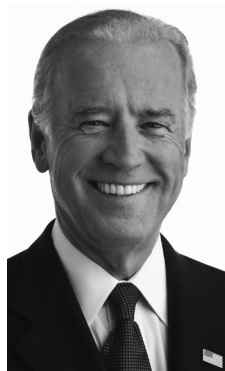


UNIVERSITY OF PENNSYLVANIA *Almanac*

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Penn's 2013 Commencement Speaker and Honorary Degree Recipients



Joseph R. Biden, Jr.

Vice President of the United States Joseph R. Biden, Jr. will be the Commencement Speaker at Penn's 257th Commencement on Monday, May 13, 2013. He and these other individuals will be presented with honorary degrees from the University of Pennsylvania.



K. Anthony Appiah



Michelle Bachelet



Ursula M. Burns



Ngozi Okonjo-Iweala

Vice President and Secretary of the University Leslie Laird Kruhly has announced the 2013 honorary degree recipients and the Commencement Speaker for the University of Pennsylvania. The Office of the University Secretary manages the honorary degree selection process and University Commencement.

See pages 4-5 for the bios of this year's honorary degree recipients.

The 257th Commencement ceremony will be streamed live over the Internet.

For University of Pennsylvania Commencement information, including historical information about the ceremony, academic regalia, prior speakers and honorary degree recipients see www.upenn.edu/commencement



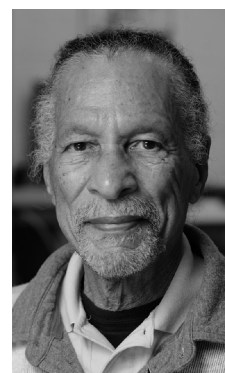
Samuel H. Preston



Ellen Mosley-Thompson



Lonnie G. Thompson



James Edward West

Penn Campaign: \$4.3 Billion, Transforming the University

After seven years of widespread support and alumni participation, the University of Pennsylvania culminated its *Making History* campaign, raising \$4.3 billion, strengthening Penn's position among the world's foremost universities, and making major breakthroughs in addressing society's most complex challenges, Penn President Amy Gutmann announced recently.

Designed to integrate fields of study with high social impact, add new state-of-the-art facilities, attract and retain exceptional faculty, and increase student aid and alumni engagement, the Campaign far exceeded expectations on each of these fronts and more. High impact areas span student financial aid, innovative interdisciplinary teaching and research, local and global engagement, and health care.

"When the Penn community comes together for a common purpose it generates remarkable transformative power," President Gutmann said. "Penn's undergraduate all-grant, no-loan financial aid policy and our graduate and professional aid—which doubled over the course of the Campaign—are ensuring educational access to a Penn education for the brightest students regardless of socioeconomic background. One out of seven Penn freshmen today will be the first in their families to graduate college, and a quarter are under-represented minorities. With new state-of-the-art facilities, our eminent faculty are revolutionizing the ways we teach, learn, and conduct collaborative research across disciplines. Across the broadest spectrum of the liberal arts and professions, Penn's capacity and commitment to making a positive difference, at home and across the globe, are unsurpassed. Penn's campus is also more strikingly beautiful than ever, with our 24-acre Penn Park—once

an ugly parking lot and now a home to new athletic and recreational spaces—welcoming everyone into the greenest urban campus in the country."

Launched in 2007, the Campaign hit its financial target of \$3.5 billion 16 months ahead of the December 31, 2012 conclusion. It was an unusually broad-based campaign, attracting gifts from 326,952 donors.

The largest single gift in Penn's history and the biggest ever to name a medical school in the United States came in 2011 from Raymond G. and the late Ruth Perelman, who gave \$225 million to name the Perelman School of Medicine. It provides unrestricted support for scholarship, faculty, and research.

The largest cumulative contribution to the Campaign came from The late Honorable Leonore C. Annenberg, through the Annenberg Foundation, totalling more than \$286 million and funding a broad range of innovative communication, research, and educational outreach programs, in addition to endowed professorships.

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The Governance and Administration Report

Penn's Faculty Senate Forum: March 20

The Future of Research-Intensive Institutions of Higher Learning

The University of Pennsylvania Faculty Senate invites all members of the Penn community to join the Senate Executive Committee for their March meeting featuring a Forum with speakers on Wednesday, March 20 at 3 p.m. The guest speakers will be:

- Ronald G. Ehrenberg: *Economic Challenges and Opportunities*
The Irving M. Ives Professor of Industrial and Labor Relations and Economics at Cornell University and a Stephen H. Weiss Presidential Fellow
- Andrew Delbanco: *What and How Should Students Learn?*
The Mendelson Family Professor of American Studies at Columbia University and the Julian Clarence Levi Professor in the Humanities

Faculty Senate Chair Susan Margulies and Provost Vincent Price will introduce this provocative and unscripted conversation. The forum will begin promptly at 3 p.m. and run until 5 p.m. in the Agora of the Annenberg Public Policy Center, 202 South 36th Street. It will be followed by a reception from 5-6 p.m. in the Agora. All members of the University community are invited. Please bring your PennCard.

Trustees' Stated Meeting Coverage

At the March 1 Stated Meeting of the Trustees, Chair David Cohen declared that it had been an astounding end to the *Making History* campaign and President Amy Gutmann added that there was "no intention of slowing down."

The Trustees passed memorial resolutions for two recently deceased trustees, Charles D. Dickey, Jr. and Saul P. Steinberg.

A resolution was also passed to amend the Bylaws of Penn Medicine to establish an individual's maximum term of service following appointment as a University trustee.

Ronald Perelman and George A. Weiss each received a resolution of appreciation and designation as an emeritus trustee.

President Gutmann asked for a motion to approve a resolution of appreciation for Rob-in Beck for her "invaluable contributions to decades of technological innovations and advancements in support of Penn's mission." Then, a resolution was passed to appoint Thomas H. Murphy as vice president for information technology and University Chief Information Officer.

Provost Vincent Price announced that in April, Penn will host a Coursera Conference.

EVP Craig Carnaroli reported that for the first six months of this fiscal year, the consolidated University's total net assets were \$10.3 billion, an increase of \$663 million over the prior December 31, driven largely by strong investment and operating performance. Total investments were \$8.74 billion, of which the endowment comprises approximately \$7.2 billion.

Dr. Larry Jameson's Penn Medicine report noted that Penn Medicine is "doing well and doing good," as an economic engine for the Philadelphia

area. He acknowledged that they must adapt their strategic plan to the changing fiscal environment.

Scott Bok gave the Academic Policy report, noting that Penn has already offered 13 Coursera courses and a dozen more are planned. There are now 62 universities involved with Coursera.

Five facilities revocation/construction resolutions were passed: the Chemistry 1973 Building HVAC upgrades, \$18 million; new College House construction documents phase and early site utility work, an additional \$4.6 million (total of \$11 million); installation of supervisory control and data acquisition system replacement for an additional \$8.76 million (total \$9.91 million); Graduate Research Wing renovations Phase 2, \$5.855 million; Gregory College House renovations, \$5 million.

Egbert Perry, chair of the Facilities committee, noted that they had heard presentations on "two signature buildings." The Grove at Cira Center South will be developed by Brandywine Trust, with a ground lease from Penn. The Neural and Behavioral Sciences Building for life sciences and biology and psychology, is the second phase of development, following Lynch Labs in 2006.

Marc McMorris, chair of the local, national & global engagement committee, said that Penn may have to adapt to challenges caused by the sequestration that may impact future research funding.

* * *

Trustees' Upcoming Meetings

The Trustees of the University of Pennsylvania next meetings will be held on Thursday, March 21 in the Ben Franklin Room, Houston Hall.

10:30-10:45 a.m.: Budget & Finance Committee
10:50-11 a.m.: Executive Committee

Penn Campaign: \$4.3 Billion, Transforming the University

(continued from page 1)

Strengthening the University's eminent faculty and interdisciplinary programs and ensuring Penn's long-term financial stability were key objectives of the Campaign. Thanks to the \$2 billion added to Penn's research and programmatic development, innovative interdisciplinary programs were created and enhanced. Outright gifts and pledges to the endowment totaled \$1.9 billion, surpassing the Campaign's ambitious \$1.75 billion target. Of that \$1.9 billion pledged, \$1.45 billion has already been received and added to Penn's endowment. This amount is equal to approximately all cash additions to the endowment in the previous 263-year history of the University.

"The impact of the *Making History* campaign on increasing educational access, integrating knowledge across disciplines, and putting that knowledge to good work in the world has been nothing short of transformational. The overwhelming response we received is a testament to the strength and confidence of our community. People participated because Penn's work resonates with them and what they are passionate about," Dr. Gutmann continued. "We wish to thank everyone who made this achievement possible—our alumni, parents, donors, volunteers, and most especially our Board of Trustees and Campaign leadership."

The effort was led by George A. Weiss, W'65, Campaign Chair; Co-Chairs Robert M. Levy, WG'74, Rosemary Mazanet, GR'81, M'86, and Andrea Mitchell, CW'67, and the late Christopher H. Browne, C'69 and Henry A. Jordan, M'62, RES'67; and President of Penn Alumni Lee Spelman Doty, W'76.

For more information about *Making History: The Campaign for Penn*, visit finalreport.upenn.edu

SENATE From the Senate Office

Under the Faculty Senate Rules, formal notification to members may be accomplished by publication in Almanac. The following is published under that rule.

TO: Members of the Faculty Senate
FROM: Mitch Marcus, Chair,
Nominating Committee
SUBJECT: Senate Nominations 2013-2014

1. In accordance with the Faculty Senate Rules, official notice is given of the Senate Nominating Committee's slate of nominees for the incoming Senate Officers. The nominees, all of whom have indicated their willingness to serve, are:

Chair-elect:

- Claire Finkelstein (School of Law)

Secretary-elect:

- Susan Yoon (School of Graduate Education)

At-large Members of the Senate Executive Committee

to serve a 3-year term beginning upon election:

- Delphine Dahan (School of Arts & Sciences/Psychology)
- Heather Love (School of Arts & Sciences/English)
- Angela Mills (Perelman School of Medicine/Emergency Medicine)
- Philip Rea (School of Arts & Sciences/Biology)

Assistant Professor Members of the Senate Executive Committee

to serve a 2-year term beginning upon election:

- Tanja Kral (School of Nursing)
- Ani Nenkova (School of Engineering & Applied Science)

Senate Committee on Academic Freedom and Responsibility

to serve a 3-year term beginning upon election:

- Peter Dodson (School of Vet Medicine)
- Nader Engheta (School of Engineering & Applied Science)
- Gary Koretzky (Perelman School of Medicine/Pathology and Lab Medicine)

to serve a 1-year term vacancy beginning upon election:

- Tobias Wolff (School of Law)

Senate Committee on Economic Status of the Faculty

to serve a 3-year term beginning upon election:

- Peter Fader (Wharton School)
- Erika Holzbaur (Perelman School of Medicine/Physiology)

to serve a 1-year term vacancy beginning upon election:

- Julie Blendy (Perelman School of Medicine/Pharmacology)

2. Again, in accord with the Senate Rules you are invited to submit "additional nominations, which shall be accomplished via petitions containing at least 25 valid names and the signed approval of the candidate. All such petitions must be received no later than 14 days subsequent to the circulation of the nominees of the Nominating Committee. Petitions must be received by mail at the Faculty Senate, Box 12 College Hall/6303, or by hand at the Faculty Senate Office, 109 Duhring Wing by 5 p.m., *Tuesday, March 26*.

3. Under the same provision of the Senate Rules, if no additional nominations are received, the slate nominated by the Nominating Committee will be declared elected.

Deaths

Dr. Bruno, Social Work

Dr. Anthony F. Bruno, lecturer at Penn's School of Social Policy & Practice, and professor of social science at Community College of Philadelphia, passed away from cancer on February 19, at the age of 69.

A graduate of Bishop Neumann High School, Dr. Bruno earned a BS in political science from St. Joseph's University. In 1973 he obtained his MSW from Temple University and in 1984 his DSW from Penn's School of Social Work. He had been a lecturer at SP2 since 1990 in addition to teaching at CCP at the time of his death.

A fellow SP2 lecturer, Caroline Wong, noted the Dr. Bruno was "the kind of teacher who was very laid back. Not the kind who would come and lecture at you, but encouraged you to think and participate and be a critical thinker." She also noted that he established a program five years ago, Pipeline for Promise Project at SP2 in which promising Community College students, particularly those from historically underrepresented groups, take courses and participate in workshops at Penn.

Dr. Bruno was the 1995 recipient of the School of Social Work's Excellence in Teaching Award and received Community College of Philadelphia's Lindback Award for Distinguished Teaching in 1988. He had been the co-secretariat of The Juvenile Justice Alliance of Greater Philadelphia.

He is survived by his wife, Joanne.

Mr. Dickey, Jr., Trustee Emeritus

Mr. Charles D. Dickey, Jr., Trustee Emeritus, and former CEO of Scott Paper, passed away on December 9, at the age of 94.

Mr. Dickey, a Yale alumnus, joined the Penn family when his son enrolled at Wharton in 1967. He was an Overseer of the University Libraries and a Trustee of the Health System, where he was on the Campaign Steering and Executive Committees. As a University Trustee, he served on the Audit and Compliance, Budget and Finance, Legal Affairs and University Responsibility committees. The University presented him with an honorary Doctor of Laws degree in 1988.

He created the Charles D. Dickey, Jr. Trustee Scholarship and the Charles D. Dickey, Jr. Endowed Scholarship because he believed that financial concerns should not be a barrier to a college education. His generosity extended to the Health System, School of Arts & Sciences, Library, Museum, and Morris Arboretum. He also underwrote the Stovall/Dickey Group Study Room at Van Pelt Library and the Charles D. Dickey, Jr. Fund in the Library for the enhancement and preservation of the American history collection.

He is survived by his wife, Helen; sons, Charles, W'71, WG'76, and Robert; daughters, Heidi Fitz, Sylvia Whitman, and Catherine; 15 grandchildren; one great-grandchild; his brother, Whit and two sisters, Mary Lindsay and Cathy.



Anthony Bruno

Dr. Hochstrasser, Chemistry

Dr. Robin Hochstrasser, the Donner Professor of Physical Sciences in the department of chemistry, in Penn's School of Arts & Sciences, passed away on February 27, at the age of 82.

Born in Edinburgh, Scotland, Dr. Hochstrasser received his BSc. from Heriot-Watt University in Edinburgh in 1952, and his PhD in chemistry from the University of Edinburgh in 1955. He then spent two years in the Royal Air Force, where he taught electronics to RAF navigators. He taught at the University of British Columbia from 1957-1962, joining the Penn faculty in 1963 where he would dedicate the next 50 years. Becoming the Donner Professor of Physical Science in 1982, Dr. Hochstrasser was also director of the Regional Laser and Biotechnology Laboratories at Penn.

His pioneering studies with femtosecond infrared pulses in the 1980s led to the development in the 1990s of a new kind of powerful spectroscopy, called two-dimensional infrared spectroscopy. This technique has made it possible for research laboratories to make molecular movies of the three-dimensional structure of proteins in action with unprecedented time resolution, and has defined a new role for ultrafast spectroscopic methods in chemistry, materials sciences, and biomedicine. His knowledge and expertise have had a wide-ranging impact at the University in physics, chemistry, biology, and medicine.

A pioneer and one of the world's foremost scientists in the application of lasers in chemical and biomedical research, Dr. Hochstrasser was awarded the Benjamin Franklin Medal in Chemistry in 2003 for the development of ultrafast and multi-dimensional spectroscopies. He was a member of the National Academy of Sciences; the American Academy of Arts and Sciences; and the Optical Society of America and a Fellow of the American Physical Society. He served as editor of *Chemical Physics* since 1975. He received numerous awards including the Bourke Medal of Faraday Society and the Linus Pauling Award, the CCNY Centennial Award and the A.C.S.E. Bright Wilson Award in Spectroscopy. Other awards he received include the Ahmed Zewail Award in Ultrafast Science & Technology, the Peter Debye Award, and the F. Alfred Cotton Medal. Dr. Hochstrasser was a J.S. Guggenheim Fellow, Alfred P. Sloan Foundation Fellow and a Couttauld Scholar. Additionally, he was the author of more than 500 original scientific papers and two books.

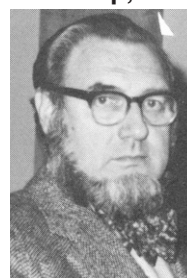
Dr. Hochstrasser is survived by his wife, Carol; daughter, Jennie and her husband, David Kasregis and one grandchild, Finnian.

In lieu of flowers donations may be made to the University of Pennsylvania Chemistry Discretionary Fund, www.chem.upenn.edu/content/giving



Robin Hochstrasser

Dr. Koop, Pediatrics



C. Everett Koop

Dr. Charles Everett Koop, former US Surgeon General, first surgeon-in-chief of CHOP, professor of pediatric surgery (1959) and professor of pediatrics (1971) at Penn Medicine, passed away on February 25, at the age of 96 in Hanover, New Hampshire.

Dr. Koop was born in Brooklyn, NY in 1916, received his BA from Dartmouth College in 1937, MD from Cornell Medical College in 1941 and earned a Doctor of Science (Medicine) from Penn's Graduate School of Medicine in 1947.

Considered a pioneer in the field of pediatric surgery, Dr. Koop served as chief surgeon at CHOP for 35 years (1946-1981) where he founded the nation's first neonatal intensive-care unit and was the first surgeon to separate Siamese twins joined at the heart.

"Both during his time at CHOP and in his years beyond, Dr. Koop made an immeasurable impact on health worldwide," said Dr. Steven M. Alschuler, chief executive officer of CHOP. "He transformed the relatively new field of pediatric surgery into a significant specialty in its own right. And later, as Surgeon General, he applied the same energy and vision to a much broader spectrum of health issues."

He was the nation's 13th Surgeon General serving in that capacity from 1982-1989. During his tenure, Dr. Koop developed a brochure concerning HIV/AIDS which brought the issue into the public forum. Additionally, he was instrumental in his work towards a "smoke-free" society. His report on tobacco was instrumental in the move toward smoking bans on airplanes, in restaurants and at workplaces.

Dr. Koop was the recipient of numerous awards and honors including the William E. Ladd Gold Medal of the American Academy of Pediatrics, and the Medal of the Legion of Honor by France in 1980. He was inducted into the Royal College of Surgeons of England in 1982, the Royal College of Physicians and Surgeons of Glasgow in 1987, the Royal Society of Medicine in 1997, and received an honorary fellowship from the Royal College of Surgeons of Edinburgh in 2009. In 1995 he was awarded the Presidential Medal of Freedom and an honorary doctor of sciences in 1990 from Penn.

He was the author of more than 230 articles and numerous books on the practice of medicine and surgery, biomedical ethics and health policy.

He is survived by his wife, Cora Hogue; sons: Allen and Norman; a daughter, Elizabeth Thompson; and eight grandchildren.

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 email almanac@upenn.edu

However, notices of alumni deaths should be directed to the Alumni Records Office at Room 517, Franklin Building, (215) 898-8136 or email record@ben.dev.upenn.edu

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COMMENCEMENT 2013: Commencement Speaker and Honorary Degree Recipients

Joseph R. Biden, Jr.: honorary Doctor of Laws
47th Vice President of the United States

Kwame Anthony Appiah: honorary Doctor of Humane Letters
Laurance S. Rockefeller University Professor of Philosophy, Princeton University

Michelle Bachelet: honorary Doctor of Laws
Under-Secretary-General and Executive Director, UN Women

Ursula M. Burns: honorary Doctor of Laws
Chairman and Chief Executive Officer, Xerox Corporation

Ngozi Okonjo-Iweala: honorary Doctor of Laws
Coordinating Minister for the Economy and Minister of Finance, Nigeria

Samuel H. Preston: honorary Doctor of Sciences
Professor of Sociology, Emeritus, and
Former Dean of the School of Arts and Sciences, University of Pennsylvania

Ellen Mosley-Thompson: honorary Doctor of Sciences and

Lonnie G. Thompson: honorary Doctor of Sciences
Distinguished University Professors, Ohio State University

James Edward West: honorary Doctor of Sciences
Research Professor, Johns Hopkins University

Commencement Speaker

Joseph R. Biden, Jr.

One of America's most senior statesmen with vast experience in foreign affairs, Joseph Robinette Biden, Jr., is the 47th Vice President of the United States. He advises President Barack Obama on national and international issues and has represented the country in every region of the world. As Vice President, Mr. Biden has led the implementation of the American Recovery and Reinvestment Act, headed a task force to develop a comprehensive plan to reduce gun violence, and negotiated bipartisan agreements on high-profile legislation that prevented middle-class taxes from rising in 2010, addressed the debt-ceiling crisis in 2011, and averted the so-called "fiscal cliff" in 2012. As part of his continued efforts to raise the living standards of middle-class Americans across the country, Vice President Biden has also focused on the issues of college affordability and bringing manufacturing jobs back to America, key priorities of the Administration. In the area of foreign policy, Mr. Biden has helped secure Senate approval of a nuclear arms reduction treaty with Russia, played a lead role in responsibly ending the war in Iraq, and supported the administration's efforts to reestablish leadership in the Asia Pacific.

Mr. Biden, who holds degrees from the University of Delaware and Syracuse University College of Law, began his government service as a member of the New Castle County (Delaware) Council in 1970. Two years later, at age 29, he became one of the youngest people ever elected to the US Senate, where he served until becoming vice president in 2009. As the chairman or ranking member of the Senate Judiciary Committee for 17 years, Mr. Biden was widely recognized for his work on criminal justice legislation, including his part in drafting the landmark 1994 Crime Bill and authoring the Violence Against Women Act. As the chairman or ranking member of the Senate Foreign Relations Committee, Mr. Biden also played a pivotal role in shaping US foreign policy, working at the forefront of legislation related to terrorism, weapons of mass destruction, post-Cold War Europe, the Middle East and Asia.

Mr. Biden is the father of two Penn graduates and the grandfather of a current Penn student.

Honorary Degree Recipients

Kwame Anthony Appiah

Kwame Anthony Appiah is a widely published philosopher and cultural theorist whose work on race, identity, politics and moral philosophy has helped change our understanding of human behavior. His wide-ranging writings, which have been translated into more than 10 languages, include *Cosmopolitanism: Ethics in a World of Strangers*; *The Honor Code: How Moral Revolutions Happen*; *In My Father's House: Africa in the Philosophy of Culture*; *Color Conscious: The Political Morality of Race* (with President Amy Gutmann); and the *Dictionary of Global Culture* (co-edited with Harvard scholar Henry Louis Gates, Jr.). Professor Appiah, who has been called "one of the most relevant philosophers today" by the *New York Times Book Review*, is the Laurance S. Rockefeller University Professor of Philosophy and the University Center for Human Values at Princeton University. He is also involved with Princeton's Center for African American Studies, its programs in African studies and translation studies and its departments of comparative literature and politics. Before joining the Princeton faculty in 2002, Professor Appiah taught philosophy and African-American studies at Yale, Cornell, Duke and Harvard universities.

Named by *Foreign Policy* magazine to its list of top global thinkers in 2010, Professor Appiah has been honored with the National Humanities Medal presented by President Barack Obama in 2012, the Joseph B. and Toby Gitler Prize of Brandeis University, the 2007 Arthur Ross Award of the Council on Foreign Relations, numerous honorary degrees, induction into the American Academy of Arts and Letters, and election to the American Academy of Arts and Sciences and the American Philosophical Society. Professor Appiah, who holds bachelor's and doctoral degrees in philosophy from Cambridge University's Clare College, has served as president of the PEN American Center, president of the Eastern Division of the American Philosophical Association, chair of the American Council of Learned Societies, and a board member of the National Humanities Center, the American Academy in Berlin, Ashesi University College in Accra, Ghana, the United Nations Democracy Fund, and the National Museum for African Art.

Michelle Bachelet

Michelle Bachelet is the Under-Secretary-General and Executive Director of UN Women, the world's first high-profile international agency dedicated to advancing women's empowerment and gender equality. She is a former president of Chile. A longtime champion of women's rights, Ms. Bachelet has led UN Women since it was created in 2010. An advocate for women and children throughout her career, she launched social protection programs during her time as president and tripled the number of free childcare centers for low-income families. From 2002 to 2004, as the country's first female defense minister and the first woman to hold that post in all of Latin America, Ms. Bachelet introduced gender policies to improve the conditions of women in the military and police forces.

As Chile's minister of health from 2000 to 2002, she improved primary care facilities with the aim of ensuring better and faster health care response for families. Before joining the health ministry in 1994, Ms. Bachelet, who with her mother had been exiled from Chile during the dictatorship of Augusto Pinochet, worked with a number of political organizations to restore democracy to the country. Once democracy was reinstated in 1990, Ms. Bachelet, a medical doctor who also studied military science, helped revive the country's public health system as an epidemiologist at the Metropolitan Health Service and later moved to the National AIDS Commission. She also consulted for the Pan-American Health Organization, the World Health Organization, and the German Technical Cooperation Agency.

Cited for her influence by both *Forbes* and *Time* magazines, Ms. Bachelet has received the Eisenhower Fellowships' Medal of Leadership and Service, the Ramon Rubial Foundation's Freedom and Democracy Award, the World Jewish Congress's Shalom Award, the Gabarron Foundation's Lifetime Achievement award, and several honorary degrees. She holds a medical degree in pediatrics and epidemiology from the University of Chile and studied at the National Academy of Strategic and Political Studies and the Inter-American Defense College.

Ursula M. Burns

As the Chairman and Chief Executive Officer of Xerox Corporation, Ursula M. Burns is the first African-American woman to lead a *Fortune* 500 corporation. Having risen steadily through the company's ranks since joining Xerox as an intern in 1980, Ms. Burns played significant roles in corporate strategic services and product development and planning before being named president in 2007, chief executive officer in 2009, and chairman in 2010. Over the course of three decades, Ms. Burns has successfully striven to maintain the company's relevance in the constantly changing business environment. She helped drive the company's evolution from a photocopying leader in the 1980s to a pacesetter in digital document technologies in the 2000s, and in 2009 she spearheaded its transformation into a business services provider by acquiring Affiliated Computer Services, the largest acquisition in Xerox Corporation history. She now leads 140,000 people serving clients in more than 160 countries.

Ms. Burns, who is ensconced on *Forbes'* list of the world's most powerful women, is a di-

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rector of American Express, Boston Scientific, the National Association of Manufacturers, and Exxon Mobil.

In March 2010, US President Barack Obama appointed her vice chair of the President's Export Council. She is a founding director of Change the Equation, which focuses on improving the US education system in science, technology, engineering and math, and has served on boards or committees at the Massachusetts Institute of Technology, the University of Rochester, the US Olympic Committee, the National Academy Foundation, and FIRST (For Inspiration and Recognition of Science and Technology). Ms. Burns earned a bachelor's degree in mechanical engineering from New York University's Polytechnic Institute and a master's degree in mechanical engineering from Columbia University. She holds honorary degrees from several universities.

Ngozi Okonjo-Iweala

Ngozi Okonjo-Iweala is a renowned development economist and economic reformer. In her current role as Nigeria's Coordinating Minister for the Economy and Minister of Finance, Dr. Okonjo-Iweala is responsible for managing the finances of Africa's most populous nation and one of the world's fastest growing economies.

From December 2007 to August 2011, she was managing director of the World Bank where she had oversight responsibility for the World Bank's \$81 billion operational portfolio in Africa, South Asia, Europe and Central Asia. She also spearheaded initiatives to assist low-income countries during the food crisis and later the financial crisis, and chaired the raising of \$49.3 billion in grants and low-interest credit for the world's poorest nations.

Before that, she was Nigeria's finance minister for three years and was briefly Minister of Foreign Affairs. As Minister of Finance, she spearheaded the negotiations with the Paris Club of Creditors that led to the wiping out of US\$30 billion of Nigeria's debt. Prior to her government service, she had spent 21 years at the World Bank, rising to the position of vice president and corporate secretary.

Dr. Okonjo-Iweala has served on numerous boards and advisory groups, including the Rockefeller Foundation, the African Institutes of Science and Technology, the Center for Global Development, the Clinton Global Initiative, and the Danish-government-led Commission on Africa. In 2011 and 2012 she was named one of the 100 most powerful women in the world by *Forbes*, and one of 100 Top Global Thinkers by *Foreign Policy*. A Distinguished Fellow of the Brookings Institution, she is also the author of several books and articles, including *Reforming the UnReformable: Lessons from Nigeria*, recently released from MIT Press.

Dr. Okonjo-Iweala earned a bachelor's degree in economics at Harvard University and a PhD in regional economics and development from the Massachusetts Institute of Technology. Dr. Okonjo-Iweala has received numerous awards, including honorary doctorates from Brown University and Trinity College Dublin, the President of the Italian Republic Gold Medal Award by the Pio Manzu Centre, and the Global Leadership Award from the Chicago Council on Global Affairs.

Samuel H. Preston

Samuel H. Preston, professor of sociology, is one of the world's foremost demographers. He is responsible for the "Preston curve," which is widely used to identify factors responsible for gains in life expectancy. He has also produced seminal work on divorce rates, urban growth, tobacco's toll on US mortality and how the population of African-Americans has influenced the formulation of public policy in this country and internationally. The author of 16 books and over 100 scholarly articles and book chapters, Professor Preston advises the US government on the reform of the Social Security Administration and the conduct of the US Census, is a frequent advisor on population matters at the United Nations, and is a past president of the Population Association of America.

For the last three decades, he has been a Penn professor of sociology and has served the University in numerous leadership roles, including dean of the School of Arts & Sciences from 1998-2004, in which capacity he strengthened the School's financial base and took it to new heights academically. He has been departmental chair, director of the Population Studies Center, and director of the Population Aging Research Center. In addition, Professor Preston has chaired approximately 60 doctoral dissertation committees and has served on many more. In recognition of his many contributions to Penn, a professorship has been endowed in his name.

The only SAS faculty member in recent memory to be elected to the National Academy of Sciences, its Institute of Medicine, the American Academy of Arts and Sciences, and the American Philosophical Society, Professor Preston also has been honored with the Olivia Schieffelin Nordberg Award from the Population Council and both the Mindel Sheps Award and the Irene B. Taeuber awards from the Population Association of America. Before coming to Penn in 1979, he was a faculty member at the University of California, Berkeley, and the University of Washington, Seattle, and served in the United Nations Population Division. He earned a bachelor's degree in economics at Amherst College and a PhD in economics at Princeton University.

Ellen Mosley-Thompson and Lonnie G. Thompson

As preeminent experts on ice core analysis, Ellen Mosley-Thompson and Lonnie G. Thompson have shed new light on our planet's past and its future. They have used ice cores collected from glaciers on six continents over 40 years to reconstruct a detailed history of Earth's climate changes over several millennia and thereby advanced our understanding of global-scale climatic patterns including tropical monsoons and the El Niño-Southern Oscillation. Professors Mosley-Thompson and Thompson were among the first scientists to record and publicize the widespread melting of high mountain glaciers. Their data are considered to be among the most convincing evidence that Earth's increasing temperatures result largely from human activity.

For their contributions, they have been elected as Members of the National Academy of Sciences and the American Philosophical Society and as Fellows of the American Association for the Advancement of Science and the American Geophysical Union. Their numerous honors include the Franklin Institute's Benjamin Franklin Medal

in Earth and Environmental Science, the Dan David Prize of the University of Tel Aviv, the Common Wealth Award of Distinguished Service, the Roy Chapman Andrews Society's Distinguished Explorer Award, and several honorary degrees.

An expert on polar ice sheets who has led 15 expeditions to Antarctica and Greenland, Professor Mosley-Thompson is a Distinguished University Professor of Geography at The Ohio State University and Director of the Byrd Polar Research Center. Professor Thompson, an expert on tropical and subtropical ice caps and glaciers, has led over 50 research expeditions. He is a University Distinguished Professor of Earth Sciences at Ohio State and a senior research scientist at the Byrd Polar Research Center. A National Medal of Science winner, he was elected as a foreign member of the Chinese National Academy of Sciences. Both hold bachelor's degrees from Marshall University and doctorates from Ohio State, where they have spent their entire careers.

James Edward West

James Edward West is a path-breaking electrical engineer. His co-invention of the electret microphone revolutionized the telephone and recording industries in the twentieth century and remains the dominant technology for the microphones of today. Professor West developed the tiny, permanently charged, electret microphone in the 1960s with Gerhard Sessler, his collaborator at Bell Laboratories. Five decades later, their technology is still used in 90 percent of the billions of microphones produced for products such as cellular telephones, hearing aids, baby monitors, video recorders and professional equipment. Professor West joined Bell Laboratories as an intern while pursuing a bachelor's degree in physics at Temple University in the 1950s. He later earned a full-time position on Bell Lab's research team, which he held until his retirement in 2001 as a Bell Labs Fellow. Two years later, he embarked on an academic career, becoming a research professor of electrical and computer engineering at Johns Hopkins University's Whiting School of Engineering, where he has explored potential medical applications for his work.

Widely regarded throughout his career for his ability to bring people together for the improvement of science and technology, Professor West has chaired the Whiting School's Divisional Diversity Council, served on the National Academy of Engineering's Committee on Diversity in the Engineering Workforce, and co-founded the Association of Black Lab Employees. The holder of over 50 United States patents and more than 200 foreign patents, he has authored more than 150 scientific papers on acoustics, solid-state physics, and material science.

He is a member of the National Academy of Engineering, an inductee of the National Inventors Hall of Fame, a lifetime fellow of the Institute of Electrical and Electronics Engineers, a fellow and past president of the Acoustical Society of America, and a recipient of the National Medal of Technology, the Franklin Medal in Electrical Engineering from the Franklin Institute, the Golden Torch Award from the National Society of Black Engineers, the Silver and Gold Medals in Engineering Acoustics from the Acoustical Society of America, the Ronald H. Brown American Innovator Award from the US Department of Commerce and several honorary degrees.

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 HR. You can register for programs by visiting knowledgeink.upenn.edu or by contacting Learning and Education at (215) 898-3400.

Business Writing for Professionals; April 2; 9 a.m.-noon or 1-4 p.m.; \$75. Communication skills can make or break your professional image. You need to know how to deliver clear, compelling messages in order to meet your workplace goals—and we'll show you how. This workshop will teach you top-notch business writing techniques to inform and persuade your readers. You'll learn straightforward steps to help you communicate with clarity and ease. We'll also show you how to organize your thoughts and present messages in a way that earns respect and credibility and achieves positive results.

Multi-Generations in the Workplace; April 4; 1-2 p.m.; free. If you're like most people, you probably work alongside multiple generations of people—from recent graduates to seasoned professionals to those on the verge of retirement. With so many diverse backgrounds and experiences, how do you come together as a team in order to achieve common goals? We'll tell you! Come learn about generational differences in the workplace and how they impact the way you think and behave on the job. You'll learn how generation gaps impact communication and how you can create a more collaborative work environment for all generations.

Office Etiquette Brown Bag: Creating and Maintaining a Good Work Environment; April 9; noon-1 p.m.; free. How you look and act on the job is just as important to your success as the work you do. From the way you dress to how you communicate with your colleagues, proper office etiquette can help you get the work results you want. Join us to learn what office etiquette is all about. You'll learn how your language, attire, and personal space can affect your work relation-

ships. We'll also give you tips for interacting with people who don't practice proper office etiquette.

Brown Bag Matinee: Giving and Receiving Feedback; April 17; 1-2 p.m.; free. Feedback is critical to your professional growth. Whether you're supervising others or need to gauge your own work performance, feedback can help you develop and move forward. This workshop will show you the ins and outs of giving effective feedback. You'll learn how to communicate the results you want and support your message with appropriate body language. You'll also learn strategies for how to receive feedback and avoid a defensive reaction.

Using the Tuition Benefit for You and Your Family; April 23; noon-1 p.m.; free. Tuition assistance is one of the many perks of being a faculty or staff member at Penn. Come learn how to take advantage of this valuable benefit. A Q&A session will address any questions you have about using the tuition benefit for yourself or your family.

Quality of Worklife Workshops

Dealing with the demands of work and your personal life can be challenging. These free workshops, sponsored by HR and led by experts from Penn's Employee Assistance Program and Quality of Worklife department, offer information and support for your personal and professional life challenges. For details and to register, visit www.hr.upenn.edu/myhr/registration or call (215) 573-2471 or gstull@upenn.edu

Relaxing Ways to Manage Your Stress; April 24; noon-1 p.m.; free. A heavy workload, long hours at the office, and a growing list of family responsibilities can be overwhelming. But simple breathing and relaxation exercises can help you destress—and we'll show you how! Come learn different breathing and muscle relaxation tips you can use every day at work and at home. You'll participate in a number of guided imagery exercises to help you make stress management a lifelong habit.

—Division of Human Resources

Tell Us What You Think About Penn

Penn staff members play a valuable role in making us the great institution we are. Your unique skills and perspective make the University an exciting and innovative place—and we want your opinion on how to make it an even better place to work.

Regular staff members recently received an email from Aon Hewitt (an independent third-party consultant) inviting you to participate in an online survey about Penn's workplace. This is your opportunity to share your thoughts on your overall employment experience at Penn, including career opportunities, administrative leadership and organizational reputation.

Keep in mind your individual comments and responses are completely confidential. Aon Hewitt will conduct the survey, analyze the results and provide a high-level summary to Penn. Your feedback won't be shared with anyone at the University, so you're encouraged to be honest with your answers.

The survey will be open until *March 15* and should take less than 15 minutes to complete. For more information, visit the Human Resources website at www.hr.upenn.edu/myhr/staffsurvey

2013 Performance and Staff Development Program

Open and effective communication is essential when it comes to enhancing performance and achieving goals. The Performance and Staff Development Program (the annual performance appraisal program) provides staff and supervisors with a formal process to open the lines of communication and promote a productive work environment.

The performance appraisal process provides benefits for both the staff member and the supervisor, such as:

- Providing documented feedback on job expectations, performance and accomplishments from the past year
- Offering positive reinforcement as well as developmental feedback
- Allowing staff members to participate in goal-setting
- Setting performance expectations and goals for the upcoming year
- Encouraging open communication between staff and supervisors
- Promoting discussion of professional development opportunities

- Ensuring that job performance and accomplishment information is recorded in each staff member's official personnel file

Performance appraisals for all eligible regular staff should be completed and entered into the Performance Appraisal Database (PAD) or Online Performance Appraisal System by *June 3*.

For a list of schools and centers using the Online Performance Appraisal System, visit the Human Resources website at <https://www.hr.upenn.edu/myhr/payandperform/appraisal/performance>

Here you'll also find a variety of materials to guide you in the process of establishing and providing feedback on performance and professional development goals. Based on valuable feedback from staff and supervisors, minor changes were made to the performance and self-appraisal forms. Therefore, you should download the most recent versions of the forms from this site.

For more information on the Performance and Staff Development Program, contact your school or center Human Resources professional or the Division of Human Resources at (215) 898-6093.

CASI Research Grants for Faculty

CASI invites applications from Penn standing faculty for research grants. They are interested in supporting scholarly research projects that are related to all areas of the study of contemporary India. The purpose of the research grant is to support Penn faculty who want to conduct research in India or related India research. CASI also welcomes applications from Penn faculty who wish to conduct comparative research on India but have no previous research experience in India.

The application deadline is *Monday, April 1, 2013* (11:59 p.m. EST).

See <http://casi.ssc.upenn.edu/faculty-grants> for application details.

One Step Ahead

Security & Privacy
Made Simple

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

Why use Penn+Box when Storing Data in the Cloud

If you are planning to store documents and/or collaborate on documents using a cloud service, seriously consider using Penn+Box.

Many other cloud services are accessed by a "click through" ("I agree") function, and often do not include protections that you may need. Penn has negotiated an agreement for Box services that contains strong privacy, security, availability, compliance and other important terms.

In addition to contractual protections, Box contains several features that, when used properly, can help protect the privacy of confidential data.

First, Box can be configured to avoid the proliferation of data on the devices of colleagues you share with. Box does this by allowing you to limit the privileges of your "collaborators" (those you share documents with) to "View" only (i.e., eliminating the technical possibility of downloading to local devices and sharing with others).

Second, you may know that Box offers the ability to "sync" folders with devices you choose, so that the same documents can reside on your desktop, laptop, tablet and smartphone for example. However, by default, Box does not sync your folders and instead relies on you to exercise the "sync" option. By not syncing folders with more sensitive information, you can avoid some of the device-specific security risks to that information.

Be aware that only certain types of data are approved for storage on Box. Visit Penn+Box at <http://www.upenn.edu/computing/box> for more information. Check out other important topics such as Getting Started, How to Work with Collaborators, Access from Mobile Devices and more.

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

Update

March AT PENN

CONFERENCES

16 *Breaking Down Walls: Intersections of Mass Incarceration and Its Implications*, opening remarks, Glenn Martin, The Fortune Society; keynote Marc Lamont Hill; poets, dance groups, other artists 9 a.m.-4:30 p.m.; Ibrahim Theatre, International House (SP2). Registration www.eventbrite.com/event/5257711958/efblike

FITNESS/LEARNING

20 *Workshop: Home Buyers & Homeowners*; information on discounted services, grants, and more; 3 p.m.; Starbucks Conference Room, 1920 Commons (PHOS).

MEETING

19 *WXPN Policy Board Meeting*; noon; 3025 Walnut Street; info.: (215) 898-0628.

READINGS & SIGNINGS

20 *The Dinner*; the monthly book club discusses Herman Koch's novel; noon; Penn Bookstore (Penn Bookstore).

SPECIAL EVENTS

15 *40 Years of Being a Village: Du Bois College House 40th Anniversary Celebration and Conference*; featuring special guest speaker: Chaz Lamar Shepherd, actor, singer, songwriter; performances by The Inspiration and Excelano Project, and presentation of "The Ward: Race and Class in Du Bois' Seventh Ward; 6-8 p.m.; *Continues March 16*. 10 a.m.-5 p.m. with keynote speaker: Lolita Jackson, ENG'89, and panel discussions; Du Bois College House; RSVP: <https://dubois.house.upenn.edu/40thAnniversary%20> (Du Bois).

AT PENN Deadlines

The March AT PENN calendar is online at www.upenn.edu/almanac. The deadline for the weekly Update is each Monday for the following week's issue. The deadline for the April AT PENN calendar is today, March 12.

Information is on the sponsoring department's website. Sponsors are in parentheses. For locations, call (215) 898-5000 or see www.facilities.upenn.edu

CHANGES OF DATE

Is US Government Debt Different?; with Franklin Allen, finance; Charles Mooney, law; David Skeel, law; will be held on *March 29* at noon; rm. 209, College Hall (Social Science and Policy Forum).

Locks of Love Hair Drive will take place on *April 7* (it was incorrectly listed in the *March AT PENN* as *March 7*); professional hair stylists will give free hair cuts to anyone willing to donate hair to make wigs for financially disadvantaged children experiencing hair loss; 10 a.m.-3 p.m.; Penn Newman Center; questions and RSVP: locksoflove.newman@gmail.com

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.

Save the Date: March 26 Purchasing Services Spring Supplier Show

On Tuesday, March 26, from 10 a.m. to 2 p.m., the 2013 Purchasing Services Annual Supplier Show will be held at The Annenberg Center. All Penn staff and faculty members are welcome to participate in this year's event the theme of which is in line with the *Year of Proof: "The Proof is in the Value."* Learn about the University's preferred supplier cost containment initiatives and continued social responsibility efforts. This year's event will include business operations commodities, such as travel, lodging, computers, printers, office supplies, print and promotional, phone, stationery, furniture and more.

The event will provide you the opportunity to learn about Penn-preferred supplier product offerings and promotions, cost-savings opportunities, and green purchasing initiatives from over 42 organizations. Snacks will be served through the duration of the event. This year's door prizes include a HP photo scanner, iPad cover and more. Attendees will need to bring their PennCard to be eligible to win.

—Penn Purchasing Services

Food and Water

On March 13-15, Penn's Institute for Urban Research (Penn IUR), in collaboration with SAS, Design, Education, Law, Medicine, Nursing, Social Policy, Vet Medicine and Wharton will present an international conference examining the critical relationship between urbanization and food security throughout the world. *Feeding Cities: Food Security in a Rapidly Urbanizing World* will take place in Houston Hall. Registration: www.feedingcities.com \$25; with PennCard, \$5; non-Penn student w/ID, \$5.

On Wednesday, March 20, the Wharton-led, Penn-wide IGEL presents *A Discussion About the Nexus of Food, Water, Energy and its Impacts on Economic Growth*, featuring a keynote address by former US Attorney General John Ashcroft at 4:30 p.m. in G06 Auditorium, Jon M. Huntsman Hall. This free talk is open to the public and is a prelude to IGEL's Sixth Annual Conference-Workshop on *The Nexus of Energy, Food, and Water*. To register for this see igel.wharton.upenn.edu/events/

Penn Credit Card Program—Protecting Your Privacy: A Top Priority

The Penn Credit Card Program provides members of the University community with a variety of credit card options. Bank of America, the provider of this credit card, helps support the University of Pennsylvania with every account opened and for every purchase that you make with the card.

Bank of America maintains strict parameters regarding the promotion of Penn product offerings and does not provide your information to any other organization or use it for any other purpose outside of Penn's specific program. If you wish to learn more about the program, please visit www.upenn.edu/creditcard

For those who are interested in being removed from mailing lists or promotional material, you may do so via the above link or by calling (215) 898-IDEA.

—Business Services

Almanac

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The University of Pennsylvania's journal of record, opinion and news is published Tuesdays during the academic year, and as needed during summer and holiday breaks. Its electronic editions on the Internet (accessible through the Penn website) include HTML, Acrobat and mobile 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 Sam Starks, 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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The University of Pennsylvania Police Department Community Crime Report

About the Crime Report: Below are all Crimes Against Persons and Crimes Against Society from the campus report for **February 25-March 3, 2013**. Also reported were 13 Crimes Against Property (6 thefts, 3 acts of fraud, 2 DUIs, 1 act of drunkenness, and 1 act of vandalism). Full reports are available at: www.upenn.edu/almanac/volumes/v59/n24/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 **February 25-March 3, 2013**. The University Police actively patrol from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at (215) 898-4482.

02/26/13	6:40 PM	3813 Chestnut St	Complainant assaulted/Arrest made
02/27/13	4:36 PM	3400 Civic Center Blvd	Complainant harassed by known male
03/01/13	8:47 AM	3400 Spruce St	Employee assaulted by patient

18th District Report

Below are all Crimes Against Persons from the 18th District: 4 incidents with 2 arrests (2 aggravated assaults, 1 burglary and 1 robbery) were reported between **February 25-March 3, 2013** by the 18th District covering the Schuylkill River to 49th Street & Market Street to Woodland Avenue.

02/26/13	6:30 PM	3813 Chestnut St	Aggravated Assault/Arrest
02/26/13	9:30 PM	4710 Locust St	Aggravated Assault/Arrest
03/01/13	7:30 AM	4720 Pine St	Burglary
03/02/13	9:49 PM	4600 Market St	Robbery

Note: The Community and 18th District crimes reported between **February 18-24, 2013** are posted on *Almanac's* website, www.upenn.edu/almanac/crimes-index.html

Today Penn publishes an important new policy pertaining to the privacy of applicant data, which will take effect as of April 1, 2013. It has been developed through extensive reviews by and input from constituencies across the University, including the Councils of Deans, Graduate Deans, Undergraduate Deans and the Offices of General Counsel and Undergraduate Admissions. The goals of this policy are to provide essential privacy protections—such as transparency, security, and appropriate use—and to advance awareness of the importance of protecting the privacy of applicant data. We encourage all members of the Penn community to study this policy and to recognize our shared responsibility to protect the privacy and security of personal information.

—Vincent Price, Provost

—Andrew Binns, Vice Provost for Education

University of Pennsylvania Policy on the Privacy of Applicant Data

I. General Privacy Statement

The University of Pennsylvania (“University” or “Penn”) understands the importance of protecting the privacy of personal information, especially in today’s increasingly electronic environment. The University seeks to serve individuals interested in learning about and/or applying to Penn in a manner that respects their privacy, while allowing the University to effectively conduct its admissions process. Penn has therefore adopted the following policy and related procedures to protect the privacy and security of applicant data.

II. Scope

This statement applies to personally identifiable information about applicants and prospective applicants (“applicant information” or “applicant data”) maintained, used and/or shared by Penn. Applicant information of students who are in attendance at the University is covered by Penn’s Policy on the Confidentiality of Student Records.

III. Use and Sharing Restrictions

Penn may use and share applicant data consistent with the written consent of the applicant. In addition, Penn may use and share applicant data without the consent of the applicant in the circumstances described below.

a) Admissions Purposes.

Penn may use and share applicant data for the purposes of Penn’s admissions process, including but not limited to the following:

i. *General Operational Use.* Applicant information may be used by Penn faculty and staff (including temporary and student workers and volunteers) for admissions-related processes such as collecting application materials, reviewing applications, and communicating with applicants and prospective applicants regarding Penn, the admissions process and their status. It also may be used for institutional research.

All Penn faculty and staff with access to applicant data must protect such information consistent with this policy.

Applicant information may be shared with an approved external entity such as a contractor or agent, for the purposes of advancing Penn’s admissions process when that entity has strong measures in place to protect the privacy and security of applicant data.

External Sharing to Facilitate Complete and Accurate Application. There are many individuals involved directly or indirectly in ensuring a complete and accurate application. Penn may communicate with third parties in order to facilitate the completion of an application and/or to verify its accuracy. For example, Undergraduate Admissions may share applicant data with high school guidance counselors as necessary to achieve a complete application. For another example, programs may verify information in an application, such as the authors of letters of recommendation or the completion of academic degrees, and other information that could be material to an admissions decision.

ii. *Parents and Guardians.* In general, Penn communicates only with applicants themselves about their application. In exceptional cases, communications with a parent or guardian of an applicant may occur when the applicant indicates such communication is desired, when necessary to properly complete the admissions process, and in emergency circumstances (see “d” below).

iii. *Role of Alumni.* Applicant information may be shared with alumni volunteers or partners as necessary for the alumni interviewing program, the alumni ambassador program, and other sanctioned admissions programs

involving alumni. Such alumni will agree to protect such information consistent with this policy. See Appendix A, a sample confidentiality statement, available on the Privacy website: www.upenn.edu/oacp/privacy/

iv. *Role of Students.* Student workers may be involved in operational tasks in support of admissions processes and have access to personal information of applicants. In such cases, students must agree in writing to protect the privacy and security of the information they access. See Appendix A. Undergraduate students (currently pursuing their bachelor’s degree) should not be provided applications or supporting materials and/or be included in the selection decision of undergraduate applicants. Similarly, graduate and professional school students should not be provided applications or supporting materials and/or be included in the selection decision for applicants to their graduate and professional programs. Notwithstanding the above, students may be provided access to limited demographic and contact information for recruitment purposes and may provide feedback on such applicants.

b) Other Activities Sanctioned by the University.

Applicant data may also be used by Penn officials or an approved external entity such as a contractor or agent in support of University business as sanctioned by the University. Penn may only share such data with approved entities when such contractors or agents have strong measures in place to protect the privacy and security of applicant data.

c) Required Disclosures.

Applicant data may be disclosed when required by law, required by certain associations in which Penn is a member when approved by the senior dean for admissions, or if, in the sole discretion of Penn, disclosure is necessary to protect the institution.

d) Emergency Circumstances.

Applicant data may be used and disclosed to third parties, including to parents and guardians, if, in Penn’s sole judgment, such disclosure is necessary to protect the health, safety or property of any person.

e) Compelling Purpose and Leadership Approval.

Applicant information may be shared in other cases when there is a compelling purpose regarding benefit to Penn or members of the Penn community and when approved by the senior dean for admissions in consultation with the Office of the Provost.

IV. Security

Penn faculty and staff must have in place appropriate physical, technical and administrative safeguards to minimize the risk of unauthorized access to applicant data, to maintain data accuracy and to ensure the appropriate use of information. Special attention must be given to the security of applicant data accessed remotely and/or from mobile devices. See www.upenn.edu/computing/security and www.upenn.edu/privacy for policy and guidance on keeping data secure.

V. Privacy Inquiries

If applicants or others have concerns or questions about the privacy of applicant data, they may contact privacy@upenn.edu

VI. Changes

Penn retains the right to change this Privacy Policy. We will publish changes to this policy in a prompt manner in *Almanac*. This statement is effective as of April 1, 2013.