

# Almanac

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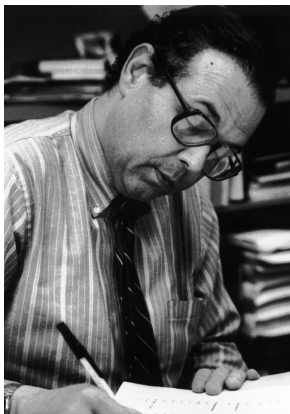
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Left to right: Nader Engheta of SEAS, Joan Goodman of GSE, Elizabeth Warren of Law



Lawrence Bernstein, Music/SAS

## Tops in Teaching, 1994

This year's eight winners of the Lindback Award for Distinguished Teaching, and the two who won the Provost's Award, are shown here; some reasons they were chosen appear on page 9.

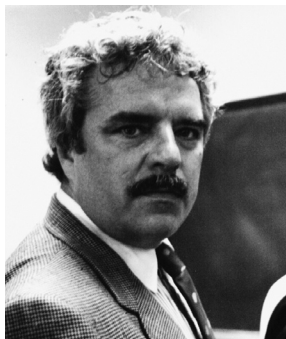
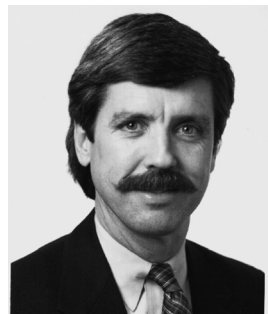
## To Join The Party April 19

All students, faculty and staff are invited to celebrate with the winners at Interim Provost Marvin Lazerson's reception Tuesday, April 19, starting at 4:30 p.m. in the Rotunda of the University Museum.



Above: Nursing's Anne Keane

Left to right below: John Stinnett, Psychiatry; Peter Quinn, Oral Surgery; Eugenia Siegler, Geriatrics



The Provost's Award winners: Robert Douglas of Regional Science, above, and Mary Anne Scott of Nursing, below

## Baccalaureate: Gloria Chisum

Dr. Gloria Twine Chisum, Gr '60 (right) will deliver the Baccalaureate address Wednesday, May 18, at 3 p.m. in Irvine Auditorium, preceded by a 2:30 concert.

The noted psychologist, who headed the vision laboratories of the U.S. Naval Air Station, is vice chair of the Trustees and a longtime chair of the Student Affairs Committee, as well as chair of the recent Commission on Strengthening the Community. (For next steps in implementing the Commission's recommendations, see back page of this issue.)



## Five Honorary Degrees

The recipients of honorary doctorates at this year's Commencement (about whom more next week) are:

Architect and Urban Designer Denise Scott Brown, MCP '60 and M.Arch '65.

HUD Secretary Henry G. Cisneros, who is also the Commencement Speaker;

Photographer Mary Ellen Mark, CW '60, ASC '63; Brandeis President Samuel O. Thier, who was professor and chairman of the Department of Medicine here, 1969-74; and

Dr. Phillip V. Tobias, emeritus professor of anatomy and human biology at the University of the Witwatersrand, a frequent visiting professor here.

## Public Safety: George Clisby

Commissioner John Kuprevich has named as Director of Police and Security Patrol Operations George E. Clisby, a University Police Lieutenant who came to Penn three years ago after more than 27 years with the Philadelphia Police.

Lt. Clisby, whose various assignments with the Philadelphia force included internal ethics investigations and security for the Mayor and visitors, participated in the transition from a traditional policing model to what is now known as community policing. At Penn, he has served on the Task Force on Public Safety (whose recent report was summarized in *Almanac* March 22, 1994) and other committees.

He is an alumnus of LaSalle University who did graduate work at Villanova and is presently pursuing a master's degree through Penn's Dynamics of Organization program. He has also taught at the Philadelphia Police Academy and at Philadelphia Community College's continuing education programs.



## Financial Tails, Academic Dogs

Responsibility Center Budgeting was introduced in the University during the 1970s as an accounting system. As such it has served the University well. Penn has avoided the financial crises that have affected many peer schools. Unfortunately, Responsibility Center Budgeting has ceased to be solely an accounting tool and has become instead the primary management tool within the University.

Under Responsibility Center Budgeting the relationship between the central administration and the schools has changed. This has led the schools to believe that they and not the University are the owner of resources. Unfortunately this relationship has been reinforced by the central administration. I have heard high University administrators praise or criticize deans based on their budget balancing performance rather than on their role in achieving academic excellence.

This form of management can only lead to academic mediocrity. Priorities for the University must be determined by the quest for academic and intellectual excellence and not by the balance sheets of the individual schools. A mediocre school that runs at a profit should not be rewarded for being a profit center and an excellent school that needs to be subvented should not be penalized for that fact. Profits and deficits, after all, are due in large part to the way that the central administration allocates costs and assigns responsibilities to the individual schools.

Recent decisions and discussions about department closings are further illustrations of Responsibility Center Budgeting gone amok. The decision to close a program or a department should be one component of an overall academic plan for the school. It is easy for an administrator to attribute these decisions to financial reasons. However, resources are always scarce and hard choices must always be made. These decisions must be made after wide consultation and with the ultimate goal of achieving academic excellence. Under no circumstances should Responsibility Center Budgeting be applied to individual departments or programs. This could lead to a diminution of academic standards in the quest for students to provide tuition dollars to balance the budget.

Academic planning needs to be done by the University as a whole since many disciplines transcend the individual school. Under Responsibility Center Budgeting the five-year plans of the schools have become more important than the five-year plan of the University, and the Provost has become a financial ombudsman rather than the educational leader that this institution badly needs. I have written earlier (*Almanac* March 1, 1994) about the need to empower the position of the provost. Providing the center with the resources required to exercise academic leadership should be a priority for the University.

Undergraduate and graduate education also suffers from Responsibility Center Budgeting. Our students are ill served by decisions that are influenced more by the need to retain tuition dollars than by academic goals. The uniqueness of the University is the presence of professional schools in close proximity to arts and sciences. We must build upon this strength rather than limiting our students' ability to take courses in schools other than their own.

It is time to return Responsibility Center Budgeting to its proper role as an accounting tool. Decisions about Penn's future must be made on sound academic grounds if, indeed, Penn will lead the way.



— Gerald J. Porter (gjporter@math.upenn.edu)

**Ed. Note:** The Report of the Senate Committee on Administration dealing with the same subject appears on the page opposite.

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### From the Senate Office

## Annual Meeting of the Faculty Senate

Wednesday, April 20, 1994

3 to 5:30 p.m. in 109 Annenberg School

The agenda will include:

1. Approval of the minutes of the April 21, 1993 plenary meeting
2. Report of the Chair
3. Report of the President
4. Report of the Provost
5. Report of the Committee on the Economic Status of the Faculty—*Peter Freyd, Chair*
6. Report of the Committee on Administration on responsibility center budgeting [see page 3 of this issue]—*David Brownlee, Chair*
7. Report of the Committee on the Faculty on a statement on department closings and discussion of an alternative mechanism for the racial harassment policy—*Alan Auerbach, Chair*
8. Report of the Committee on Students and Educational Policy on enhancing undergraduate intellectual and social life—*James Laing, Chair*
9. Report of the Senate *ad hoc* Committee on Academic Strengths—*Harvey Rubin, Chair*
10. Adjournment by 5:30 p.m.

**Note:** Members of the Faculty Senate are encouraged to come to the meeting prepared with questions for the President, the Provost, or Chairs of committees of the Faculty Senate.

Questions about the agenda can be directed to Carolyn Burdon, Executive Assistant to the Faculty Senate Chair, by email: burdon@pobox.upenn.edu or phone: 898-6943.

*The following statement is published in accordance with the Senate Rules. Among other purposes, the publication of SEC actions is intended to stimulate discussion between the constituencies and their representatives. Please communicate your comments to Senate Chair Gerald J. Porter or Executive Assistant Carolyn Burdon, 15 College Hall/6303, 898-6943 or burdon@pobox.upenn.edu.*

### **Actions Taken by the Senate Executive Committee Wednesday, March 30, 1994**

**1. Academic Planning and Budget.** Past Senate Chair David Hildebrand reported that the annual MIT salary survey shows Penn staying where it has been relative to other institutions in the survey. The ambiguities in this survey make the results less than definitive. It is important for the Faculty Senate to reach agreement with the new provost regarding disclosure of these and other data. Inaccurate data affects administrative decisions and only accurate information should be made public.

The decennial accreditation process by the Middle States Association will take place next year. The administration has agreed with Middle States to focus on undergraduate education. Suggestions for membership of the accreditation group are welcome. Requirements are that the members may not be Pennsylvania residents nor have any present or past connection with Penn.

**2. Capital Council.** David Hildebrand noted that this group has met once and has approved additional storage space for the library.

**3. Department Closings.** Although consensus was obtained on the intention of the proposal coming from the Committee on the Faculty, there was criticism of particular statements in the proposal. A motion was passed to return the proposal to the Committee on the Faculty and for that committee to confer with interested SEC members for preparation of a revised version for presentation at the next meeting.

**4. Cost Containment Oversight.** Faculty members of the committee, Marshall Blume, Lee Peachey, and Sherman Frankel, reviewed the progress of the committee during its first year. All agreed that the progress was much slower than hoped for, perhaps because of the current transition in administration. They have requested bi-weekly meetings. When the new president arrives the committee will be more active and will report back to SEC. SEC members suggested seeking cost-cutting ideas from the talented people at Penn and to broaden the committee's focus beyond the central administration to cost cutting in the schools. The chair expressed the full support and enthusiasm of SEC to the Cost Containment Oversight Committee.

**5. Restructuring University Council.** In response to a request by SEC on March 2, the Chair, Chair-elect and Past Chair have revised the Council bylaws proposed by the Steering Ad Hoc Committee to Restructure Council. The chair presented these revised Council bylaws for discussion and action. The revised bylaws were approved and will go next to the Council Steering committee. If Steering approves, the proposed bylaws will then go to the May Council for the required first discussion and to the first Fall Council meeting for a vote. It was pointed out that University Council is not a legislative body. It was moved and adopted that "the Senate Executive Committee continue participation in University Council under either the current bylaws or the SEC-amended bylaws."

*(continued next page)*

## SEC Actions from page 2

**6. Informal Discussion with Interim President Claire Fagin.** The president reported that the Final Report of the Commission on Strengthening the Community contains revised portions, in particular regarding student housing. The administration's response to the final report will be made by the end of April. Discussion moved to concerns about the library including theft, vandalism, and financial support. The president reported that the

development campaign will formally close in September or October. As of this meeting \$1.259 billion has been raised toward a goal of \$1.3 billion. She pointed out these funds are very restricted. The chair noted that this was an opportunistic campaign and that Penn needs a designated campaign.

**7. Activities of the WXPB Advisory Board.** Co-chair Professor Oliver Williams reviewed the recent (4-year) history of the WXPB public radio station licensed to Penn. During this

time the programming strategy changed from segments devoted to different audiences, to a continuous eclectic style of music aimed at one audience. That audience has grown to over a quarter of a million. There are currently about 50 student interns. In addition to growing and receiving awards, it is on track toward becoming fiscally self-sufficient by 1997. SEC congratulated Professor Oliver Williams on the progress and thanked him for his efforts on behalf of the faculty on the WXPB Advisory Board.

# Report of the Senate Committee on Administration *April 7, 1994*

## Introduction

The committee devoted itself this year to a review of the University's responsibility center budgeting system. This system locates the bottom line for many University activities at the level of the schools and for this purpose defines their resource base as 80% of their tuition income, 72% of their indirect cost recovery, and 100% of funds raised outside the University. The costs of central services and of supporting those units in deficit are allocated to the schools, which are expected to break even. In some schools, the system has been the subject of recurrent scrutiny and debate since its implementation over twenty years ago. Adjustments have been regularly made to the system—beginning shortly after it was put in place.

This report is based on discussions among the members of the committee, who have profited from conversations with Marvin Lazerson (Interim Provost), Stephen Golding (then Executive Director of Resource Planning and Budget), Thomas Gerrity (Dean of the Wharton School), Gordon Williams (Vice President and Executive Director, School of Medicine), Ira Schwartz (Dean of Social Work), Gregory Farrington (Dean of Engineering), Norma Lang (Dean of Nursing), Sandy Schwartz (Director, Leonard Davis Institute), and Aravind Joshi (Co-Director, Institute for Research in Cognitive Science). We are very grateful to these colleagues for their assistance in discussing this complex matter.

In very significant ways, the University is shaped by its budgeting system. Its multicentered structure and entrepreneurial spirit are now linked to our way of keeping accounts. Among those who have flourished here, the budgeting system is widely respected, even admired, because it dovetails with their way of work and life. Our successes as a University have been stamped with the imprint of responsibility center budgeting. But just as our successes bear the impress of responsibility center budgeting, so also do our failures and the pattern of things we have left undone.

## The Strengths of the System

Penn has come through the last decade in relatively good financial shape by focusing on the bottom lines of its major budgetary units. Cutbacks, where they have occurred, have generally been well managed. This owes something to responsibility center budgeting, which is responsive to fluctuations in income and expenses.

But the system is not merely an anchor to windward against the gale of financial catastrophe. It has promoted an everyday spirit of entrepreneurship and accountability at the school level, where, in many cases, it inspires innovation and demands sound management.

Moreover, by absorbing most University-level decisions within a system of economic policy, the budget process has dampened potentially acrimonious debates over education and research. Debate has been sanitized in part because the system diminishes the importance of controversial, non-economic factors.

## The Weaknesses of the System

Unfortunately, these benefits are not reaped without incurring costs. The economic emphasis in policy discussions has expanded to shape the performance reviews of even very small units—departments and individuals—and there and throughout the system, the economic emphasis has been coupled with a lack of focus on priorities in research and education. The function of the Provost has become an economic mediator rather than chief academic officer, and Penn's profile as both a research university and a provider of excellent education has seen relatively few substantial enhancements since the implementation of responsibility center budgeting. Those advances that have occurred are of the kind that work within the system.

Although the schools may be the appropriate level at which to manage most University functions, responsibility center budgeting has also impaired some important activities. The most significant of these is undergraduate

education, for which no single center is responsible. Despite the fact that Penn offers an almost unique opportunity to design an undergraduate curriculum that unites the strengths of a constellation of excellent professional schools, our undergraduates work under financially inspired regulations, devised by the schools to which they are admitted, which limit their access to the educational resources of the University as a whole. For them, "One University" exists only insofar as it has been negotiated among the deans. What is potentially the most distinctive and attractive characteristic of a Penn education is not being achieved.

Interschool interdisciplinary centers are sometimes similarly impaired by responsibility center budgeting. While they report to the Provost, such centers are in fact dependent for their existence on interschool negotiations. Centers succeed when substantial outside funding lifts them above the inter-school fray or when their work (which often includes instructional activity) can be closely identified with the established mission of two sponsoring schools and their faculty. Our failure to create the proposed Social Sciences Center (and the consequent duplication of many of its proposed activities in several schools) and the waning of the PARSS seminars as their outside funding ran out are examples of the kind of loss we suffer under the present system. Of course, we cannot assess accurately all of the lost opportunities of this kind.

Emphasis on accountability at the school level has not promoted similar accountability for such centrally provided services as administrative support staffing, house and grounds keeping, computer services, security, and construction management. This is because the cost of such services is allocated to the schools, but they are given little role in monitoring the quality of product. Many of those with whom we spoke reported that the result is poor service.

## Recommendations

This committee recommends a vigorous reassessment of the University accounting system, aimed at universalizing the benefits of responsibility center budgeting while ameliorating its structural defects. We make two central proposals, which are separable. The corollaries of these proposals should be apparent in additional areas as well.

1. We believe that the Provost must be reestablished as the chief academic officer of the University. To do so will require additional funding for his/her office so that it may promote the kind of research and instruction that serves the University as a whole. Such support is critically needed by undergraduate education and interdisciplinary scholarship—both of which draw on the talents of more than one school and which carry the name of the University as a whole to the outside world. To achieve this goal, there is no alternative to the reallocation of present resources.

2. We believe that the delivery of central services must be redesigned so that they may come under the same pressure and scrutiny that now apply to the schools under responsibility center budgeting. Clear accountability must be established, and if the schools are charged for services, they must be given a role in assessing service performance. To this end, we recommend a stronger role for the schools in the management of central services, to be effected by client committees with the participation of all relevant schools.

Elizabeth E. Bailey (public policy & management)  
Leonard J. Bello (microbiology/veterinary)  
David Brownlee (history of art), *chair*  
Lee D. Peachey (biology)  
Cynthia Scalzi (nursing)  
Henry Teune (political science)  
*ex officio:*  
Senate Chair Gerald J. Porter (mathematics)  
Senate Chair-elect Barbara J. Lowery (nursing)

# Speaking Out

## More on 'Water Buffalo'

The distinguished but uninformed Abel Committee that has issued its findings on the sad "water buffalo" case (*Almanac* April 5) met with me one time, with three of their five members present, for about 45 minutes. I implored them to meet with me longer; they did not. At the end of the abbreviated first and only session, we were about to discuss how it came about that the ACLU and other external groups became involved in this case, but the committee (that is, the three of the five of them who were there) ran out of time. Professor Abel assured me that I would be rescheduled. In a recent e-mail, he informed me that he did not have to reschedule that meeting because he knew that I would tell him nothing that they did not know! How astonishing, then, that "external interventions," and, in particular, the involvement of the ACLU, about which the Abel Committee is hopelessly misinformed and factually incorrect (it did not even speak to the Executive Director of the Pennsylvania ACLU, by the way!) should be near the heart of the Committee's finding of improper procedures! The farce continues, and the members of the committee should be ashamed of themselves. They had a chance to pose as many probing and critical questions as they wanted about that involvement, but they knew what I was going to say about the issue that became their central theme! Good-bye sanity, and welcome to the University of Pennsylvania's "water buffalo" case!

The committee regrets the fact that the General Counsel's office responded to Eden Jacobowitz's threatened suit by communicating with his attorneys of the ACLU. Is it now impermissible to sue or seek restraining orders against the University of Pennsylvania? Do students lose the protection of law by entering Penn? For shame!

Indeed, the role of the General Counsel's office ought to be the object of inquiry, but the Abel Committee's notion that it colluded with Eden Jacobowitz has the facts all wrong! Fact...Eden Jacobowitz's first advisor (chosen from a list presented to him by the Judicial Inquiry Office) later informed me, on my answering machine tape, in my possession, that she could not testify as to what had been stipulated to her by the JIO because she was an employee of the University and had been advised by the General Counsel's office not to do so! Fact...the General Counsel's office, as the Abel Committee's report acknowledges, had been signing off on the prosecution of Eden Jacobowitz all along.

What led up to the "hearing" of May 14, 1993? Fact...on April 23, 1993, the University cancelled the duly scheduled hearing of April 26, 1993, when Eden had twenty student, faculty and administrative witnesses. Fact...on April 25, 1993, the University announced

a postponement of that hearing until the Fall, "due to publicity in the papers" (message on my answering machine, tape in my possession), despite the fact that the Judicial Charter gives defendants the explicit right to discuss their cases. Fact...the University then attempted to reschedule a hearing for May 14, when all of Eden's witnesses were gone from Penn! When Eden and I obviously refused to do that, the JA informed me that the May 14 hearing would be solely for the purpose of entertaining a request for dismissal of charges. Fact...the JA informed me explicitly that *I should bring no witnesses, including Eden, and that I had his word that, no hearing to determine Eden's guilt or innocence possibly could occur without Eden's witnesses present, especially, he acknowledged, since he improperly had postponed the hearing of April 26 when all of Eden's witnesses would have been present.* Fact...astonishingly, 36 hours before that May 14 "hearing," the JA telephoned me at home, late at night, to say that "my superiors have instructed me to have a determination of guilt or innocence on May 14." In response to my saying, "You told us not even to have witnesses present," he replied, "Do the best you can!" Enter the ACLU's magnificent legal director, whose sense of justice and fairness goes beyond that of the Judicial System, the General Counsel's office and the Abel Committee! The next day, Eden's attorneys, who now included the ACLU, sought a restraining order to prevent this indecent farce from being played out, the seeking of such a restraining order being a constitutional right that the Abel Committee apparently does not recognize.

The Abel Committee views the media and the ACLU in the manner that the state of Mississippi in the 1960s viewed what it termed "outside agitators." Just let us foxes give justice to the chickens with no one watching, and everything will be just fine! Eden Jacobowitz was a freshman who committed no infraction whatsoever. Against him were arrayed the full force of the Judicial Inquiry Office, the General Counsel's office (who advises them), and the resources of the Vice Provost for University Life. His own first advisor was an administrator whose first loyalty, she later told me, was to "my employer." A freshman against the University, Eden was faced with the choice of fighting the absurd charges against him or accepting a "settlement" in which he acknowledged a crime of which he knew himself innocent. Yes, indeed, powerful Eden! Fortunately, *Penn students who are defendants have an absolute right under the Judicial Charter (and the First Amendment, might one add), to discuss their cases.* (At that point, by the way, as the Charter explicitly indicates, all other parties to the case were free to present

their own views of all the matters that Eden discussed!) Fortunately, *Penn students do not lose the right to have attorneys or to defend their constitutional and other legal rights.* Fortunately, Penn is not the Nixon White House, and the world, and, heaven forbid, even the media, indeed may scrutinize its procedures and its injustices! The Abel Committee may prefer a set of mechanisms in which powerless innocent people must defend themselves against Kafkaesque charges in the shadows of collusive injustice, but, universities in their self-image excepted, this remains America. As I had said to Sheldon Hackney, Michael Aiken, Kim Morrison, and Larry Moneta, if you are going to lynch this kid, you are going to have to do it in the sunshine, with the world watching. "It's a good case to go public," Larry Moneta replied; "it will clarify the issues." The Abel Committee may not like sunshine, but as Justice Brandeis once observed, "Sunshine is the best disinfectant!"

Appallingly neither Eden nor I, last year, nor the Abel Committee, this year, knew about an eleven-page University Police investigative report on the facts of the "water buffalo" case. The JIO was willing to go to hearing with a confused first-night police report. The University withheld from Eden, his advisor, and, note well, the Abel Committee, the fact that there existed an exhaustive police report that established essential facts. Try that one on for "procedures," Professor Abel!

As for me, I hope with all my heart that I shall find myself on a witness stand one day, under oath, telling everything I know about the "water buffalo" case! Professor Abel could have had all of that information without an oath, but to judge from their behavior, he and his committee could not have cared less. Three of them talked briefly to Eden! Three of them talked briefly to me! That they don't even discuss the matter of Eden's first advisor is already astonishing! That they don't even know about the suppressed police report speaks volumes about the vile, repugnant, wicked dishonesty of this affair, and, since I know of that report, about their catastrophic incompetence.

— Alan Kors, Professor of History

**Ed. Note:** The Board of Inquiry having dissolved upon completion of its report, *Almanac* offered right-of-reply to its members as individuals. Dr. Jacob Abel, who chaired the Board, and Dr. Rosalyn Watts of the faculty component, respond this week (see page 3). Michael Treisman, a student member, has indicated that he will write for next week's issue. Others mentioned in the letter above (besides those who served on the Board) were also offered space to respond; Dr. Larry Moneta's response is on page 3. Comment is welcome from others in the University community.

*Speaking Out welcomes reader contributions. Short timely letters on University issues can be accepted Thursday noon for the following Tuesday's issue, subject to right-of-reply guidelines. Advance notice of intention to submit is appreciated.—Ed.*

## Response of Dr. Abel

One needs a taste for irony to get by in academic life. I may be the only member of the faculty who has been excoriated by both Houston Baker and Alan Kors—a distinction but not one to be particularly relished.

This disagreement about the report of the board merely serves to distance the University further from what are the more important underlying issues. Professor Kors's criticisms of the work of the board really can be summarized by saying that the five of us didn't do what he wanted us to do.

The board defined its work on the basis of the charge and with the knowledge of the allegation made by the complainants. This is all covered in the report. Professor Kors and our other detractors should take some consolation from the fact that we did not take direction from anyone else with an ax to grind or wield.

The most fundamental argument is over the question of whether you can alter a codified judicial procedure in the middle of a case for any reason, however worthy. The board thought not. We stated and I restate that once you allow that kind of "for this case" tampering with an established procedure the hopes of doing justice are doomed. This case proves the truth of this axiom. What is surely most bitterly ironic and has fueled both Professor Kors's and Mr. Jacobowitz's frustration and rage in this matter is the feature of the code which gave an absolute and unchallengeable power to the JIO to conclude guilt and move to prosecution in the face of evidence which the respondent, Jacobowitz, and many others thought was exculpatory. Thus, the thing that harmed Mr. Jacobowitz most was not an irregular application of the Charter of the University Student Judicial System but was in fact, under the Charter, a permissible circumstance—one which the board found repugnant. Hence the irony and our call for oversight of the JIO in serious matters, the analogue of a grand jury.

Professor Kors's interpretation of our objection to the role of the ACLU is totally off the mark. The fact is that the ACLU could have no role "in the proceedings"—a phrase reportedly used by the ACLU Executive Director. The ACLU could have advised, counseled, succored Jacobowitz, or tucked him in at night, but the one thing they could not do was be "in the proceedings." The procedure is abundantly clear about who may participate in it and the ACLU or other people outside the University may not. Professor Kors would like to suggest that the board did not want Jacobowitz to have recourse to counsel or the ACLU in particular. Far from it. Let him and anyone else have all of the help they can get when they are being drawn into the maw of a flawed process.

The mistake that Professor Kors and the ACLU made in their effort to protect Mr. Jacobowitz was in not following through with their effort to get a restraining order. A friend of mine who was a student of military history told me once that a good general picks the time and place where he fights. The ACLU belonged in court, not behind the scenes negotiating with the University Counsel about *ad hoc* changes in the procedures. Court is

their proper field of battle and they should have attacked the procedure and the underlying policy instead of trying to cure the flawed procedure in the midst of a case. They and Professor Kors should have known better than that. I also wonder if the ACLU ever showed up for a hearing to find that the issue had been redefined without their being informed of the change and if that had happened to them how they would have reacted.

But what are the mere musings of someone who "has no sense of fair play?" The fact is that Professor Kors and the ACLU blundered badly in their choice of strategy and I think that I know why. The reason lies with the history of the Pavlik case, about which I learned from Professor Kors at his interview.

Pavlik wrote for *The Daily Pennsylvanian* a column that some thought was "racially offensive" and the University's judicial machinery began to crank up to prosecute him on the basis of the policy on racial harassment. Professor Kors told us that he intervened and persuaded President Hackney to stop the prosecution. Right idea, wrong method! Why wrong? Because the President had no official role in the procedure, and using him to protect Pavlik's freedom of speech set the bad precedent that was repeated in the instant case. Worse than that, Professor Kors and the ACLU, who should have been involved, lost the opportunity to challenge the harassment policy in court with a case which was tailor-made to test the policy: a journalist publishing in a newspaper. The result of that test might have sunk the policy, or caused it to be revised in ways that would have made it clear that one spontaneous remark of certainly debatable meaning could not be characterized as harassment; or it might simply have clarified in some useful way when such a policy could be invoked if at all. That opportunity was lost because Professor Kors chose to induce the President to intervene—again according to Kors' account. I think that this was an error on his part and had he got the ACLU involved and taken the Pavlik case to court, there would not have been a Jacobowitz case. Or at most, Jacobowitz would have been charged under only the general conduct rule for immature behavior.

I should add that the University's disciplinary procedures have been challenged in court on numerous occasions. Lots of people seek injunctive relief when they face punishment. Sometimes the University wins, sometimes it loses. It's the University Counsel's job to defend the University's rights and policies. They do it well. That's the field of combat on which they and the ACLU should have met—wide out in the open rather than in a backroom deal ratified by a FAX and kept secret from the complainants. I think that getting the President to do what you want is heady wine and Professor Kors succumbed to its intoxication and took the ACLU with him. Judicial procedures are brittle. They don't bend under load; they break.

There is no question that Mr. Jacobowitz has had an excruciating experience. The language of the report concerning harms refers only to the consequences of the specific procedural errors cited in the report which in the main favored him. He faced serious

penalties if he lost while the complainants did not. We are in the realm of the unquantifiable when we try to assess the impact of this affair on all of the students.

The complainants alleged that the procedures were flawed and they were right. Professor Kors thinks that the interventions were justified. I think that he chose the wrong strategy to defend Mr. Jacobowitz, one that did not bring the real issues into the sunlight but rather brought Professor Kors into the limelight. Ironically, Mr. Jacobowitz was a victim of that error as well.

—Jacob Abel, *Professor of Mechanical Engineering and Applied Mechanics*

## Response of Dr. Watts

Professor Kors's response to the findings of the Board of Inquiry clearly reflects an attempt to undermine the process and outcomes of the committee's report. It must be emphasized that the primary task of the board was "to investigate the procedural aspects of the case of alleged racial harassment." The detailed and surprisingly rambling letter of this distinguished scholar also gives the impression of an excessive need to control and manipulate, if not intimidate.

During the process of collecting information, we provided a nonthreatening milieu wherein each complainant, respondent, advisor and University official had the freedom to tell his or her story of events and procedures. Each person was treated with respect and dignity. It is unfortunate that many of the participants had been wounded by the sequence of events. I believe, however, that our students (the women and Mr. Jacobowitz) have great resiliency and will emerge from this traumatic experience with greater insight about the political realities of the academy. I applaud their resolve, tenacity, and relentless pursuit of fairness.

Although it may be wishful thinking, now is the time to bring the events of alleged racial harassment during the Spring of 1993 to closure. Now is the time for healing.

—Rosalyn J. Watts,  
*Associate Professor of Nursing*

## Response of Dr. Moneta

While I could never challenge the accuracy of Prof. Kors's memory, his use of a sliver of conversation out of hours of discussion conveys an inaccurate misconception—that I encouraged him to take this event public. My message to Prof. Kors, in every communication I had with him, was simple and direct: let the process proceed uninterrupted by outside intervention. That, obviously, was not his preference.

—Larry Moneta, *Associate Vice Provost for University Life*

**Corrections:** In last week's *Almanac*, on page 1, "Studies" was inadvertently used in the title of Dr. Allen Green, who is director of the African American Resource Center. On page 4, at the end of the Board of Inquiry report, Dr. Rosalyn Watts's rank was incorrectly given as assistant professor; she is *associate* professor. My apologies for both errors.

—K.C.G.

# The Penn Relays: 100-Year-Old Champion of Racing Meets

by Dave Johnson,  
*Penn Relays Historian and Associate Meet Director*

The history of relay running as sport began in 1893 at the University of Pennsylvania and while there are earlier examples of relay races having been run, nowhere else did the concept take hold and flourish. In fact, the history of relay racing cannot be told without linking it to the Penn Relay Carnival.

When the University Track Committee, chaired by Frank B. Ellis '93, looked for ways of adding interest to their 1893 spring handicap meet, they struck on the idea of a relay, four men running a quarter mile in succession. The idea created enough interest that a team from Princeton was invited to contest the event. Held at the end of the meet on May 12, the Princeton team of J.A. Chapman, George McCampbell, Isaac Brokow and Theodore Turner pulled away in the homestretch to beat Penn by eight yards with a time of 3:34.0.

The following year Penn exacted its revenge against the Princeton team on the University Field track, located at 37th and Spruce Streets, where the Quad is now. Interest in the first two years' races was such that the committee decided to sponsor a relay meet in 1895 with hopes of reviving sagging interest in Penn track. Held on April 21 in conjunction with the University's Spring Handicap Games, the first Penn Relays, now the longest uninterrupted collegiate meet in the country, was a greater success than hoped for, drawing an attendance of approximately 5,000, the largest crowd to that time in Philadelphia.

The first meet served as the dedication for Franklin Field, built on the same ground it occupies today, but under a different guise. The only grandstand at the time was a wooden single-tiered bleacher on the South side of the field, along what is now the sprint straightaway.

The facilities were rudimentary, even for the period, but the potential for one of the best athletic facilities in the country existed. The track, which partially surrounded a baseball field, was not yet completed. The top layer of cinders had not arrived in time, leaving the surface a rough bed of clinkers. Permanent dressing facilities were also lacking, but tents were set up around the perimeter of the track, and were used yearly until Weightman Hall was built in 1904.

The festive atmosphere provided by the tent camp was responsible for the term "Carnival," which was officially adopted as part of the meet's name in 1910. Today, the carnival atmosphere still exists, particularly noticeable on warm-weather Saturdays, both inside the stadium and out.

The first year's program included nine relay events, four for high schools and prep schools, four for colleges, and the college championship. All were held at 4x440 yards, what became the classic mile relay. In each race there were but two teams, and Harvard defeated Penn with a time of 3:34



*The Penn Relays medal was designed by a Penn professor, Dr. R. Tait McKenzie, the physician/sculptor who pioneered in sports medicine.*

2/5 to win the first Carnival championship. The other teams competing in the inaugural meet were Cornell, Columbia, Lafayette, Lehigh, Rutgers, Swarthmore, College of the City of New York and New York University among the colleges, and Central High School of Philadelphia, Central Manual Training of Philadelphia, Haverford School, Cheltenham Military Academy, Germantown Academy, William Penn Charter, Episcopal Academy and DeLancey School among the high schools and prep schools.

Interest in the meet was such that entries for the 1896 Carnival quadrupled, requiring the establishment of a time schedule. From that year's program comes the following: "Events will be run promptly at the time indicated on the program, and if the teams and contestants are not at the scratch, the race will be started without them." Some things never change.

A 5-Mile was added in 1896, thereafter becoming the 4-Mile Relay, and in 1897 a 2-Mile Relay was added. The scope of the Relays broadened in 1898, as the University of Chicago became the first Mid-Western school to attend. In the following two years, college events not covered by the relays were added: the two sprints, 100 yards and 220 yards; the 120-yard hurdles; and the commonly contested field events of the day, the high jump, pole vault, long jump, shot put and hammer throw.

In the fall of 1899, temporary bleachers were constructed on the North and West sides for the Army-Navy football game. The decision to play this game annually in Philadelphia was an important factor in the plan to erect a permanent brick horseshoe-shaped grandstand with a new gymnasium at the open end. Completed in the fall of 1903, the new Franklin Field became the first permanent college stadium in the country and the first of its design. Weightman Hall was completed in 1904, and the exterior exists today much as it did then.

The Relay Racing Code was adopted in 1910 by the Intercollegiate Association of Amateur Athletes of America (IC4A). The code allowed a 20-foot zone in front of the starting line, in which a touch-off could be made. Before this, there had been neither batons nor passing zones. The incoming runner had been required to touch the next, who was required to hold his mark at the starting line. The baton and 20-meter exchange zone, 10 meters on either side of the starting line, were introduced in time for the 1912 Olympics in Stockholm, and 1913 saw the first use of the baton at Penn. Expansion marked the first two decades of the Carnival, and in 1914 the meet became an international affair, as a team from Oxford won the 4-Mile Relay. The following year saw the advent of the two-day meet and the addition of the sprint medley and distance medley relays.

In 1920, Oxford and Cambridge Universities were invited to send a combined team after World War I had depleted the athletic reserves of the two English schools. The interest created drew the first Relays crowd of more than 30,000, with another 5,000 turned away. It was the largest crowd ever at the stadium with the exception of the 1919 Penn-Pitt football game, and it was responsible for literally bringing the house down.

With football and the Carnival well-established as spectator events, the old stadium was demolished in the late spring of 1921, and a new structure of brick and mortar, today's lower deck, was usable by the following autumn. The new design was such that a second deck could

**continued past insert**



## Penn Relays *from page 6*

be added, as it was in the fall of 1925.

The Penn Relays medal was executed by Dr. R. Tait McKenzie in time for the 1925 meet. It shows Benjamin Franklin, founder of the University, seated in a chair modeled from his library chair, holding a laurel sprig in his left hand. He greets four runners, shaking the hand of the first, while the last holds a baton. Posing for the medal were former Penn athletes Larry Brown, Louis Madeira, George Orton and Ted Meredith.

H. Jamison Swarts became director of the Relays in 1926, succeeding Orton, who had followed Ellis. It was the year that the last of the men's championship relays was added, the shuttle hurdles, at the suggestion of several English teams. This came four years after the addition of the 440-yard Relay and the 880-yard Relay. Equally important, however, was the installation of a loudspeaker, which replaced the use of megaphones on the part of the announcers. It was a great advancement in terms of informing the spectators, and complemented the scoreboard, an earlier innovation of the Penn Relays.

The period under Swarts until his resignation following the 1951 Carnival was one of gradual improvement of a well-functioning system, and one which saw participation progress steadily. In response to a survey of spectators, the 440- and

880-yard Relays were altered in 1930 so that they consisted of running complete laps, rather than starting in the chute near 33rd Street and finishing in the chute which is now the paddock at the northwest corner of the stadium.

In 1951, under new director Ken Doherty, the Relays began a new push to further increase the number of participants and heighten spectator interest. In his first year as director, Doherty oversaw the widening of the track to the inside, which added six lanes. These were used for the sprints, and together with the existing track eventually allowed for more competitors in the sprint relays.

In addition, the inner six lanes provided better viewing from the stands as well as a better sprint surface because it was not continually chewed up by heavy action.

With the northwest corner no longer used as a finish chute, it became the paddock area, which had formerly been on the infield in the shadow of Weightman Hall. This helped clear the infield, allowing both fans and judges an unobstructed view of the first turn.

These may appear to have been cosmetic changes, but they helped the meet run with greater efficiency, which in turn allowed for greater numbers of athletes. In 1956 Doherty added several events for post-collegiate athletes,

what became known as the Olympic Development events.

During the 1950s the schedule was altered, placing more of the major events in a concentrated time period on Saturday afternoon for the greater enjoyment of spectators. And in 1956, Carnival attendance went over 35,000 for the first time. By now competing athletes numbered 4,000. Attendance reached an all-time high in 1958 with a crowd of 43,618.

Women's events first began at the Relays with a 100-yard dash in 1962. The next year saw the first women's Olympic Development relay. High school events took two major turns in 1964: the girls' 440-yard Relay was inaugurated, and Jamaican high schools first came to the Carnival.

The next leap forward was the installation of the synthetic track in time for the 1967 meet. No longer were performances hindered by the abysmal condition of the overused track, nor were they so severely affected by poor weather. It also allowed use of the outer track for sprint events, and more participants were able to be included. The first year of the new track also saw the inclusion of championship races for IC4A schools. The IC4A championships helped to bring back colleges which had defected when the Carnival began attracting more of the top track powers from farther afield.

In 1970, Jim Tuppeny succeeded Doherty, and he too expanded the program. A marathon was added in 1973, and distance races were added the following year and run on Thursday night, following the second day of the decathlon.

The Carnival switched to a metric orientation in 1976, yard distances being abandoned in all events but the 4x120 yard shuttle hurdles and the mile run. Automatic timing was first used in 1977.

The next step was the inclusion of a wide spectrum of women's events in 1978. This turned the Carnival into a three-day meet, and together with the marathon and subsequent 20km road race, accounts for much of the recent expansion in numbers of participants.

Current Director Tim Baker succeeded Tuppeny before the 1988 Carnival and instituted a marked shift in fiscal policy. Until Baker, the Relays had survived financially on revenues provided by the gate, entries and program sales. In 1988, the Carnival moved toward corporate sponsorship and individual patronage.

The largest portion of the monies generated has been used to help defray the expenses of the many college teams which annually attend the Relays. The number of schools from distant parts of the United States has made a dramatic rise under Baker, and interest in the Relays has risen as well, with Saturday crowds averaging better than 39,000 for the past four years.

The scope of the meet has increased again, with college women's and high school girls' championships having been brought to parity with the championships offered their male counterparts, and the number of contestants has increased as well.

This year there will be more than 15,000 entries, about half of whom will be high schoolers. In fact, on Saturday, during the time when the high school 4x400s are run, about 2,000 athletes will be on the track during this three-hour period, with a race starting approximately every four minutes.



Photo by James Stokley, Jr.



*For the 1920 Penn Relays (above), Oxford and Cambridge Universities—unable to field separate teams because of wartime losses—sent a combined team to compete in the 2-mile relay—and they won.*

*Over 45 years later, the track had changed dramatically, and so had the runners: at left, Villanova's Debbie Grant leads the pack in the women's 4x800 event.*

*A photographic exhibition called Images of 100 traces the history of the Penn Relays visually. It is now at the Shops at Liberty Place (until April 20) but during the week of the Relays, April 24-30, visitors can see it in the courtyard of the University Museum, opposite Franklin Field.*

# 131 of the The Best Doctors in America (1994-1995)

The second edition of *The Best Doctors in America*, published by Woodward/White, Inc., is now out. In a nationwide poll, medical specialists were asked to rate their peers by answering the question, "If a friend or loved one came to you with a medical problem in your field of expertise, and for some reason you could not handle the case, to whom would you send them?" Slightly more than two percent of the nation's 350,000 practicing physicians made the list. The following 131 members of the University of Pennsylvania Medical Center are among them, with their specialties and expertise as stated in the book:

- Abass Alavi** (nuclear medicine)  
Brain; general
- Steven M. Altschuler** (pediatrics)  
Gastroenterology
- Jay D. Amsterdam** (psychiatry)  
Mood and anxiety disorders
- Arthur K. Asbury** (neurology, adult)  
General; neuromuscular
- Scott W. Atlas** (radiology)  
Neuroradiology
- Leon Axel** (cardiovascular, radiology)  
Magnetic resonance imaging; cardiovascular
- Lester Baker** (pediatrics)  
Pediatric endocrinology
- Roberta A. Ballard** (pediatrics)  
Neonatal-perinatal
- William J. Bank** (neurology, adult)  
Neuromuscular
- Clyde F. Barker** (general surgery)  
Transplantation
- Peter H. Berman** (neurology)  
General child
- Gerard T. Berry** (pediatrics)  
Metabolic diseases
- Luis Blasco** (obstetrics/gynecology)  
Reproductive endocrinology
- Frank W. Bora, Jr.** (handsurgery, orthopaedic surgery)  
Peripheral nerve
- Garrett M. Brodeur** (pediatrics)  
Hematology-oncology
- Mark J. Brown** (neurology, adult)  
Neuromuscular
- Alexander J. Brucker** (ophthalmology)  
Medical retinal diseases; vitreo-retinal surgery
- Donald O. Castell** (gastroenterology)  
Esophageal
- Phillip F. Chance** (neurology, adult)  
Neuromuscular
- Robert R. Clancy** (neurology)  
Neonatal
- Christos Coutifaris** (obstetrics/gynecology)  
Reproductive endocrinology
- Vincent J. Di Stefano** (orthopaedic surgery)  
Sports medicine; arthroscopy
- Steven D. Douglas** (allergy/immunology)  
Immunodeficiency
- John J. Downes** (anesthesiology, pediatrics)  
Pediatric anesthesiology; critical care
- Denis S. Drummond** (orthopaedic surgery)  
Pediatric; spine
- John W. Duckett** (urology)  
Pediatric
- Leonard Dzubow** (dermatology)  
Skin cancer surgery; reconstruction
- Audrey E. Evans** (pediatrics)  
Hematology-oncology
- Stuart L. Fine** (ophthalmology)  
Medical retinal diseases
- Kenneth H. Fischbeck** (neurology, adult)  
Neurogenetics
- Newell Fischer** (psychiatry)  
Psychoanalysis
- Eugene S. Flamm** (neurological surgery)  
Vascular
- Barbara Fowble** (radiation oncology)  
Breast cancer
- Kevin R. Fox** (medical oncology/hematology)  
Breast cancer
- William W. Fox** (pediatrics)  
Neonatal-perinatal
- Steven L. Galetta** (neurology, adult)  
Neuro-ophthalmology
- Celso-Ramon Garcia** (obstetrics/gynecology)  
Reproductive endocrinology; surgery
- Timothy J. Gardner** (thoracic surgery)  
Adult cardiothoracic
- Thomas A. Gennarelli** (neurological surgery)  
Trauma
- Alan M. Gewirtz** (medical oncology/hematology)  
Disorders of bleeding; thrombosis
- John H. Glick** (medical oncology/hematology)  
Breast cancer; lymphomas
- Gerald S. Golden** (neurology, child)  
Child development
- Joel W. Goldwein** (radiation oncology)  
Pediatric
- Gary L. Gottlieb** (psychiatry)  
Geriatric
- John R. Gregg** (orthopaedic surgery)  
Sports medicine; arthroscopy
- Robert I. Grossman** (radiology)  
Neuroradiology
- Brett B. Gutsche** (anesthesiology)  
Obstetric
- Cynthia Guzzo** (dermatology)  
Psoriasis
- Daniel G. Haller** (medical oncology/hematology)  
Gastrointestinal oncology
- Steven D. Handler** (otolaryngology)  
Pediatric
- Richard E. Hayden** (otolaryngology)  
Facial plastic surgery; head and neck surgery
- Sydney Heyman** (nuclear medicine)  
Pediatric
- John W. Hirshfeld, Jr.** (cardiovascular disease)  
Cardiac catheterization
- Paul J. Honig** (dermatology)  
Pediatric
- Harry J. Hurley, Jr.** (dermatology)  
Clinical
- Howard I. Hurtig** (neurology, adult)  
Movement disorders
- Ami S. Iskandrian** (cardiovascular disease)  
Nuclear cardiology
- David R. Jobes** (anesthesiology)  
Pediatric cardiovascular
- Jerry C. Johnson** (geriatric)  
General
- Bernard S. Kaplan** (pediatrics)  
Pediatric nephrology
- James A. Katowitz** (ophthalmology)  
Oculoplastic and orbital surgery
- Ira R. Katz** (psychiatry)  
Geriatric
- Warren A. Katz** (rheumatology)  
General
- Mark A. Kelley** (pulmonary and critical care)  
General
- David W. Kennedy** (otolaryngology)  
Sinus and nasal surgery
- Beverly J. Lange** (pediatrics)  
Hematology-oncology
- Donald C. Lanza** (otolaryngology)  
Sinus and nasal surgery
- James J. Leyden** (dermatology)  
Acne; aging skin
- William H. Lipshutz** (gastroenterology)  
General
- Paul A. Lotke** (orthopaedic surgery)  
Reconstructive
- Stephen Ludwig** (pediatrics)  
Abused children
- Albert M. Maguire** (ophthalmology)  
Medical retinal disease
- Francis E. Marchlinski** (cardiovascular)  
Electrophysiology
- Luigi Mastroianni, Jr.** (obstetrics/gynecology)  
Reproductive endocrinology
- Anna T. Meadows** (pediatrics)  
Hematology-oncology
- Michael T. Mennuti** (obstetrics/gynecology)  
Genetics; maternal and fetal
- Wallace T. Miller** (radiology)  
Chest
- Thomas Moshang, Jr.** (pediatrics)  
Pediatric endocrinology
- J. Stephen Naulty** (anesthesiology)  
Obstetric anesthesia
- Susan C. Nicolson** (anesthesiology)  
Pediatric cardiovascular
- William I. Norwood** (thoracic surgery)  
Pediatric cardiac surgery
- Charles P. O'Brien** (psychiatry)  
Addiction
- James A. O'Neill, Jr.** (general surgery)  
Pediatric
- Peter C. Phillips** (oncology-hematology; neurology, child)  
Neuro-oncology
- David A. Piccoli** (pediatrics)  
Gastroenterology
- David E. Pleasure** (neurology, adult)  
Neuromuscular
- Richard A. Polin** (pediatrics)  
Neonatal-perinatal
- William P. Potsic** (otolaryngology)  
Pediatric
- Russell C. Raphaely** (anesthesiology, pediatrics)  
Critical care; pediatric
- Karl Rickels** (psychiatry)  
Psychopharmacology
- Lucy B. Rorke** (pathology)  
Neuropathology
- Ernest F. Rosato** (general surgery)  
Gastroenterologic
- Stephen C. Rubin** (obstetrics/gynecology)  
Gynecologic oncology
- Robert L. Sadoff** (psychiatry)  
Forensic; violence
- Alexander A. Sapega** (orthopaedic surgery)  
Sports medicine; arthroscopy
- Donald L. Schotland** (neurology, adult)  
Neuromuscular
- H. Ralph Schumacher, Jr.** (rheumatology)  
General; gout; osteoarthritis
- Luis Schut** (neurological surgery)  
Pediatric
- Elias Schwartz** (pediatrics)  
Hematology-oncology
- Robert C. Sergott** (neurology, adult; ophthalmology)  
Neuro-ophthalmology
- Sanford J. Shattil** (oncology/hematology)  
Disorders of bleeding; thrombosis
- Donald H. Silberberg** (neurology, adult)  
Infectious and demyelinating diseases
- John T. Sladky** (neurology, child)  
Neuromuscular disease
- David S. Smith** (anesthesiology)  
Neuroanesthesia
- Howard M. Snyder, III** (urology)  
Pediatric
- Peter J. Snyder** (endocrinology and metabolism)  
Neuroendocrinology
- Lawrence J. Solin** (radiation oncology)  
Breast cancer
- Steven J. Sondheimer** (obstetrics/gynecology)  
Reproductive endocrinology
- Charles A. Stanley** (pediatrics)  
Metabolic diseases; endocrinology
- Stuart E. Starr** (pediatrics)  
Infectious disease
- James M. Steven** (anesthesiology)  
Pediatric cardiovascular
- Howard S. Sudak** (psychiatry)  
Suicidology
- Leslie N. Sutton** (neurological surgery)  
Pediatric
- Lawrence W. C. Tom** (otolaryngology)  
Pediatric
- Joseph S. Torg** (orthopaedic surgery)  
Sports medicine; arthroscopy
- Walter W. Tunnessen, Jr.** (dermatology)  
Pediatric
- Richard W. Tureck** (obstetrics/gynecology)  
Reproductive endocrinology
- Michael Unger** (pulmonary and critical care medicine)  
Bronchology
- Keith N. Van Arsdalen** (urology)  
Endo-urology
- Victoria L. Vetter** (pediatrics)  
Cardiology
- Alan J. Wein** (urology)  
Neuro-urology and voiding dysfunction; urologic oncology
- Ralph F. Wetmore** (otolaryngology)  
Pediatric
- Linton A. Whitaker** (plastic surgery)  
Craniofacial
- Richard Whittington** (radiation oncology)  
Gastrointestinal cancer
- Peter C. Whybrow** (psychiatry)  
Mood and anxiety disorders
- George E. Woody** (psychiatry)  
Addiction
- Allan E. Wule** (ophthalmology)  
Oculoplastic and orbital surgery
- Marc Yudkoff** (pediatrics)  
Metabolic diseases
- Eric L. Zager** (neurological surgery)  
Vascular
- Robert A. Zimmerman** (radiology)  
Neuroradiology
- Burton Zweiman** (allergy/immunology)  
General

# Citations from the Lindback Committee to Distinguished Teachers . . .

**Lawrence Bernstein** joined the music department of the University of Pennsylvania in 1970 after receiving his Ph.D. from New York University. One colleague notes "Larry takes very seriously the idea that education involves the imparting of knowledge. He covers a vast amount of territory, much of it the result of his own research." Among his students, Dr. Bernstein is uniformly held to embody the highest ideals of the scholar/educator. One of his students writes, "his resolute integrity, his high standard of scholarship, and his rare ability to bring music history to life make him a teacher worthy of the highest commendation." Undergraduates often commented that Professor Bernstein made them view music in a new way, while one graduate student commented that "the love of research and teaching that led me to an academic career is directly related to Dr. Bernstein's teaching." Another student concludes "if the University of Pennsylvania were so fortunate as to have more teachers like Dr. Bernstein, the University would produce many more men and women of substance." Dr. Bernstein is also a winner of the Ira Abrams Teaching Award from the College of Arts and Sciences.

**Nader Engheta** joined the Electrical Engineering faculty in 1987. He was a recipient of a 1989 National Science Foundation Presidential Young Investigator Award and the S. Reid Warren, Jr. Award for distinguished teaching in 1993. He has actively involved undergraduate students in his research and has listed them as authors in resulting publications. As graduate chair he initiated monthly meetings with all graduate students which helped bridge the psychological barrier

between students and faculty. Undergraduates were equally enthusiastic in their support for his teaching despite the fact that "Dr. Engheta's examinations were always highly unpredictable and his grading standards quite demanding." Students referred over and over again to his lucid lecture style "clear, intuitive, and well-paced." Finally, his colleagues wrote of his genuine love and concern for his students: "he has set the standard in accomplishment, scholarship, motivation, balance, and personal warmth by which others in the department are now measured."

**Joan Goodman** received her B.A. from Radcliffe College and her Ed.D. from Harvard School of Education and came to Penn in 1973; she is currently Associate Professor of Education in the Graduate School of Education and also serves as Director of the school's program in Early Childhood Education. She has clearly been a mentor and role model to her students and many have commented on her influence on their career choices. One student wrote "Dr. Goodman stands out as the most dynamic, interesting and effective professor I have had in my educational experience both at Yale and Penn." Others referred to her as a gifted teacher, clinician, and researcher. Dr. Goodman's work with students has been at the heart of her professional life. She is an inspiring teacher, able, by the example of her own behavior and work, to stimulate students to critical thinking, meaningful commitments and disciplined pursuits.

**Elizabeth Warren**, the William A. Schnader Professor of Commercial Law, has twice won the Harvey Levin Award for Excellence in Teaching at the Law School, the L. Hart Wright Teaching

Excellence Award from the University of Michigan and the Outstanding Teacher Award from the University of Houston Law Center. Colleagues attest that Ms. Warren is widely recognized at Penn as the finest Socratic teacher students have ever had. "Instead of being a tool of intimidation, Professor Warren uses it to challenge her students to grasp and untangle the complex material." Another student notes, "to all her students Elizabeth Warren is a model scholar and professional...to female students she sends the message that we need not compromise any part of our lives that may be important to us." Not only has she added immeasurably to the intellectual experience of her students at Penn Law, but she has guided their professional choices as well.

## The Provost's Award

**Robert Douglas**, Assistant Dean of Social Science Computing, teaches in the Regional Science Department. Repeatedly students and former students refer to Dr. Douglas's spirited and long-standing devotion to his students. The number of former students who have pursued careers as a direct result of studying with Dr. Douglas is particularly impressive. A former student writes: "He does not allow his students to be intellectually lazy—a student may do an immense amount of work, but if the student refuses to think his work will not earn recognition. A student willing to use his or her intelligence will find a rewarding learning experience with Dr. Douglas." Another concludes, "I believe that Penn's two greatest resources are its students and its professors, and I believe that Dr. Douglas deserves recognition for elevating the standards of both."

## . . . Including These from the Health Schools

**Anne Keane** has been a member of the Nursing School faculty since 1968 and during that time has influenced the professional development of hundreds of Advanced Practice Nurses and many doctoral students. One student comments, "Anne Keane, more than any other professor in my years of baccalaureate, masters, and doctoral education, demonstrates all the ideal characteristics a student seeks in a teacher. Anne brings an energy for learning, a strong commitment to education, a proven level of scholarship, and a solid practice and research foundation to the student-faculty relationship which is unparalleled in my academic experience."

Dr. Keane not only meets the challenge of providing clarity in subject matter to students and faculty, but she also successfully provided the same clarity to physicians, hospital administrators, nursing directors, and legislators. She has many accomplishments in publishing and research, but her influence on future generations of leaders in the field of Nursing is her most important legacy.

**Peter Quinn** came to the University of Pennsylvania as a dental student in 1970 and joined the faculty of the School of Dental Medicine in 1984 and two years later assumed the chair of the Department of Oral and Maxillofacial Surgery. His students describe him as "a dynamic personality and passionate about his profession and his patients." Students were strong in their support for Dr. Quinn: "I really learn in his class and I want to be able to teach like that"... "he inspires the thirst for knowledge"... "the only

instructor that I actually hope will end the lecture late." His colleagues were equally enthusiastic in citing his devotion, "Dr. Quinn would take time before and during the procedure to explain what was happening; one wonders when this man sleeps." Another concludes, "Under Peter's leadership, the Department of Oral and Maxillofacial Surgery has evolved into the very best undergraduate clinical discipline in the School of Dental Medicine."

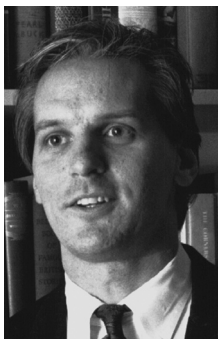
**Eugenia Siegler**, a graduate of Princeton University and the Johns Hopkins School of Medicine, became a fellow in Geriatrics in 1987 following three years of residency in Medicine at the Bellevue and New York University Hospital. She has made her primary educational effort the development of Geriatrics at Penn's School of Medicine. Almost single-handedly she has sought to interest students in the field early in their careers. Many commented that she had shaped their educational experience and influenced their career choices and students regard her as "a mentor, a teacher and a friend." Her teaching is described as encompassing meticulous preparation, concise but in-depth presentation, useful handouts, and an interactive style of teaching that encourages student questions and discourse. Dr. Siegler also has a secondary appointment in the School of Nursing where her lectures are consistently rated as outstanding.

**James Stinnett**, received his A.B. degree from Princeton and his M.D. from the University of Pennsylvania and joined the faculty here in 1972. He has been the recipient of the Earl

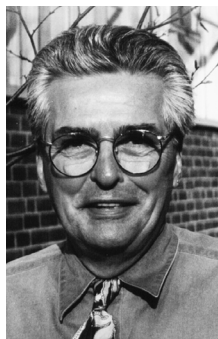
Bond Award for Excellence in Teaching and the first annual Resident Teaching Award. He is described as an excellent lecturer who can clarify even the most complicated concepts in a way that illuminates and informs. His lectures are so clear and impressive that videotapes of the lectures are required viewing for every nurse at Harrisburg State Hospital. During the recent past he has directed Psychiatry's Clinical Services and has served as president of the HUP Medical Board where he is highly regarded by the entire Medical Center faculty and staff. A self-assured, unimposing professional, Dr. Stinnett is the consummate clinician-teacher.

## The Provost's Award

**Mary Ann Scott** Although Ms. Scott only recently joined the faculty as a lecturer, her impact on graduate students in the primary care program has been significant. She received the Martin Foss Award at Haverford College presented to "that member of the community whose life speaks directly to the lives of fellow community members by its powerful harmony of intellect, compassion, and courage." Her students at the University of Pennsylvania also offer praise for her teaching and regard her classes as a place where education becomes "an experience rather than a process." Another regards her as "a skilled educator. Ms. Scott utilized a variety of creative approaches to presentation of content and was able to engage students in active participation." She certainly fits the criteria for the Provost's Award.



Thomas Walters



J. Tracy Neider

## Transition at the Faculty Club

Thomas Walters has resigned as director of the Faculty Club to become club director of the Saucon Valley Country Club in Bethlehem, Pennsylvania. Mr. Walters has been director for the past seven years and has guided the Faculty Club through many changes, achieving quality in all services to members, improvements to the amenities of the Club and successful implementation of the cafeteria as the "best value in dining on the campus."

J. Tracy Neider, associate director since 1987, was named interim director of the Faculty Club. He looks forward to "an exciting opportunity to build on the present high standards of the Club."

The Penn community is invited to a farewell reception for Mr. Walters, to be held on April 18th at 4 p.m. at the Faculty Club.

—Martha Huggins, Club Secretary

## Death of Dr. Leopold

Dr. Robert L. Leopold, professor emeritus of psychiatry and professor of physical medicine and rehabilitation at the medical school, died April 9 at the age of 71. Continuing a family tradition at PennMed, Dr. Leopold was a third-generation Med alumnus (1946) and faculty member; his father, Simon (Med 1914), and grandfather, Isaac (Med 1886), both served on the medical school faculty.

Dr. Leopold retired in 1991 following over 40 years on the medical faculty. In addition to his faculty appointments in psychiatry, he was also a senior fellow at the Leonard Davis Institute from 1982-1991, professor of health care systems at Wharton from 1972-1982, and professor of community medicine from 1969-1976, chairing the department from 1971-1976, and was an attending psychiatrist at HUP. The 1982 winner of the Earl D. Bond Award for Distinguished Teaching, he wrote more than 70 articles and book reviews, made over 20 major speaking engagements.

Appointments outside the University included holding the chairmanship of Eagleville Hospital from 1984-1989, serving as an attending psychiatrist at the Philadelphia Psychiatric Center, and the Institute of Pennsylvania Hospital and as a psychiatric consultant for such groups as the American Friends Services and the Peace Corps. He was named 1970 Man of the Year by the West Philadelphia Chamber of Commerce.

Dr. Leopold is survived by his wife, Edith; his sons, David, Donald, and William Goldberg-Leopold; and 10 grandchildren. Memorial contributions may be made to the American Friends Service Committee, 1501 Cherry Street, Philadelphia, PA 19102 or to the Quadrangle Residents Assistance Fund, 3300 Darby Road, Haverford, PA 19041-1095.

## Annual Meeting of Members of the Faculty Club Wednesday, May 4, 1994, 4 p.m.

The University of Pennsylvania Faculty Club's Nominating Committee, chaired by Dr. Morris Mendelson, has selected the names of the following members to fill five (5) positions on the Board of Governors. In accordance with the By-Laws, the current positions will become vacant as terms expire on May 31, 1994.

Election of the five (5) members of the Board of Governors will take place at the Annual Meeting, Wednesday, May 4, by tabulation of a written ballot to be mailed to all Regular Members of the Faculty Club after April 15.

The nominees for election for two-year terms (1994-96) are:

Roger Allen\*, professor, Arabic/AMES,  
Middle East Center  
Elizabeth Bailey, John C. Hower Professor,  
public policy & management  
John Bandfield\*, Director, Planning & Staff  
Development, Student Financial Services  
Ivar Berg\*, professor, sociology  
Manuel Doxer\*, Executive Director,  
Administrative Affairs, Provost Office  
Elizabeth Flower, professor emeritus,  
philosophy  
Saul Katzman, Executive Director,  
Administrative & Financial Services, SAS  
Anthony Santomero, Deputy Dean, Wharton,  
Richard K. Mellon Professor, finance

\* Present term expires May 31, 1994.

## Open Enrollment Reminder

Monday, April 18, is the last day to submit open enrollment forms to Human Resources. Coverages elected now will be effective July 1, 1994-June 30, 1995.

This is Penn's first year to use a new definition of dependent that has been expanded to include same-sex domestic partner benefits. Employee contributions for domestic partner benefits are fully taxable.

A change affecting all who already had dependent coverage is the need to *re-enroll all family members for medical coverage even if no changes are being made.*

Medical, dental, and dependent life insurance premiums have changed, and there are other details to take care of during this once-a-year "window" in Pennflex. See the March 29 *Almanac Supplement* for a list of the lunch-time events for faculty and staff, or call the Pennflex Hotline with any questions on medical, dental or life insurance options: 898-0852.



## A-3 ASSEMBLY

### Walk-a-thon: April 20

The A-3 Assembly is sponsoring a Walk-a-thon in conjunction with From All Walks of Life, sponsor of the Annual Philadelphia AIDS Walk and the largest private funder of AIDS services, prevention, and education in the Delaware Valley. The mile-long Walk-a-thon will be held Wednesday, April 20 (rain or shine), noon-2 p.m. starting at The Button in front of Van Pelt-Dietrich Library and ending at College Hall by Ben Franklin.

The A-3 Assembly encourages all A-1 staff, A-3 staff and faculty to walk together to build a stronger University community. Registration is \$2 per person, of which 50 cents will be donated to From All Walks of Life. This event also supports the A-3 Assembly and the programs that benefit the A-3 community at Penn. Some people may choose not to walk, and still donate money to support the A-3 Assembly. Refreshments will be provided for participants and donors at the finish line.

A free lunch at the White Dog Cafe will be awarded to the A-3 staff member who enlists the largest number of participants from his/her office. Tickets for the Walk-a-thon can be purchased in advance or at the registration table on April 20. To register: Sandy Bates, 898-9457.

### Entrepreneurial Day: May 6

Do you run a small on business on the side that you would like to promote to your fellow Penn employees? The Second A-3 Assembly Entrepreneurial Day is your opportunity to market your sewing, baking, carpentry, or other skills on campus.

All University employees are invited to rent a table for \$20 and market their skills, products and ideas on May 6 from 10 a.m.-4 p.m. on Locust Walk between 35th and 37th Streets.

For more info, call Lisa Kaiser at 898-7620.

—Hanne Weedon, A-3 Assembly

### "Doctor, I Can't Sleep!"

A public forum on insomnia, titled "Doctor, I Can't Sleep!" will attempt to answer "everything you wanted to know about insomnia, but were too tired to ask" Saturday, April 16, 10 a.m.-noon at the Philadelphia Marriott West in West Conshohocken. The forum is presented by the National Sleep Foundation in cooperation with HUP and other area hospitals.

According to the sponsors, insomnia impacts both sexes, and all ages, ethnicities and socioeconomic groups, and one-third of American adults will suffer from some form of it this year. Registration: 292-4533.

### Free Blood Pressure Testing in May

May is National Hypertension Month. High blood pressure (hypertension) affects one in five people. Though it usually runs in families, a negative family history is no insurance that you don't have high blood pressure. High blood pressure often occurs without symptoms. The *only* way to know if you have high blood pressure is to have your blood pressure checked. Each Wednesday in May we will offer free blood pressure testing in both the Silverstein Lobby, and in front of the cafeteria on 2 Founders from 11 a.m. to 1 p.m. No forms, no cost, no hassle. It takes less than two minutes. It doesn't hurt. Even those who already take blood pressure medication are welcome to have a free blood pressure check. For more information: 662-2780.

—HUP Hypertension Program

# Update

APRIL AT PENN

## CONFERENCES

**14** *People and the Planet Teleconference: Population, Consumption and the Environment*; Vice President Al Gore; Jane Fonda; Tim Wirth, State Department; Nafis Sadik, UN Population Fund; 8-10 p.m.; 350 Steinberg Hall-Dietrich Hall (Inst. for Environmental Studies/Risk Management & Decision Processes Ctr./Ctr. for Clinical Epidemiology & Biostatistics/Dental Med./Nursing/Population Studies).

**16** *The Future of Minority Health Care: Is Your Well-Being on the Line?* panel discussion with Jerry Johnson and Rick Sims, medicine; other Philadelphia-area health-care experts; 11 a.m.-2 p.m.; Sheraton University City; Registration by April 12 required: 898-6341 (Howard Hughes Student Research Initiative).

**19** *Classical and Comparative Studies Roundtable*; an interdepartmental and cross-disciplinary discussion of the Contemporary Relevance of Classical Literature, Religion and the Arts with Joseph Farrell, classical studies and comparative literature; Robert Kraft, religious studies; Joan DeJean, romance languages (French); Kevin Brownlee, romance languages (Italian and French); Rebecca Bushnell, English; Moderator: Ralph Rosen, chair, classical studies; 4-6 p.m., Penniman Library, Bennett Hall (Philomathean Society/SAS/Classical Studies).

## EXHIBIT

**18** *Graduate Student Thesis Exhibition*; works by Jeffrey Farmer, Sonia Guisado, Yvonne Murphy, Susie Steele, J.T. Urband; installation by *Fourplay Collaborative Studios*, Urshula Barbour, Kenneth Dinkin, Peter Hamilton, Edward Vandenberg; reception, April 21, 5-7; Meyerson Hall Gallery (GSFA). *Through April 28.*

## FITNESS/LEARNING

**13** *Francophonie*; le rendez-vous des francophones et des francophiles; 1-3 p.m.; Vance Hall; dernière chance! (French Institute).

## MEETINGS

**13** *Response of the University to the PFSNI Report* [Almanac October 16, 1993]; Vice President John Gould *et al.*; noon-1 p.m.; Stiteler Hall (Penn Faculty & Staff Neighborhood Issues).

**14** *WXPN Policy Board*, noon-1:30 p.m.; Room 200, Houston Hall; Information: 898-6677.

## TALKS

**13** *Gordion: A Turkish Treasure*; an illustrated lecture by Mary Voight, William and Mary; 6 p.m.; Rainey Auditorium, Museum; following the lecture, Robert Dyson, Museum Director, presents the Lucy Wharton Drexel Medal to Machteld Mellink, Bryn Mawr; reception, \$12, 7 p.m., Lower Egyptian Gallery (Museum).

**14** *Expression of IGF-1, IGF-2,  $\alpha$ -Fetoprotein and Serum Albumin During Normal and Neoplastic Development of Central Nervous Tumors*; Jerzy Trojan, Case Western Reserve; 1:30-3 p.m.; Grossman Auditorium, Wistar (Wistar).

*Cell Fate Specification During Vertebrate Embryogenesis: Is There a Role for Protein Kinases?* Joseph C. Ruiz, Harvard; 4 p.m.; Grossman Auditorium, Wistar (Wistar).

*The Impact of Health Care Reform on Integration*; C. Thomas Smith, Voluntary Hospital of America; 4:30 p.m.; CPC Auditorium (LDI).

*Reading Jephtha's Daughter*; Tikvah Frymer-Kensky, Reconstructionist Rabbinical College; Kutchin Faculty Seminar; 5:30 p.m.; Gates Room, Van Pelt Library (Jewish Studies).

**16** *Granulocytes—T Cells Interaction in Response to Tumor Transduced With Cytokine Genes*; Mario Colombo; Istituto Nazionale Tumori, Milan; noon; Grossman Auditorium, Wistar Institute (Wistar).

**About the Crime Report:** Below are all Crimes Against Persons and Crimes Against Society listed in the campus report for the period April 4-10, 1994. Also reported for this period were Crimes Against Property including 28 thefts (including 1 burglary, 2 of auto, 3 from auto, 10 of bicycles & parts); 1 of arson; 10 incidents of criminal mischief and vandalism. The full reports are in *Almanac* on PennInfo.—Ed.

## The University of Pennsylvania Police Department Community Crime Report

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 April 4, 1994 and April 10, 1994. 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 898-4482.

### Crimes Against Persons

**34th to 38th/Market to Civic Center:** Robberies (& attempts)—1, Threats & harassment—2  
04/04/94 2:43 AM 3600 Block Chestnut Unknown males robbed male at knife point  
04/05/94 3:28 PM Franklin Annex Male harassed female  
04/06/94 1:02 PM 38th & Chestnut Complainant harassed at bus stop

**38th to 41st/Market to Baltimore:** Robberies (& attempts)—2, Simple assaults—1, Threats & harassment—2  
04/04/94 3:49 PM 3900 Block DeLancey Juveniles robbed other juvenile at gunpoint  
04/06/94 9:48 PM Low Rise North Student vs student  
04/07/94 9:21 PM Harnwell House Obscene phone calls received  
04/08/94 9:34 PM 214 S. 40th St. Fight inside of establishment/1 arrest  
04/09/94 11:39 PM 3800 Block Chestnut Unknown took money

**41st to 43rd/Market to Baltimore:** Robberies (& attempts)—2  
04/07/94 9:37 PM 4100 Block Pine Attempted robbery/2 juveniles arrested  
04/09/94 10:20 PM 4200 Block Pine Attempted robbery/1 complainant to HUP ER

**Outside 30th to 43rd/Market to Baltimore:** Robberies (& attempts)—1  
04/09/94 1:19 AM 34th & Hamilton Suspects robbed/struck complainant/fled

### Crimes Against Society

**34th to 38th/Market to Civic Center:** Disorderly conduct—1  
04/08/94 7:53 PM 38th & Walnut Actor climbed on hood of moving car/stopped

**18** *Gelsolin and Cap C in Platelets: Do They Uncap?*; Vivianne Nachmias; Pennsylvania Muscle Institute Working Seminar; 4 p.m.; Physiology Library, Richards (Muscle Institute).

*French Research in Infant's Psychological Development, Past and Present*; Marie-Germaine Pécheux, Université de Bordeaux; 4 p.m.; French Institute (French Institute).

*May One Separate Surgically Conjoined Twins With a Single Heart, Thereby Killing the One to Save the Other?* Arnold Enker, law; 4:30 p.m.; Gittis Room, Tanenbaum Hall (Law).

**19** *Synaptic Reconstruction: A New Technique for the Study of Synaptic Function*; Robert Wilkinson, cell biology and physiology, Washington University; 4 p.m.; Physiology Library, Richards (Physiology).

**Deadlines:** For May at Penn: April 12. For the weekly update: every Monday, one week prior to the week of publication. Information can be sent via e-mail, campus mail, via fax or hand carried.

## Lyme Disease Alert

As Spring approaches and thoughts turn to flowers and the outdoors, it is time to consider the potential for exposure to Lyme disease. Lyme disease is an infectious disease, caused by a corkscrew-shaped bacterium. It is transmitted to people and pets through the bite of an infected deer tick. In this area, the majority of Lyme disease cases occur between March and October, with the peak in June, July and August.

The best way to avoid Lyme disease is to avoid fields and woods where deer ticks and their hosts reside. However, the following precautions will help reduce your risks of infection:

- Wear light colored clothing so ticks can be easily spotted.
- Wear long-sleeved shirts with tight cuffs.
- Wear long pants which are tied at the ankle or stuffed into socks.
- Wear light-colored socks and closed shoes.
- Use insect repellent which contains **DEET** on clothing (especially shoe tops and pant legs).
- Put tick repellent collars on pets.
- Check yourself, children and pets for ticks before coming indoors.

Lyme disease is preventable and easily treatable with the appropriate antibiotics, especially when detected in its early stages. In humans, symptoms that occur following a tick bite include: headaches, fever, tiredness, a characteristic red rash (not always present), aching muscles and joints and swollen glands. If left untreated, Lyme disease can result in arthritis, as well as heart and nervous system damage. For more information: 898-4453.

—Office of Environmental Health and Safety



*Almanac*

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## A Gift of Incalculable Worth

Last week the final report of the Commission on Strengthening the Community appeared in *Almanac*. Thousands of copies have been distributed throughout the campus and beyond.

The Commission has done its work. Chair Gloria Chisum led the Commission as it labored over a nine-month period to reach the recommendations contained in their Final Report. The group of faculty, staff, students, community leaders and trustees who made up this group have given the University community a gift of incalculable worth.

This Report was not guided solely by long debates between Commission members. The group's staff and members went out into the community to solicit the comments, suggestions, criticism and fears that came out of hundreds of conversations they conducted with representatives of Penn constituencies and other individuals. They added this new information to their own considerable knowledge about our University. All of this took time, and lots of it. It also took their belief that all of this communication mattered.

It matters more to me than I can tell you. It also matters to Interim Provost Marvin Lazerson, Executive Vice President Janet Hale, and the faculty leadership. We, in the administration, have a firm commitment to respond meaningfully and expeditiously to the Commission's Final Report. We have shared this commitment with the deans and senior administrators with whom we work most closely. We have asked that they in turn work with us, and with their faculties and staffs to help the University progress in the important areas highlighted in the Report.

And now I am asking you to participate with us in this work. The first requirement, of course, is that you read the report. If you don't have last week's *Almanac*, call the Commission (898-1804) or call my office (898-7221) for another copy. You only need to read the report, of course, if you think there is anything about Penn that needs to be changed. The time for comment that could influence the report's final form is over, but the time to prioritize its recommendations and identify those who need to come together to move these suggestions from written to actual form is now. Now we must all express our creativity and initiative with the same conviction and energy that the Commission displayed as they drafted this blueprint for Penn's future.

The administration did not wait for the Final Report to start this work. Initial implementation assessments and plans were made based on the Preliminary Report. They are being rewritten now to conform to the Commission's final conclusions. The administration's first implementation plan will be published in *Almanac* in May. Some of the Commission's recommendations are either already done or near completion because we understood the urgency in the same areas of the community's life that they did and had started to act as soon as Marvin Lazerson and I assumed our positions. Other Commission recommendations will need to be phased in over time. There are a very few recommendations that we will not be able to act on: some, such as those regarding curriculum and student advising, require the faculty's active involvement. Others, such as those directed to the leadership of *The Daily Pennsylvanian*, lie outside our jurisdiction.

It should be clear that as affirmative as the administration's response to the Commission's Final Report is, we will not be able to reach many of these objectives without the support of the community to whom this Report is directed—to everyone who claims University citizenship. Criticism of Penn's administration is at times justified. It is also easy. Individual responsibility is not. For all those who want to see improvement made in the ways we relate to each other as individuals, as groups, and as part of the real and symbolic whole we call "the University," now is the time to take individual responsibility for moving forward together along the path that the Commission has made for us.

There will be meaningful progress only in direct proportion to the level of individual engagement that this Report inspires. Linda Hyatt, my chief-of-staff, has been given the assignment of coordinating the implementation of the Commission's recommendations. As part of her planning she has already identified the key representative organizations whose input will be critical to seeing that the Report's findings become integrated into Penn's character. She is also consulting broadly to find the right audiences and individuals whom various implementation teams will need to pull into their processes. The work ahead will be conducted in the sunlight because that's where we know we will find all those who want to be partners in this challenging enterprise.

I have said "thank you" to Gloria Chisum using as many superlatives as I could find. Each and every one of them is insufficient to express my gratitude for what she and her fellow Commissioners have accomplished. I am also deeply grateful to Professor Rebecca Bushnell, the Commission's Executive Director, and Dr. Allen Green, Administrative Director for the Commission, for their no less than brilliant efforts. I appreciate as well the assistance of Commission staff member Ms. Amy McQuiston whose help was essential to this successful outcome.

We now come together at a critical time—the time to act. Join with us in our common desire for change and in our collective efforts. We will keep these issues in front of you, but it is up to each of us to make them a part of our lives at Penn. Judith Rodin will inherit a dynamic and united Penn if you do.

Claire Fagin, Interim President