

*In this four-page section of Almanac are reports by six committees and councils that are chaired by the Provost or Vice-Provosts. The Academic Planning and Budget Committee, the Council of Undergraduate Deans, the Provost's Committee on Undergraduate Admissions, the Council of Graduate Deans, the Provost's Council on International Programs, and the Provost's Council on Research.*

## Academic Planning and Budget Committee

Established in 1981, the Academic Planning and Budget Committee brought together two previously separate committees—the University Budget Committee, which reviewed the detailed budgets of schools and resource centers, and the Academic Policy Committee, which both reviewed proposals for new programs having implications beyond a single school and advised on issues of academic policy.

Since its formation, the Academic Planning and Budget Committee has met weekly or bi-weekly throughout the academic year. Provosts have shared all types of critical financial and numerical data with the Committee and received from it advice on the University's annual budget and financial plans, including the setting of faculty and staff salaries, tuition, and undergraduate financial aid. The Committee also provides systematic thought about the evolving educational mission and educational needs of the University—it was very much involved with the development of the University's most recent Five-Year Plan, for example—as well as providing useful feedback on a number of academic issues that might arise such as proposed facilities projects, research thrusts and special programs like the Research Facilities Fund and the Undergraduate Initiatives Fund.

At the beginning of each year, members receive an overview of the University's budgeting system and how it works, focusing on such items as subvention, allocated costs, indirect cost recoveries, employee benefits rates, tuition, annual giving, restricted and non-restricted gifts, and the capital budgeting process. This review is intended to give members a base for discussing the financial implications of the various proposals that come before it.

Among the issues the Academic Planning and Budget Committee has discussed this year:

- The Campaign for Penn and Post-Campaign Development
- The University's Land Use Plan
- Deferred Maintenance Planning
- FY 1994 Budget Parameters
- A Proposed Patent Policy
- International Programs and Efforts to Internationalize the University
- Fiscal Accountability
- Long-Term Plan for Residential Living

- Faculty Salaries
- Undergraduate Education Review Process
- Proposal for Health Benefits for Retirees
- Research at the University
- External Review of the Department of City and Regional Planning

In addition to these topics, the Committee approved the establishment of the Institute for Human Gene Therapy in the School of Medicine.

Other topics expected to be discussed during the remainder of the year include administrative costs, allocated cost review and recommendations, Medical Center planning and health services planning, benchmarks for the five-year plan, the proposed revisions in the University's Just Cause policy, Commonwealth Relations, Financial Aid, Project Cornerstone, Library Planning and Goals as well as individual school five-year plans as they become available.

The Academic Planning and Budget Committee consists of 16 members: nine faculty members, five of whom are chosen by the Executive Committee of the Faculty Senate; two undergraduate students, two graduate or professional student members, two administrators, and the Provost, who chairs the committee.

The current members are:

- Michael Aiken, Provost, Chair
- Robert Boruch, Graduate School of Education
- Martha E. Brizendine, Grad. Student, Wharton School
- Marshall Fisher, Wharton School
- Lou Girifalco, School of Engineering and Applied Science
- Jonathan Goldstein, College of Arts and Sciences '93
- Laura Hayman, School of Nursing
- Michael Mennuti, School of Medicine
- Selimo Rael, Vice President for Finance
- Curtis Reitz, Law School
- Robert Rescorla, School of Arts and Sciences
- Louise Shoemaker, School of Social Work
- Lincoln C. Singleton, Wharton School '93
- Saskia Subramanian, Grad. Student, School of Arts and Sciences
- Susan Wachter, Wharton School
- Walter Wales, Deputy Provost

# Council of Undergraduate Deans

The Council of Undergraduate Deans meets monthly to review matters pertaining to undergraduate education across the University. It serves as a mechanism for each school to learn more about initiatives undertaken by other schools (*e.g.*, new writing requirements, new advising systems and mentorship programs), as a vehicle to coordinate administrative processes (*e.g.*, registration, drop/add deadlines, the academic calendar) and as a forum in which to discuss the goals of undergraduate education at Penn and how to strengthen and improve the undergraduate experience.

The Council is composed of the Provost, the Undergraduate Deans of SAS, SEAS, Nursing and Wharton, the Vice Provost for University Life, and the Chair of SCUE.

Recent activities of the Council include:

## **Development of a Common Teaching Evaluation Form.**

Working closely with the School of Arts and Sciences' Committee on Undergraduate Education, the Council is encouraging the development of a University-wide teaching evaluation form. The Council's goal is to have a common form in use by the Fall 1993 semester. A pilot evaluation program using a draft form was conducted last Spring. The Council (working through an *ad hoc* Interschool Committee) is currently refining the questions posed on that document. A second pilot study using the proposed form will be conducted next Spring in order to facilitate statistical comparisons between scores on the old and new forms.

**Improving the Intellectual Experience of First-Year Students.** The Council strongly supports efforts to promote the intellectual growth of undergraduate students. It sponsors the Penn Reading Project and promotes faculty involvement in that initiative. The Council is currently analyzing the results of this year's Reading Project in order to make any necessary improvements in the 1993 Program.

**Promoting Undergraduate Research.** One of the Council's top priorities in 1992-93 is to develop programs and mechanisms to involve more undergraduate students in research. The Council believes that Penn has a special opportunity to build on the strength of its research program in ways that can enrich undergraduate education. Accordingly, the Council is exploring how best to notify

students of research opportunities, how to expand student interest in research, and how to develop faculty and financial support for undergraduate research.

## **Development of Data on Class Size and Grading Patterns.**

The Council has been working with the Registrar's Office to develop new reports on the number of undergraduate students enrolled in classes throughout the University and the grades awarded in University courses. These reports will be distributed to each school each semester. The Registrar's Office plans to work with the Office of Institutional Research to analyze longitudinal trends in these data.

**Planning for the Visiting Committee Review of Undergraduate Education.** The Council has been working with the Provost to plan for a comprehensive review of undergraduate education at Penn. As part of this review, a distinguished group of external scholars and teachers will visit the University and engage in a dialogue with intra-school and cross-school groups aimed at identifying the strengths of our undergraduate programs and new opportunities to build on those strengths.

**Classroom Renovations.** The Council seeks to improve the quality of classrooms in the central pool. It took particular interest in the February 1992 report of the Classroom Facilities Review Committee (which included detailed recommendations on and a priority listing of needed improvements to classrooms) [*Almanac* March 17, 1992] and in the classroom upgrades completed over the Summer. The Council's 1992-93 agenda will include discussion of the impact of new electronic technology in the classroom.

The current membership includes:

*Norman Adler, School of Arts and Sciences*

*Michael Aiken, Provost, Chair*

*Janice Bellace, Wharton School*

*John Keenan, School of Engineering and Applied Science*

*Hallie Levin, SCUE Chair / student representative*

*Kim Morrisson, Vice Provost for University Life*

*Mary Naylor, School of Nursing*

Others who attend the meetings of the Council on a regular basis are *Ron Sanders, Registrar*; *John Smolen, Executive Director, Student Information and Systems*; and *Lee Stetson, Dean of Admissions*.

# Provost's Committee on Undergraduate Admissions

The Provost's Committee on Undergraduate Admissions meets jointly at least twice a year with the Council of Undergraduate Deans (*above*) to review new developments concerning undergraduate admissions and financial aid and to recommend appropriate University policy in these areas. The Fall meeting of the Committee typically addresses broad questions about admissions and financial aid, and the Spring meeting includes a review of the just-completed recruitment/admissions cycle.

The Committee is composed of the President, the Provost, the Dean of Admissions, and a faculty member from each of the undergraduate schools.

Recent activities of the Committee include:

**Review Admission Plans and Results.** The Committee monitors the formulation and implementation of plans for student recruitment, selection and matriculation (*e.g.*, geographical regions and types of students targeted, efforts to increase the number of minority students, the costs of financial aid, the various aid packages which the University provides) that are developed by the faculty of each undergraduate school (who have responsibility for admissions) and by the Admissions and Financial Aid Offices. This Fall the Committee discussed the controversy over the Mayor's Scholarship Program and the University's commitment to expand its efforts to attract Philadelphia high school students.

**Study on Predictors of College Performance.** At its April 1992 meeting, the Committee reviewed and discussed the results of a study by Jonathan Baron and M. Frank Norman of the Psychology Department various on predictors of undergraduate academic performance at Penn.

**Long-Range Funding Plans for Financial Aid.** The Committee regularly reviews the University's efforts to ensure need-blind admissions and need-based aid. Committee members and the Director of the University's Budget Office have discussed the relationship between the financial aid budget and the overall University budget, and the Committee has also been following the efforts of the individual schools to raise funds for financial aid.

The current membership includes

*Michael Aiken, Provost, chair*

*Jonathan Baron, School of Arts and Sciences*

*Susan Davidson, School of Engineering and Applied Science*

*Sheldon Hackney, President*

*Kathleen McCauley, School of Nursing*

*Jerry Rosenbloom, Wharton School*

*Willis J. (Lee) Stetson, Jr., Dean of Admissions.*

Regularly attending meetings are *William Schilling, Director of Student Financial Aid*, and *Frank Claus, Associate Vice President for Finance*.

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## Council of Graduate Deans

The Council of Graduate Deans is comprised of the graduate dean or designated representative from each of the Schools engaged in Ph.D. degree programs. The Council concerns itself with administrative issues relevant to graduate education that cross school, faculty or graduate group lines. It is chaired by the Vice Provost for Graduate Education and meets once a month throughout the academic year.

To date, the Council has addressed and heard reports on several issues:

**Policies.** Council has considered several draft policies pertinent to graduate education. After consulting with the Council of Deans, Graduate Council of the Faculties, Provost and Vice Provost for Graduate Education the following policies were adopted:

- University Policy on Graduate Service Awards, published in *Almanac* September 15, 1992.
- Policy on the Use of University Fellowship Funds, published in *Almanac* November 19, 1991.

**Graduate Group Chairs Retreat.** This retreat was the outcome of Council's recommendation. The objectives of this one-day retreat were to share information, to make the graduate chairs aware of the activities of other graduate groups and to identify the critical issues/problems in graduate education. The retreat was held Friday, October 23, 1992.

### Recruitment Issues

**Graduate brochure.** Council discussed several ideas for improving the visibility of Ph.D. education internally and externally. From these discussions emerged a recommendation to design a common graduate recruitment brochure that emphasis Penn's commitment to interdisciplinary scholarships. This brochure and the School bulletin would be sent to prospective students.

**Recruiting minority students.** Two students from BGAPSA, Herman Graham and Marina Barnett, presented to Council several ideas on recruiting minority students. After considerable discussion, Council recommended that minority graduate students admitted to Ph.D. programs be invited to visit campus for a special recruiting

program in the Spring. The Vice Provost for Graduate Education will coordinate this event.

**Student health insurance.** MarJeanne Collins, Director of Student Health Services and Kim Morrisson, Vice Provost for University Life gave a status report on the Penn Student Health Insurance Plan. The Council shared with them several concerns and issues brought to their attention by graduate students. Larry Moneta, Associate Vice Provost for University Life, is exploring a health insurance plan that may address these issues and is more affordable.

**Evaluation and Certification of the English Fluency of Undergraduate Instructional Personnel.** The Pennsylvania English Fluency in Higher Education Act requires the University to evaluate and certify all new undergraduate instructional personnel as fluent in English. Stephen Steinberg, Assistant to the President, briefed the Council on the University policy and procedures for the evaluation and certification of English fluency in the classroom.

**PennInfo.** Dr. Janice Madden, Vice Provost for Graduate Education informed the Council about the creation of the node, "Graduate Studies (Ph.D., A.M., and M. S.)" for graduate education on PennInfo. The first item to be posted is the revised *Graduate Academic Bulletin Rules and Regulations*. Suggestions on additional information to post on the network should be sent to Dr. Madden.

The current membership consists of:

*Michael Aiken, Provost*  
*Franklin Allen, Wharton Doctoral Program*  
*Florence Downs, School of Nursing*  
*Donald Fitts, School of Arts and Science*  
*Larry Gross, Annenberg School for Communication*  
*Dwight L. Jaggard, School of Engineering & Applied Science*  
*David De Long, Graduate School of Fine Arts*  
*Janice Madden, Vice Provost for Graduate Education, Chair*  
*Kim Morrison, Vice Provost for University Life*  
*Michael Tierney, Graduate School of Education*  
*Peter Vaughan, School of Social Work*  
*Saul Winegrad, Graduate Biomedical Sciences*

## Provost's Council on International Programs

As recommended in the internationalization goals of the University's Five-Year Plan, the Provost's Council on International Programs was established in October, 1990 in order to help the University take greater advantage of its substantial investments in international programs. Council membership consists of twelve faculty members (each representing one school), two student representatives, the Vice Provost for University Life and the Director of the University's Office of International Programs. The Provost convenes the Council monthly, to guide him in providing central direction to Penn's expanding international programs and activities, to share information about school-based international programs, and to coordinate these efforts where feasible.

Last year the Council developed an International Mission Statement for the University, which now forms the basis of Penn's three year implementation plan for achieving distinction in international education. This year Council members are assisting Provost Aiken in finalizing this implementation plan by providing information about intra-school and interschool steps being taken to achieve Penn's goals to strengthen the already substantial international nature of its people, its pursuits and its programs. These goals are an integral part of the University's overall mission as a major research and teaching institution. In this context, the Council is also providing advice concerning the development of new undergraduate study

abroad programs, linkages with selected universities abroad for faculty and student exchanges, and other international initiatives that would benefit from University-level involvement.

Members of the Provost's Council, 1992-93, are:

*Jacob M. Abel, School of Engineering*  
*Michael Aiken, Provost, Chair*  
*Richard Beeman, School of Arts and Sciences*  
*Mark Bernstein, Graduate School of Fine Arts*  
*Peter Berthold, School of Dental Medicine*  
*George Gerbner, Annenberg School for Communication*  
*Nancy Hornberger, Graduate School of Education*  
*Jae-Hyup Lee, Graduate Student, Arts and Science*  
*Charles W. Mooney, Jr., Law School*  
*Kim Morrisson, Vice Provost for University Life*  
*Joyce M. Randolph, International Programs*  
*Gerhard A. Schad, School of Veterinary Medicine*  
*Vivian Seltzer, School of Social Work*  
*Patrick B. Storey, School of Medicine*  
*Joyce Thompson, School of Nursing*  
*Jerry Wind, Wharton School*  
*One undergraduate student to be appointed*

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# The Provost's Council on Research

The Provost's Council on Research is composed of faculty representatives from each of the twelve Schools, some of whom hold administrative appointments as well (Vice Dean, Associate Dean, or Deputy Dean), and is chaired by the Vice Provost for Research. It has as its charge *a*) to provide the University with a forum allowing the sharing of information regarding ongoing and planned research efforts in each of the Schools, stressing those that would benefit from inter-school collaboration; *b*) to evaluate proposed multidisciplinary research programs that are candidates for University support; and *c*) to review procedures employed in the administration of research throughout the University and to provide advice to the Provost and the relevant Deans as to how a given research program would be best administered within the University structure. The Council meets four times a year. The first meeting of the Council took place on September 27, 1991.

## Ongoing and Planned Research Efforts in the Schools

To date the Council has heard reports on ongoing and planned research efforts in the School of Nursing and in the School of Engineering and Applied Science (SEAS). The many multidisciplinary research initiatives in the School of Nursing are each linked to other schools at the University and this has proven to be a tremendous advantage. The School of Nursing supports a Research Center where faculty may bring superb ideas and receive assistance in packaging those ideas in a competitive proposal. SEAS reported that Materials Science and Computer and Information Science are growing significantly and comprise the largest entities in the school. As industry is increasingly relying on ties with universities for basic research, interest in interdisciplinary research and focused centers and institutes is growing. Current successful centers/institutes include the Institute for Research in Cognitive Science, the Artificial Intelligence Center, the Center for Communications and Information, and the Center for Sensor Technologies. Potential centers include Solid Waste Systems and Technology, Bioscience Materials and Tissue Engineering, Computational Neural Science and Engineering, and Injury Research and Prevention.

## Proposed Multidisciplinary Research Programs

**Aging.** Aging is a stated priority of the Medical School and of the University, and is an area of broad interest across campus. The medical, social, economic, legal, ethical, and policy aspects of Aging cut across many schools and programs. A multidisciplinary Lecture Series on Alzheimer's Disease led by Dr. John Q. Trojanowski, Professor of Pathology Laboratory Medicine, and Director of Medical Pathology at the Hospital of the University of Pennsylvania, is currently underway to stimulate proposals for research programs in other areas of Aging.

**Central European Studies.** Central Europe, an area of increasing importance, yet not previously covered by other area studies programs at Penn, is of interest to faculty from the Law School, Wharton, the Graduate School of Education, and the Departments of History, Political Science, and Slavic Languages in the School of Arts and Sciences. A Faculty Research Seminar in Central European Studies, led by Dr. Peter Steiner, Chairman and Associate Professor in the Department of Slavic Languages is exploring the development of a research program in that area.

**Environmental Studies.** The proposed Institute for Environmental Studies, co-directed by Dr. Irving M. Shapiro, Professor of Biochemistry in the School of Dental Medicine, and Dr. Robert Giegengack, Professor of Geology in the School of Arts and Sciences, is an endeavor to organize, enhance, revitalize and shape the effectiveness of Penn's environmental research programs and, to develop, strengthen, and coordinate Penn's widely dispersed environmental education programs. Achievement of these objectives will result in the formulation of a center of excellence in Environmental Studies. The proposed Institute would play a critical role in addressing scientific, political, social and medical issues at both the national and international level.

**Structural Biology.** A collaborative effort to organize focused research and teaching in Structural Biology is being led by Dr. Ponzy Lu,

Professor of Chemistry, and Dr. Roger Burnett, Professor at the Wistar Institute. A one day Structural Biology Symposium and the continuing Structural Biology Symposium Series for the faculty of the School of Arts and Sciences, the Medical School, and the Wistar Institute have served as mechanisms for learning about research in Structural Biology at Penn and other institutions as well as mechanisms for the research community at Penn to begin to interact and cooperate in research and teaching activities. These activities are directly responsible for recent concrete proposals for an undergraduate major and a formal graduate group in Structural Biology.

**India Studies.** A forthcoming Workshop on New Directions in Interdisciplinary and Collaborative Research Between Scholars at Penn and Cognate Institutions in the U.S. and India, led by Dr. Francine Frankel, Professor in Political Science, will enhance the multidisciplinary dimensions Penn's Center for Advanced Study of India.

## Administration of Research

**University-wide Industry Outreach Program.** Geographically Penn is located at the hub of a high-tech community and in recent years schools at Penn have been individually developing plans for enhanced industry outreach. Dr. Ralph Amado, Professor of Physics, Dr. Wayne Worrell, Professor of Materials Science and Engineering, and Dr. Arthur Asbury, Vice Dean for Research at the Medical School, proposed to the Council a University-wide approach to industry which would enhance opportunities for faculty by increasing intelligence in this area and by presenting the assets and strengths of a united University. The University-wide Industry Outreach Program was adopted as a subcommittee of the Council.

**Patent Policy.** Drafts of the University Revised Patent Policy (see October 13, 1992, *Almanac* insert, p. IV) has been reviewed and discussed at the May 27, 1992 and September 21, 1992 meetings of the Provost's Council on Research. The current draft was reviewed and discussed at the November 21, 1992, meeting.

**Conflict of Interest.** The National Science Foundation (NSF) and the Public Health Service (PHS), parent of the National Institutes of Health (NIH) are currently revising their Conflict of Interest Policies. (See October 13, 1992, *Almanac* insert, "New Issues in the Conduct of Research: Increased Scrutiny by Funding and Regulatory Agencies," p. III.) The proposed revisions will probably necessitate changes to the University's Conflict of Interest Policy. At its November 21, 1992, meeting the Provost's Council on Research heard a presentation on the revised Conflict of Interest Policy in place at the Medical School and discussed the impact of possible revisions to the University's policy. Provost's Council on Research members in 1992-93 are:

*Barry S. Cooperman, Chair, Vice Provost for Research and Professor of Chemistry*

*Arthur K. Asbury, Vice Dean for Research, Medical School, and Van Meter Professor of Neurology*

*Richard R. Beeman, Associate Dean, School of Arts and Sciences, and Professor of History*

*Joseph Cappella, Professor of Communication*

*Richard Estes, Professor of Social Work*

*Dwight L. Jaggard, Associate Dean, School of Engineering and Applied Science and Professor of Electrical Engineering*

*Alan M. Kelly, Professor and Chair, Pathobiology*

*Barbara J. Lowery, Professor of Nursing*

*Frank G. Matero, Associate Professor of Architecture*

*Stephen J. Morse, Ferdinand Wakeman Hubbell Professor of Law*

*Joel Rosenbloom, Chair of Anatomy and Histology and Professor of Biochemistry, School of Dental Medicine*

*Anthony M. Santomero, Deputy Dean, Wharton School and*

*Richard K. Mellon Professor of Finance*

*Michael L. Tierney, Associate Dean, Graduate School of Education and Associate Professor of Education*

*Frank W. Warner, Associate Dean, School of Arts and Sciences and Professor of Mathematics*