of a student organization.
- Faculty and staff projects must engage students as the primary participants.
- For groups that are not formally registered with the Office of Student Life and recognized and funded by the Student Activities Council, a sponsoring Penn department or program is required.

- Funding will be not given for proposals submitted after the activity has taken place.
- Incomplete applications will not be considered.

Deadlines and Submission

Proposals will be considered on a rolling basis but no later than: February 1, 2010 for spring term projects (February 2010 to April 2010)

All applications should be submitted electronically to: Arts & the City Grants Committee, c/o Dr. Michael Ketner, mketner@sas.upenn.edu

Please use the subject heading “Arts and the City Year Arts Grant Application.”

Guidelines

- The final project must be accessible to the entire Penn community (anyone from Penn’s campus must be able to participate and/or attend).
- Grants can be up to \$750.
- Applicants may request funding for the following project expenses: Materials, transportation, equipment, publicity, facilities, fees, and payment to professional performers or technical assistants. Requests for travel or accommodation expenses for individual applicants are rarely funded, and applicants will be encouraged to rent or borrow equipment whenever possible.
- Applicants may not request funding for: Food and beverages or reception costs, stipends for their own time or work in creating the project, events designed as fundraising efforts for other non-profit organizations, routine curricular activities, or annual funding.
- Students involved in the project cannot receive academic credit from any institution or

department for the project. This includes senior theses and senior projects.

- Please submit a thorough and professional application, including logistics, resources needed, and any details that have already been confirmed, as well as the following information:

1. Name of student group or individual student applying;
2. Name, campus address, e-mail, phone, and position for contact person and/or sponsoring faculty, program, or student group;
3. Name, date, time, and location of the activity (if applicable);
4. Number of students participating in the project and expected audience size (if applicable);
5. Brief description (up to 250 words) of the proposed activity and how it meets the grant criteria;
6. Location of the proposed project or event (applicant is responsible for all appropriate clearances);
7. Total amount of funding requested, list of other sources of funding, and itemized budget. If proposed activity is part of a larger activity (such as a campus-wide event or conference), provide a brief budget summary for the entire project;
8. University account number of sponsoring organization, department, program or student group, as well as the name, e-mail, and phone number of the person responsible for that account’s funds;
9. List of contacts for any non-Penn groups involved in the collaboration.

One Step Ahead

Security & Privacy
Made Simple

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

Secure Remote Solutions

It's holiday time, and many people all over the world are looking forward to a well-deserved break from work. But let's be real—an awful lot of people will still be working—and quite often from home or from a vacation spot.

Working with confidential University data—which includes most personally identifiable data and operational data—must be done responsibly. And working from home or other non-Penn locations needs even more attention because you have left the Penn-managed computing environment.

To protect the privacy and security of confidential University data, and to ensure that this data will remain available to you, bear in mind that the data you are working with is only as secure as the machine you are working on.

- If you are using your own home machine, make sure that you have updated antivirus software and security patches and utilize a firewall. An easy way to do so—and strongly recommended—is to use Penn's security suite on the Penn Connect CD. See www.upenn.edu/computing/pennconnect/about.html.

- If possible, use a Penn-managed laptop protected by a strong password and other security controls. The security suite will be built in.

- Regardless of the machine you are working on—make sure it is used responsibly. You and others using the machine may unwittingly compromise security by clicking on the harmful popups or opening the harmful attachments.

- Do not use public machines in libraries or Internet cafes—or other machines whose security level is unknown—to access confidential University data.

- Do not keep Penn data on your laptop or your home desktop. Instead, use secure remote access to log onto Penn's secure servers to access data.

- If you must keep data on a laptop or home machine, keep it encrypted.

- Don't think you can "get around" the problem by keeping data on your USB or flash drive. These drives are very easy to lose and can be easily stolen. If you are using portable storage media, again make sure the data is encrypted.

Talk to your Local Support Provider about the best work-at-home solution for you. Pin down the security issues in advance—and protect yourself from a major headache that will really make you want a vacation.

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

A Retirement Plan Change for New Faculty and Staff

Penn is committed to offering a retirement program that's competitive and helps the University attract and retain the best faculty and staff. In today's economy, we're also doing what we can to contain costs while maintaining Penn's position as a top workplace. With all of this in mind, we're announcing a change to the Tax-Deferred Retirement (TDR) Plan that will affect faculty and staff hired on or after January 1, 2010.

Those hired on or after January 1, 2010 will become vested in Penn's contributions to the TDR Plan after three years of employment. Being vested means that the individuals own the money in their accounts completely, even if they leave the University. Employee contributions (the funds the faculty or staff member contributes) will continue to be immediately vested.

University contributions will still start being credited to the faculty or staff member's account

once the TDR's one-year waiting period is completed (or immediately if a prior service credit waiver is granted). However, if the individual leaves Penn before completing three years of service, any contributions Penn has made to the TDR account will be forfeited.

It's important to note that Penn's retirement benefits remain competitive—the benefits themselves aren't changing. Penn contributes to the TDR account even if the faculty or staff member doesn't put in any of his/her own money; if the individual does contribute, Penn also matches the contributions dollar-for-dollar up to 5%. Therefore, faculty and staff who contribute the full 5% will get a total of 6.5–9% of base salary from Penn, depending on their age.

For more information on the new vesting rule or if you have questions about Penn's retirement plans, contact the Penn Retirement Center at 877-PENN-RET (877-736-6738).

Reach Your Retirement Goals with Pre-Tax Contributions

Have you thought about your retirement goals lately? With the end of the tax year approaching, there's limited time left to maximize your pre-tax retirement plan contributions for 2009. Pre-tax savings have less of an impact on your paycheck than you might think, since you don't pay federal income taxes on the money you're putting away until you actually take the money out of your account. The sooner you start saving, the better—and it's never too late to start.

For calendar year 2009, your pre-tax contributions generally cannot exceed \$16,500, but this amount may be higher if you are at least 50 years of age and/or have at least 15 years of service with the University. These limits will remain the same for calendar year 2010.

Managing your retirement benefits is easy—just visit www.hr.upenn.edu/Benefits/Retirement. This site also provides information about contribution limits, successful strategies for meeting your retirement goals, and more. If you'd like additional information, contact the Retirement Call Center at 877-PENN-RET (877-736-6738) from 8 a.m.–5 p.m., Monday through Friday.

Human Resources: Upcoming Programs

Professional and Personal Development

Improve your skills and get ahead in your career by taking advantage of the many development opportunities provided by Human Resources. You can pre-register for programs by visiting the online course catalog at www.hr.upenn.edu/coursecatalog or by contacting Learning and Education at (215) 898-3400.

Essentials of Management; Begins January 8; multiple dates with varying times; \$250.

A successful manager knows how to create and maintain a positive work environment. But it often requires continuous learning and honing of skills. If you're a Penn manager, this program is for you. Learn the most effective management skills as well as the Penn policies necessary for a successful and productive workplace. You'll be part of a cohort of fellow managers who can provide invaluable peer experience and support. This program is offered over a five-month period and requires approximately 30 hours of participation. All participants have the opportunity to complete a 360-degree assessment instrument and interpret those results with an executive coach.

Brown Bag Matinee—If Looks Could Kill; January 13; noon–1 p.m.; free.

This video explores the ways that behavior can be a powerful tool—or a dangerous weapon. We can act for the good of everyone, or we can attack with negative behavior. Find out why an individual can be pleasant to one person, then offensive to another, simply in response to that person's behavior.

Managing Cultural Conflict; January 14; noon–1 p.m.; free.

Miscommunication across different cultures often leads to intercultural conflict. Individuals coming from different cultural communities bring


with them different values, expectations, verbal and nonverbal habits, and behaviors that can lead to conflict. In order to bridge the cultural gap, it's important to understand the multicultural context in which behavior is learned and displayed. This program will teach you the three dimensions of multicultural competence: awareness, knowledge, and skills. You'll also learn how to develop your own professional skills and abilities through better understanding of the multicultural environment in which we live and work.

Career Focus Brown Bag—All About Networking; January 27; noon–1 p.m.; free.


Ever wonder what networking is and why it's important? Creating and maintaining a strong network can help you advance professionally and personally, but it's not always easy. This workshop will teach you the ABCs of networking. You'll gain a better understanding of what networking is (and isn't), how to network effectively, and how to overcome a reluctance to approaching people you don't know.

—Division of Human Resources

Almanac On-the-Go: RSS Feeds

 Almanac provides links to select stories each week there is an issue. Visit Almanac's website, www.upenn.edu/almanac for instructions on how to subscribe to the Almanac RSS Feed.

Subscribe to 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.

Did You Know?

"Did You Know" is a monthly series that includes valuable tips to help you get the most out of the benefits and services offered by the Division of Human Resources.

The ABCs of Health Care

Understanding every facet of today's health care system can be daunting. But it's important for you to familiarize yourself with some of the standard terminology used in the health care industry, especially when it can save you money. For instance, using a capitated site when you receive medical services is important, but first you need to know what that means.

Used in HMO (Health Maintenance Organization) plans, capitation is the amount of money the plan pays your primary care physician (PCP) each month as a prepayment for prescribed medical services. A capitated site refers to the location your PCP has designated as his or her x-ray and lab site, or to the location of other providers who fall under his or her capitation. For example, when your PCP prescribes lab work for you, you should have it done at a location where he or she is capitated. Otherwise, you'll be responsible for the full cost of the service.

The same holds true when you visit a specialist—any testing or treatment your specialist recommends must be completed at your PCP's capitated site, or it will not be covered. Remember to always confirm all capitated sites with your PCP before using them.

If you have more specific questions about Penn's health care benefits, visit the Human Resources website at www.hr.upenn.edu/benefits or contact the Penn Benefits Center at 888-PENN-BEN (888-736-6236).

—Division of Human Resources

Maintain, Don't Gain

The holidays are in full swing, which also means the onset of tempting food everywhere. But we can help you avoid those extra calories and still enjoy the season. For those of you registered in the Maintain, Don't Gain holiday weight maintenance program, post-holiday weigh-ins will be held on the following dates:

January 5, 2010

10–11:45 a.m., *Nursing

12:15–2 p.m., *SEAS

January 6, 2010

10–11:45 a.m. *Wharton

12:15–2 p.m., *Business Services

* Room information is available upon registration

Questions? Visit the Maintain, Don't Gain website at www.hr.upenn.edu/Quality/Wellness/MaintainDontGain.aspx, or contact Human Resources at (215) 898-5116 or suz.smith@upenn.edu.



Now through May, the Penn Museum will present *The Goodlands: Young Photographers Inspiring Hope in North Philadelphia*, a selection of more than 40 color photographs of people and places in the community, including the one above, taken between 2000 and 2009 by neighborhood children aged 5 to 13. The photography exhibition, on view in the Museum's Kress gallery, challenges stereotypes and negative biases by highlighting hopeful images in the local community.

Happy Holidays!
and
Happy New Year!

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 **December 7-13, 2009**. Also reported were 22 crimes against property (including 16 thefts, 4 burglaries, 1 case of fraud and 1 act of vandalism). Full reports are available at: www.upenn.edu/almanac/volumes/v56/n16/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 **December 7-13, 2009**. 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.

12/08/09	1:55 AM	400 S 40th St	Male cited for public urination
12/09/09	2:42 AM	600 University Ave	Male driving under the influence/Arrest
12/11/09	1:10 AM	3900 Sansom St	Intoxicated driver arrested
12/12/09	2:26 AM	1 S 38th St	Male driving under the influence/Arrest
12/12/09	5:58 AM	4000 Pine St	Female cited for curfew violation
12/12/09	11:23 AM	3200 Market St	Male wanted on warrant/Arrest
12/13/09	11:56 AM	51 N 39th St	Male causing disturbance/Arrest

18th District Report

4 incidents with no arrests (including 2 robberies and 2 aggravated assaults) were reported between **December 7-13, 2009** by the 18th District covering the Schuylkill River to 49th Street & Market Street to Woodland Avenue.

12/07/09	9:00 PM	5044 Sansom St	Aggravated Assault
12/09/09	12:00 AM	4900 Greenway Ave	Robbery
12/11/09	4:46 PM	4800 Market St	Robbery
12/13/09	9:48 AM	3400 Chestnut St	Aggravated Assault

Almanac Offices: New Location

Almanac has relocated its offices to the second floor of 3910 Chestnut Street/3111.

The main phone number and fax number will remain the same.

Almanac Schedule

This is the last issue for the fall semester. After the Winter Break, weekly publication will commence on Tuesday, January 12. The deadline for that issue is January 5. The deadline for the February AT PENN calendar is January 12. *Almanac's* 2009-2010 publishing schedule is available online, www.upenn.edu/almanac/issues/vol56.html

CLASSIFIED—UNIVERSITY

RESEARCH

Would you like to lose weight and get treatment for depression? The University of Pennsylvania's Center for Weight and Eating Disorders is offering a 16-week research study that combines psychotherapy for depression with a lifestyle modification program for weight loss. You may be eligible if you are 18-70 years old, overweight or obese, and have a low mood or a diagnosis of depression. Compensation for time and travel available. Call (215) 746-7342 for more information.

Interested in losing weight? A research study at the Penn Sleep Center aims to understand how the size of airway structures affects your chance of having sleep apnea, a breathing disorder. Participants attend a 24-week weight loss program, and undergo several non-invasive tests before and after the program. For each test, you will receive \$100. The weight loss treatment is free of charge. For more information, please call (215) 662-3189.

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

Almanac is not responsible for contents of classified ad material.

Almanac

3910 Chestnut Street, 2nd floor
Philadelphia, PA 19104-3111
Phone: (215) 898-5274 or 5275 FAX: (215) 898-9137
E-Mail: almanac@upenn.edu
URL: 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, color, sex, sexual orientation, gender identity, religion, creed, national or ethnic origin, citizenship status, age, disability, veteran status or any other legally protected class status in the administration of its admissions, financial aid, educational or athletic programs, or other University-administered programs or in its employment practices. Questions or complaints regarding this policy should be directed to the Executive Director of the Office of Affirmative Action and Equal Opportunity Programs, Sansom Place East, 3600 Chestnut Street, Suite 228, Philadelphia, PA 19104-6106; or (215) 898-6993 (Voice) or (215) 898-7803 (TDD).



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From the President

Economic Update

Dear Members of our University Community:

As 2009 comes to a close, I want to express my thanks and appreciation for how well the Penn community has responded to the challenges posed by these difficult economic times. I am grateful for the contributions and sacrifices made by our faculty, staff, students, alumni, and parents, which have enabled Penn to maintain its momentum. With this in mind, I also write you today to provide an update on the University's financial state, and to explain the steps we intend to take in 2010 to ensure we remain fiscally sound and academically vibrant.

I am especially pleased to report that, in spite of the global economic crisis, our academic and administrative successes over the past year position Penn at the forefront of higher education. Through exemplary teamwork, financial discipline and a shared commitment to Penn's highest priorities, we have been able to withstand the worst of the economic turmoil and to look forward to moving ahead on our core priorities.

In the year since we introduced University-wide cost-containment initiatives, we have achieved (through October) \$56.2 million in savings in the following ways:

- \$18 million saved through curtailing reclassifications, salary adjustments, and overtime;
- \$30.3 million saved through the delay or cancellation of capital projects that did not have definitive funding plans in place; and
- \$7.9 million saved in reduction of discretionary expenses such as travel and entertainment.

In addition, we have streamlined our operations and restructured for efficiency by renegotiating contracts, enhancing our procurement processes, reducing our information technology costs and charges, and identifying ways to reduce our energy consumption. Our 12 schools have likewise achieved savings through their own school-based cost containment measures.

By achieving these economies we were able to maintain our commitments to sustaining financial aid, meeting high-priority faculty appointments, and completing strategic capital initiatives.

Because the road to full economic recovery remains long and uncertain, we would be unwise to ease our efforts now. Penn's finances are stable, but challenges in the larger economy are expected to persist for many months to come. Commercial real estate markets continue to struggle, and banks remain skittish about issuing credit. Consumer spending remains sluggish and small businesses are still bearing the brunt of the stagnation. Despite the slight decline in unemployment last month, the number of men and women out of work is still distressingly high, both nationally and in the Philadelphia region.

The higher education sector is directly affected by these pressures in a few key areas: loss of endowment values, declining philanthropy, increasing financial aid needs for students and their families, and declining public appropriations from state legislatures.

Penn's endowment lost the least proportionally of its peers in FY09. The Consortium on Financing Higher Education (COFHE) reported recently that the 31 COFHE institutions collectively experienced an average 25 percent endowment loss, totaling \$45 billion.

Like most universities, Penn has seen a marked increase in financial need among our students, due to increased unemployment and reduced earnings of their families. The number of grant-aided undergraduates at Penn has grown by nearly 10 percent over the last year.

Penn's need-based undergraduate grant expenditures are projected to increase from \$102 million last year to about \$122 million this academic year, an increase of more than 19 percent. I am proud to report that despite the strains of the recession on our aid budget, we continue to meet the full need of every student, and to review aid eligibility whenever there is a change in a family's employment situation.

Our *Making History* campaign now stands at \$2.58 billion, or 73.8 percent of our \$3.5 billion goal, which we are on track to meet in 2012. We have said from the outset that this campaign is as much about funding our core priorities and increasing participation as it is about our numerical goal. The rate of giving that we experience over the next few months for our highest priorities therefore will be a critical indicator of how the campaign will fare in FY2010. The Penn community has a stellar reputation for making financial gifts go far, and during difficult times gifts that support our highest priorities—financial aid, faculty support, and key facilities—are more important than ever.

As you know, state and local governments have suffered serious revenue shortfalls, forcing painful budget cuts. The cutbacks have affected our School of Veterinary Medicine most severely, where we are anticipating a 19.7 percent reduction in funding for FY2010 once our Commonwealth of Pennsyl-

vania appropriation is ultimately approved. Looking forward, the outlook for substantial funding from the Commonwealth in FY2011 is uncertain.

These serious economic realities, along with our strategic priorities, will continue to steer our decision-making as we enter 2010. After consultation with our Trustees, Deans, and other senior administrative leadership, we have decided to extend the University-wide cost-containment initiatives another 12 months, through June 2011, with a target of achieving a total of \$100 million in savings over the full 30-month period. We also are asking Schools and Centers to continue with their cost-containment plans.

We made this decision based on the effectiveness of the cost-containment initiatives thus far, the threat of continued external economic pressures, and the unique challenges faced by the higher education sector in fundraising, financial aid, and state funding. The areas of cost containment remain the same as I outlined in previous letters to the community: curtailing reclassifications of positions and in-grade salary adjustments (with requests for exceptions requiring senior-level review), eliminating recruitment bonuses and discretionary bonuses that are not part of established compensation plans, filling only essential open staff positions, and reducing the use of temporary employees. In addition, we will maintain our efforts to reduce non-compensation related expenditures such as travel, meals, and professional conference participation and continue our policy of proceeding only with capital projects that have a certain funding strategy.

Additionally, the salary compensation pool for FY2011 is under review and at this time we are anticipating a modest increase in accordance with the general state of the economy.

As we enter 2010, we will work to continue meeting the escalating need of our students who receive financial aid, and to keep the rate of tuition increase as low as possible. These tasks are difficult to accomplish even under the best of conditions, which is why I am particularly proud that our tuition increase for this academic year was the lowest in 41 years.

Thanks to the strong support of our Trustees and other generous donors, along with prudent financial planning, we have been able to make important progress in increasing endowed professorships as well as completing all the capital projects that we have initiated—including our expanded Music Building, Roberts Proton Therapy Center, Weiss Pavilion, Fisher Translational Research Building, our signature 24-acre Penn Park, the new Law School building on Sansom Street, and the Krishna Singh Nanotechnology Center at Walnut and 33rd, which will significantly augment our eastern gateway to campus. Support for these initiatives is among the many essential ways in which our Trustees have enabled Penn to forge ahead.

By facing up to the many challenges of our times with superb teamwork and strategic belt-tightening, Penn continues to make the most of our resources, pursuing the highest levels of excellence in teaching, research, and administration. Our classrooms resound with vibrant teaching. Our studies and labs have never been more innovative and productive. For example, to date, Penn researchers have been awarded \$163.4 million for 303 research projects through the American Recovery and Reinvestment Act, with many awards still pending. Four professors from the School of Medicine recently were elected to membership in the Institute of Medicine (IOM), one of the nation's highest honors in biomedicine. Professor Sarah A. Tishkoff, a path-breaking geneticist who holds the David and Lyn Silfen PIK professorship in our School of Medicine and School of Arts and Sciences, received the National Institutes of Health's 2009 Pioneer Award, which provides a total of \$2.5 million over five years to investigators whose approaches have the potential to produce a major impact on important problems in biomedical and behavioral research. Sarah-Jane Littleford (C'09), who has been working in our Office of Sustainability since her graduation last May, was recently awarded a Rhodes Scholarship, and Joshua Bennett (C'10) has been awarded a Marshall Scholarship.

Allow me, in closing, to express again how grateful I am to all of you for the exceptional work that you do every day to advance the standing of this eminent institution. Your efforts, both large and small, have allowed us to complete this calendar year in such good fiscal health. Because of your commitment, I know we will usher in 2010 with an unwavering sense of common purpose coupled with hard-earned optimism.

May the New Year bring you and your family health and happiness.



—Amy Gutmann