

Almanac

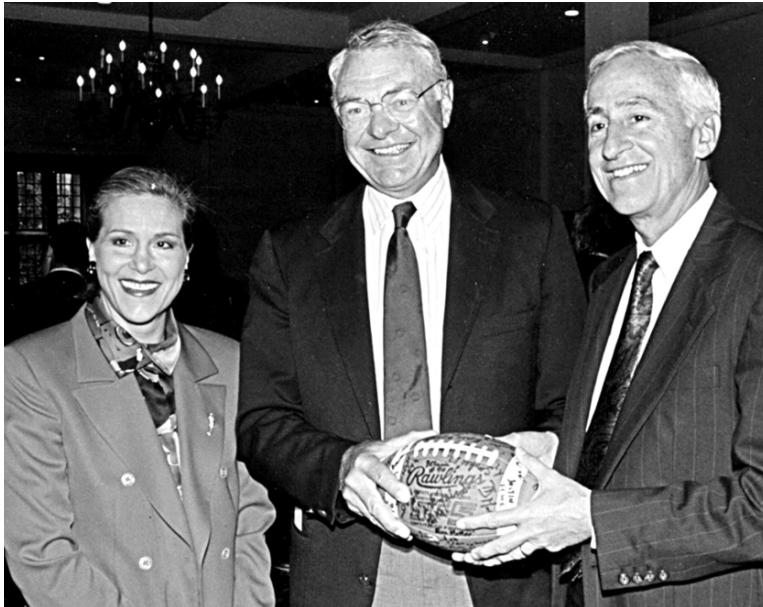
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Inaugurating the President:

A Festival Open to All

About 800 people will fit in Harrison Auditorium for Thursday's inaugural symposium (see page 2), and over 2000 can be physically on the scene at Irvine Auditorium for the Inauguration itself the next day. Still more can see the Irvine ceremony on closed-circuit TV in three locations—David Rittenhouse Labs (Room A-1), Alumni Hall at Maloney Building in HUP, and Room 110 at the Annenberg School for Communication.

But the entire campus can be part of the Friday's celebration starting with the academic procession and ending with a picnic that will stretch in both directions from Blanche Levy Park, with a veritable performing arts festival of student groups entertaining during an extended lunch period. At President Judith Rodin's request, the Inaugural is to be "a celebration of Penn—its strengths and its character."

On Friday morning, as Dr. Rodin and the faculty robe themselves in Vance Hall's Hoover Lounge, the rest of the procession will ready themselves in the Annenberg Center. The Annenberg contingent sets out at 10 a.m., led by Mace-bearer Barbara Ray Stevens down Locust Walk to College Hall Green, where they split to line both sides of the parade route for the President and faculty to pass through. The procession is piped on a winding way into Irvine where...

(continued next page)

Turnover: For Trustees Chairman Alvin Shoemaker (*center*), the last major task in office will be the investiture of Judith Rodin as President on Friday. Last week he and the campus welcomed his successor, Dr. Roy Vagelos, a College alumnus and trustee who is retiring this month as CEO of Merck & Co., Inc. The football is Mr. Shoemaker's, however: a gift of the Quaker team he has followed avidly while also leading the most successful fundraising effort in American higher education's history. It was [Al and Sally] Shoemakers' "infectious sense of momentum and optimism [that] told me Penn was the place I wanted to be," said Dr. Rodin at the reception. "Penn is *the* place to be in higher education," she continued, and "Roy Vagelos is exactly the right person to lead Penn's trustees as we build upon and continue the momentum. He has achieved his own eminence in the global business community precisely because of his intimate understanding of the important connections between research and every phase of contemporary life."



Dean Thomas Gerrity of the Wharton School

Resignation of Dean Conway



Graduate School of Fine Arts Dean Patricia Conway has stepped down, and the interim dean is Dr. Malcolm Campbell (above right) of the School of Arts and Sciences. Please see page 3 for details.

Jubilation at the Wharton School

"Our All-New Rankings Have Some Big Surprises," says the front cover of Business Week October 24—and inside is the news is that Penn's Wharton School has leapt from fourth place to first. The magazine's cover story on "The Best B Schools" is subtitled "*Move Over, Northwestern—this time, Wharton is No.1.*"

Every two years the magazine surveys two populations to compile its national rankings of MBA programs. Graduates respond to questions on teaching quality, program content and placement skills of their own schools. Companies that actively recruit from the top schools are asked to compare MBAs they looked at from various schools for their skills as analysts and team players, and for their global view.

"Companies say Wharton has most innovative new curriculum of any school and is now Corporate America's favorite MBA hunting ground" reads the Wharton entry in this year's Business Week "report card."

(continued on page 3)

Inaugural Celebration from page 1

Preludes by Christopher McCutcheon at the Curtis Organ yield to the Inaugural Chamber Orchestra, the University Choir and the Brass Quintet for musical portions of the program, and the words begin with those of the Rev. Stanley Johnson and Trustees chairman Alvin Shoemaker.

Short greetings also come from Mayor Edward Rendell, Senate Chair Barbara Lowery, the UA's Daniel Debicella, GAPSA's David Mestre, Carol Kontos-Cohen as the immediate past chair of the Penn Professional Staff Association, and Rochelle Fuller as chair of the A-3 Assembly. More music, and then greetings too from the General Alumni Society's President John Reardon, from President Richard Levin of Yale, where Dr. Rodin was Provost; and from the Hon. Arlin Adams, president of the American Philosophical Society.

Mr. Shoemaker's investiture of Dr. Rodin will involve both the new (the silver President's Badge given by Thomas S. Gates Jr. in 1981) and the very old—a set of brass keys to the University last given to Provost Charles Custis Harrison on his inauguration a century ago.

The capstone will be Dr. Rodin's Inaugural Address, which is scheduled to begin at 11:10 a.m. and to end at 11:30.

Two other highlights of the celebration are:
Ongoing: An inaugural exhibition at the Arthur Ross Gallery, called "Constructing

Penn: Heritage, Imagination, Innovation," includes treasured memorabilia from each of the Schools—such as Mr. Wharton's anvil, a piece of ENIAC, and some of Eadweard Muybridge's "animal locomotion prints" of a Penn dean on horseback. It will be on view only through the end of the month.

Thursday: The faculty symposium celebrating Dr. Rodin's inauguration begins at 3:30 p.m. in the Harrison Auditorium of the University Museum and is open to all members of the University.

Titled "Constructing Responsibility: Knowledge, Ethics, and Individual Choice," it brings together prominent faculty members from various fields to discuss philosophical issues of "responsibility" as a rising feature of American public discourse—sometimes paradoxically when at one level policy demands that people take more personal responsibility for their lives (health, safety, economic status), while in other venues such as the "Twinkie defense" succeed. What factors fuel the public discourse, and how the academy can contribute in interpreting and explaining the conceptions of human nature and the motivations for human behavior are part of the discussion, are topics for Thursday.

The panelists, convened by Dr. Arthur Kaplan of Bioethics and introduced by Dr. Drew Faust of History and Sociology of Science, include Dr. Elijah Anderson of Sociology, Dr. Thomas Dunfee of Legal Studies, Dr. Renee Fox of Sociology, and Dr. Martin E.P. Seligman of Psychology.

Memorial Service for Al-Moez Alimohamed

Family, friends and colleagues of Al-Moez Alimohamed will gather for a memorial service on Wednesday, October 26 from 4 p.m. to 6 p.m. in Bodek Lounge at Houston Hall.

Mr. Alimohamed, a highly regarded Ph.D. candidate and teaching assistant in mathematics, was robbed and killed near his apartment in West Philadelphia on August 29. Please see the tribute of his department in *Almanac* September 13.

Council Discussions October 19

There are no action items on the October 19 agenda of the University Council. Topics for discussion are the charges to University Council Committees (see page 6 of this issue); the Report of the Personnel Benefits Committee (*Almanac* October 4); the staff scholarship, in response to questions raised by the A-3 Assembly at the September meeting; the Escort Services; and Community Relations.

The meeting runs from 4 to 6 p.m. in McClelland Lounge, the Quad. Observers should register their interest with the Council Secretary at Ext. 8-7005.

Stated Meeting: October 20

The Stated Meeting of the Board of Trustees will begin at 1:45 p.m. on Thursday, October 20, in the Hoover Lounge at Vance Hall and is open to observers under the Commonwealth's Sunshine Law. To register an interest, call the Office of the Secretary of the University, Ext. 8-7005.

On the agenda are nomination of Mr. Vagelos, and an amendment to the Statutes to meet a new Commonwealth prerequisite for funding by allowing each of the four legislative caucuses to nominate a trustee (*Almanac* July 12).

Take A Professor to Lunch Week

The week starting Monday, October 24 is Take a Professor to Lunch Week, sponsored by the Student Committee on Undergraduate Education to "encourage undergraduate students to interact outside of the classroom or office hours with members of the University faculty," the semi-annual invitation reads. Originally called Take Your Professor to Lunch Week, the week was renamed to encourage students to lunch with "any member of the faculty with whom they might share an interest." It has also become a University-wide event, with graduate and professional students participating.

Various restaurants in the area will offer discounts during the week. SCUE Chair Matthew Kratter also suggests that faculty let students know they are interested in lunch. "Some students, especially underclassmen in large classes, are wary of inviting a professor to lunch for fear of being turned down."

The next scheduled Take a Professor to Lunch Week is March 20-24, 1995.

Farewell Reception for Linda Hyatt

President Judith Rodin invites the University faculty, staff and students to a reception on October 31 from noon until 2 p.m. in Alumni Hall of the Faculty Club for Linda Susan Hyatt, executive director of the Office of the President, to wish her well as she becomes executive director of the Landmark Foundation in Virginia. RSVP to Alice Nelson at 898-0637 by October 24.

A Midsemester Note to the Faculty:

On Students Who Are Getting into Deep Water

Dear Colleagues,

Last semester a number of you called me when the *Faculty Resource Guide to Student Services* appeared and asked for consultation about students in your classes who seemed to be in some sort of trouble, academic or otherwise. Perhaps because the *Guide* came out fairly late in the term, or perhaps because many of you haven't yet inserted my name into your internal to-be-called files, I frequently found that the students you brought to my attention were already in quite deep water by the time either you or I called them in to help them seek solutions to their difficulties. For example, when I checked on the general progress of one student who had vanished from one class, I discovered from his other teachers that he had vanished from nearly all; but by the time the one alarm light began to flash, it was too late to offer the sort of help that would have done him most good. So at this midsemester point, I ask you to take a minute to look at your attendance records or grade books and notice whether anyone is in trouble.

What to look for? Has a good student begun to slip? Does your roll show that a student has been missing of late? Is a graduate student in your seminar growing silent? Does a grade on a midsemester exercise indicate that some sort of difficulty, academic or otherwise, is interfering with success in a course? Have students come to you for extensions because of illness, or personal problems? Many undergraduates arrive at Penn never having learned to study successfully: they have always managed on quickness of mind alone, and often it is not until as late as sophomore year that the need to learn college study skills becomes obvious, and then only when a faculty member points out to the struggler that his or her current methods of learning really aren't working. A number of students, graduate and undergraduate, are weighted down by real clinical depression, which may show itself to us only by academic difficulty.

Any of the red flags I have mentioned may allow you to catch trouble before it becomes serious. If you see such flags, remember your *Faculty Resource Guide to Student Services* to help you find appropriate consultation or referral. Or call me if you wish me to help. My voice mail number is 573-3968; I'm in my English Department office often on Tuesdays, Thursdays, and Monday and Friday afternoons at 898-7456, or you can call me in the College Advising Office at 898-6341 on Tuesday afternoons or Friday mornings. E-mail address? akelley@english. I hope I can be of service. Last year your attentiveness to difficulty made a real difference to a number of students, and this year I'd like to catch more trouble before it is too late.

—Alice van Buren Kelley
Faculty Liaison to Student Services

Jubilation at Wharton from page 1

Companies gave the School two A's (for analysts and global view) and a B (team players). Graduates also gave the School two A's (for curriculum and placement) and one C (for teaching). As explained in a detailed sidebar on its methodology, Business Week not only surveyed the 1994 graduates in each case, but added the responses of 1992 and 1990, weighting the responses 50% to 1994 and 25% each to the other two years. Business Week cites recent Wharton faculty initiatives to improve teaching, however, including mentoring, midcourse evaluations, merit-pay increases pegged to teaching, and an array of new teaching awards.

The article—dominated pictorially by a group shot of Dean Thomas Gerrity standing quietly in his suit and tie while a throng of sweat-suited students toss soft vinyl world globes in the air—goes on to trace Wharton's rise to two administrations. As Dean Russell Palmer's era ended with endowment tripled (to \$90 million

then; it is now over \$141 million), 27 endowed chairs (still more have come since) and the new executive education center and program up and running, it meant the "pieces were in place" for the overhaul of curriculum that was first on Dean Gerrity's list, the magazine said.

Another piece in place, recalled by the campus, was the Management 2000 Project, chaired by Dr. Jerry Wind, which in a 1988 survey identified future needs of management and management education. Next came a pilot project, "The Restructured Wharton MBA: Inventing a New Paradigm," (*Almanac* April 2, 1991). Wharton builds on its strengths, said Dean Gerrity in that report: "By initiating these changes at this time, Wharton firmly demonstrates its position as the preeminent business school in the world."

Some thirty members of the Wharton faculty were involved in the design of a new core curriculum and its projected implementation, proposing innovations in three broad areas—new disciplines, cross-functional integration and

globalization—and setting up a pre-entry program to meet the needs of students from diverse backgrounds.

In November 1992, on the basis of the pilot program, the faculty of the School voted unanimously for full implementation of the new curriculum starting in the fall of 1993.

Barely a year later, "Wharton is on the crest of a wave of reinvention and change in management education," Business Week could say. "Schools are tearing apart their programs to rethink ways to educate the next generation of business leaders. As at Wharton, some are trying to teach business as a complex whole instead of a set of disparate functions...."

A quiet response from the Dean:

"We can all take great pride in Wharton's strong momentum and innovative leadership, and the growing recognition of our achievements. This provides an opportunity for the entire University to celebrate another example of how Penn is leading the way."

Following is the full text of a news release issued by the University Thursday, October 13.

On the Resignation of Dean Patricia Conway, Graduate School of Fine Arts

The University of Pennsylvania announced today [October 13] that Patricia Conway, the first woman to head an Ivy League design school, has resigned the deanship of the Graduate School of Fine Arts effective September 30. Conway's resignation follows a year-long protest by certain of the School's faculty over measures taken to eliminate the School's chronic deficit, to streamline its administration, and to refocus its academic mission.

Conway, formerly head of Kohn Pedersen Fox Conway and a founding partner of Kohn Pedersen Fox, a major New York City architecture, planning and interior design firm, was recruited to Penn in 1991 as a non-academic with what the University described as the necessary vision, demonstrated leadership skills and experience: to deal with "significant challenges facing the Graduate School of Fine Arts...[at a time when] higher education is entering a decade in which resources will grow more slowly than in the past." Since taking office July 1, 1991, Conway has reduced the School's deficit from \$675,000 on a budget of \$12 million to a surplus this past year. At the same time, the number of separately administered programs in the School has been consolidated from nineteen to eleven; the administrative staff has been shrunk by 25 percent; and the administration of admissions and student financial aid has been centralized for greater cost efficiency and what Conway describes as "perception by incoming students of the School as a single interdisciplinary educational enterprise, not merely a postal address for what, in reality, were unrelated programs." Over the past two years alone, Conway has also been instrumental in raising more than \$7 million in gifts and endowments for the School.

In looking back on these past three years, Conway says: "Of course, I'm proud of the School's unprecedented administrative progress which, from the beginning, the University acknowledged would be achieved only at the price of some unpopular decisions; but what I'm most proud of is the *academic* progress made during that same period. We've recruited two world renowned figures to the School (Witold

Rybczynski, the recently appointed Meyerson Professor of Urbanism, and John Dixon Hunt, the newly arrived chair of the Landscape Architecture and Regional Planning Department) and several outstanding junior faculty in Architecture and Landscape Architecture. For the first time graduating MFA students have been given a show of their work in a New York gallery. For the first time the Gutman Center for the Fine Arts (a rural Bucks County extension of Penn's Fine Arts Department) is on sound financial footing and has been given programmatic life. For the first time in many years we are running collaborative or interdisciplinary studios, including the very successful Philadelphia Navy Yard studio which garnered so much favorable press this past winter. And for the first time the standing faculty is taking a hard look at our commitment to undergraduate teaching, an essential component of the School's academic mission and an area where the University has been critical of the School."

Despite these accomplishments, some faculty in the Graduate School of Fine Arts have become increasingly disaffected since the dean began a formal consultation with them last Fall in the wake of a Penn study revealing financial issues in the School that the University believed needed to be addressed. Conway, who has her academic appointment in the School's Department of Architecture, will now turn her attention to teaching "which is the goal that attracted me to Penn in the first place." She is also chairing a conference on women and architecture as part of the Annenberg School for Communication's year-long series of conferences on "Women in the Public Sphere;" and raising funds for an endowed chair in honor of Louis I. Kahn, the world renowned architect who studied and taught architecture at Penn until his death in 1974.

Stanley Chodorow, provost of the University, said Malcolm Campbell, professor of history of art, will become the acting dean.

—Office of News and Public Affairs

Interim Dean of GSFA: Malcolm Campbell of SAS

Dr. Malcolm Campbell, the noted historian of Italian art who holds the Class of 1965 Endowed Term Professorship of Art History in the School of Arts and Sciences, was been named interim dean of the Graduate School of Fine Arts on Dean Patricia Conway's resignation last week.

"Malcolm Campbell's knowledge of the School and the University, and his experience as an administrator and teacher, make him an ideal person to head GSFA at this time," said Provost Chodorow in naming Dr. Campbell. "The students and faculty will be well served by him."

A member of the Penn faculty since 1961, Dr. Campbell has chaired the Art History Department several times; served as associate dean of SAS and in similar roles in The College; directed the Center for Italian Studies; and created an arts component for Wharton's Advanced Management Studies Program. Winning Guggenheim, Fulbright and other major awards, he has established an international reputation as a teacher, writer and curator. He is an honorary member of the Philomathean Society and former president of the campus chapter of Phi Beta Kappa, and has served on the Schools Committee of the Pennsylvania Academy of Fine Arts' board of trustees and on the board of directors of PATHS (Pennsylvania Alliance for Teaching the Humanities in the Public Schools).

GSFA: As interim dean he heads a school of some 500 full-time and 300 part-time students in the departments of Architecture, City and Regional Planning, Fine Arts, and Landscape Architecture and Regional Planning. It has graduate groups in historic preservation, architecture, city and regional planning, and oversees the Fels Center for Government, which offers a graduate degree in government administration. The School also houses The Architectural Archives, featuring the materials of more than 200 designers from the 18th century to the present, including the complete works from the offices of architect Louis I. Kahn.

Following is the report of a task force established by Marvin Lazerson during his term as Interim Provost, in response to “ongoing discussions about the future of the Department of City and Regional Planning (in the Graduate School of Fine Arts) and the recent recommendation to close the Department of Regional Science (in the School of Arts and Sciences).” While regional science was formally discontinued as a department in SAS effective June 30, 1994, the Department of City and Regional Planning continues at GSFA.

In his charge to the task force, Dr. Lazerson noted that the University’s current and historic strengths in urban and regional studies, combined with its urban location, make it important to provide “a more stable environment for scholarship and for education in these areas. Inasmuch as the decentralization that marks our current efforts may have been a contributing factor in the current state of affairs, you will almost certainly want to consider the establishment of an overall structure under which work in these areas might be consolidated.”

The task force’s report has now been submitted to Provost Stanley Chodorow, who presents it below for the consideration of the University community. — Ed.

Report of the Task Force on Regional and Urban Studies

The Task Force was charged, in a January 6, 1994 memo from Interim Provost Marvin Lazerson, to “look for new approaches to teaching and research on urban and regional issues.” Emphasis was placed on the search for developing some sort of coherent structure. (The complete memo is Appendix A*.)

The recommendations that emerged from the deliberations of the Task Force reflect the unanimous view of the six members—views that took different directions along the way, but, in the end, crystallized.

In brief, the view of the Task Force is that, though it was made clear to us that a new public policy school was not a feasible option for Penn now, it is, over the long run, the preferred coherent organizational structure required to advance fully urban/regional research and education. We think a vigorous policy school is particularly important for one of America’s leading urban universities and should be a longer-term goal of the University—since at Penn only a School has the inherent institutionalized capacity to create the reward structures that are necessary to recruit and promote faculty committed to an applied, multidisciplinary field such as urban/regional studies.

But, the present apparent unfeasibility of that path leads us to another set of recommendations that are directed to strengthening existing programs and the development of a new centralizing structure. We think that the external perceptions of a faltering presence in urban/regional research and education at Penn make it imperative to act promptly. We propose a reconfiguration of the existing activities at Penn and some additions—all driven by our views on the best structure for delivering the highest quality intellectual education and research in the multidisciplinary field of urban/regional studies.

The Work of the Task Force

Between January 25 and April 11 the Task Force met six times for a total of twelve hours. In addition, each member spent many hours gathering information and interviewing people at Penn in the relevant areas. Appendix B* is a listing of the written material from urban programs and from individuals that we reviewed. Appendix C* is a list of the individuals that met with one or more members of the Task Force. The various curricula and the views of faculty and administrators participating in the delivery of urban/regional education and research were discussed extensively, and, in many cases, revisited.

General Principles

In the course of the Task Force deliberations, we developed several general principles on which we agreed, and which guided the final set of recommendations.

1. If the University of Pennsylvania is to have a distinguished urban presence there will have to be a clear commitment of resources—to establish an Urban/Regional Research Institute that can serve as the unifying structure, and to appoint an adequate number of urban faculty in the

social science departments whose disciplines are fundamental to the field of urban/regional studies.

2. The lack of a coherent presence of urban/regional studies at Penn, in the view of the Task Force, reflects a larger problem at the University. Multidisciplinary research and education are “applied” in the sense that they are frequently motivated by practical problems. We believe that there is inadequate appreciation of scholarship directed at solving practical problems at Penn. (How else can one explain no urban economist in the Department of Economics, and little emphasis on urban sociology in the Sociology Department?) If there is to be a clear urban presence here, it will require the support of the relevant Deans—more specifically, their use of incentives to reward applied research. Without that support, faculty in departments that are very relevant to urban/regional studies, but which reward theorists only, face penalties.

3. Members of the standing faculty should head academic programs in urban/regional studies, as they do in other programs—and almost all the teaching should be done by standing faculty. While there are clear benefits from having students exposed to practitioners, particularly in applied areas, they are usually not conceptualizers and are not likely to be trained in the intellectual structure of the field.

4. Outreach programs that derive from an interest in the University’s involvement in the urban community should be driven by the Office of Community Relations, not by academic units. Outreach programs could be greatly enriched by drawing on the work done in the academic units, but should not drive that work. If the University creates incentives for urban/regional studies in the full range of disciplines underlying the field, and if an organizational structure is developed to cultivate synergies across the University, its outreach programs will inevitably benefit.

Recommendations

We propose improving some existing programs in their current Schools, moving some programs to Schools where standing faculty are available to teach them, and establishing a serious and visible urban/regional studies identity by establishing a new Urban/Regional Research Institute. Specific recommendations for undergraduate, professional, and doctoral education—and for the development of research synergies—follow.

Undergraduate Education

We recommend that the undergraduate major be centered in the school that has most of the core disciplines that underlie urban/regional studies—the School of Arts and Sciences. More specifically, we recommend the following:

1. The Urban Studies undergraduate curriculum, now staffed almost entirely by people outside the Penn faculty, must be taught almost entirely by members of the standing faculty. The use of outside experts should be limited to guest speakers, and, occasionally, to Visiting Lecturers. If existing faculty cannot be freed to teach these courses, this change will require the addition of faculty in a number of relevant departments.

(continued next page)

* Appendices A, B and C are available from the Office of the Provost.

2. The Urban Studies curriculum should have a set of specifically designed core courses unique to the program, to be defined by the program's standing faculty. Most of these would be from departments within SAS, and some should be from other schools. (An urban political economy course from the Department of Public Policy and Management, and an urban design course from GSFA are possibilities, for example.) This coordinated core curriculum is an essential definition of a serious program. It would avoid duplication of subjects across departments within SAS and across the University.

3. It will be essential that departments be given incentives to hire urban/regional scholars—some portion of a budget line, or a line. (For example, the Urban Studies undergraduate curriculum should have an urban economics core course, but the Department of Economics does not now have an urban economist.)

4. The proposed Urban/Regional Research Institute (see below), should be the desirable physical location for the office of the Urban Studies Program. This would have the benefit of providing interested undergraduates with easy access to the full set of urban faculty and their research activities.

Professional Programs

It is our strong view that professional programs, if they are taught in a university of Penn's stature, must be taught almost entirely by members of the standing faculty. The fact that the interests of the students are in applied aspects of the field does not mean that the conceptualization of the subject matter is not the essential part of the education of future practitioners. Conceptualization is a major part of the value added of a university education. More specifically, we recommend the following:

1. We recommend that the Fels MGA and executive education programs be headed by a member of the standing faculty, and that they be administered only from a professional school that has standing faculty in the relevant subjects. It is a program that attracts high quality students, and places them well, but if it is to be located at Penn, it is Penn faculty that should teach and direct it. In 1993-94, 15 out of the 23 courses listed on the MGA curriculum were taught by people who were not members of the standing faculty—including a Senior Seminar. Wharton is an obvious candidate, since it has a number of faculty who teach and do research on urban issues. Wharton, however, limits its professional degree to an MBA.

We regard the only acceptable options for the Fels program to be one of these:

- having the Fels program restaffed at GSFA by members of the standing faculty, if the appropriate ones exist in the School or can be "bought" by the School from elsewhere in the university;
- having the Provost discuss the possibility of an MGA program in Wharton;
- having Fels students take an MBA in Public Policy and Management in Wharton;
- having Fels students enter the newly expanding public sector track in the WEMBA program; or
- having the Provost discuss the possibility of an MGA program in SAS.

The one option we do not regard as acceptable is a Penn program headed and taught by non-members of the standing faculty.

2. The March 18, 1994 agreement between the Department of City and Regional Planning and GSFA Dean requires, of course, that the MCP program stay in GSFA for the next two years at which point its standing will be reviewed. We recommend that, at the end of one year, a review of the academic quality and professional opportunities available to its students begin, as preparation for the decision as to the future of the program at the end of two years.

Ph.D. Programs

We have not reviewed the quality or effectiveness of any of the Graduate Groups relevant to urban/regional studies, so we have no recommendations now concerning the existing ones. We recommend a set of steps that would create the faculty base for the formation of a new Graduate Group in Urban/Regional Studies—but we do not advocate such a Graduate Group now. (Ph.D.'s in Regional Science and City and Regional Planning could ultimately be offered by this new Graduate Group.)

1. We recommend that no new Ph.D. organization for urban/regional studies be set up now. We do not think that the appropriate intellectual synergies or adequate standing faculty now exist at Penn. We believe that graduate students interested in this area pursue their studies in the currently existing graduate groups. (Again, we point out the importance of having urban and regional scholars in the single discipline departments relevant

to the field—history, sociology, economics, political science.)

2. We regard it as vital to the integrity of the Ph.D. programs that are training students interested in urban/regional studies that each relevant department have appropriate faculty members who will attend a regular seminar of faculty and Ph.D. students to be held under the auspices of the proposed Urban/Regional Research Institute.

3. An Urban Fellowship program to fund one or two dissertation students in each participating graduate group should be developed. This would enhance the presence of urban and regional studies at Penn, and provide research assistance to faculty in the field.

Urban/Regional Research Institute

An essential and pivotal part of our recommendations is setting up a new Urban/Regional Research Institute. Specifically, our views are these:

1. The Urban/Regional Research Institute should be independent of any School. No School should be the administrative and budgetary link to the University—rather, it should report directly to the Office of the Provost. The University of Pennsylvania is an urban university, and if it wishes to capitalize on this role, then it must have a major, visible organization beholden to no one School's interests.

2. The proposed Institute's major mission is to provide the synergy needed to have all the feeder disciplines exchange perspectives. This will require the explicit support of the President and Provost. The role of the Institute Director is to

- bring together Directors of all relevant Centers (such as the Fels Center, the Center for Greater Philadelphia, the Wharton Real Estate Center) to learn about each other's work, and to connect policy activity with ongoing research activity; and
- organize an ongoing doctoral seminar to be attended by all Ph.D. students across the University who identify urban/regional studies as their interest and by members of the faculty of every relevant department.

3. We recommend that the administrative office of the Urban Studies Program be housed in the Institute, to reinforce the Institute as a physical and conceptual center for urban/regional research and education efforts that involve several Schools. (We are advocating the Institute as a physical location only; we are not advocating that the Institute administer the program.)

4. We see the Institute to be an umbrella research structure that would be a dynamic part of the University, and would stimulate research, disseminate research, and engage with the world of practitioners.

Next Steps

The Task Force emerged from its deliberations with a sense of imperative. The changes in various departments—the closing down of the Department of Regional Science, the two-year agreement in GSFA—suggest strongly that the University is at a crossroads with respect to the way its stature in urban/regional studies is viewed externally. We think it appropriate, therefore, to lay out what we see as the next steps:

1. The Task Force would like to meet with Interim President Fagin and Interim Provost Lazerson, and with President-elect Rodin and Provost-elect Chodorow, as soon as possible, so that we can put forward our view of the urgency of having them proceed to:

- discuss with Dean Rosemary Stevens the need for moving rapidly on urban appointments in the core social science departments;
- discuss with Dean Thomas Gerrity, Dean Rosemary Stevens, and Dean Patricia Conway the options for locating the Fels MGA program (or an alternative degree) in a School where the program retains its contribution to good city management, but is staffed Penn's standing faculty; and
- assemble an endowed resource base (beginning with the United Parcel Service seminar funds, and the commitment in the campaign plans to establish an urban research center) to fund a standing multidisciplinary Ph.D. seminar, dissertation fellowships, a Director, and some staff for an Urban/Regional Research Institute.

2. The Task Force recommends that it, or some equivalent group, have an ongoing mission to oversee the implementation of its recommendations.

Respectfully submitted,

*Joseph Gyourko
Theodore Hershberg
Janice F. Madden
Janet R. Pack
Witold Rybczynski
Anita A. Summers, Chair*

PennNet PassPort—Updated and Enlarged

The updated and enlarged *PennNet PassPort*, a guide to networking at Penn and beyond, is now available at Wharton Reprographics and (soon) at the Bookstore for only \$4. The 54-page document has a spiral binding for durability and ease of use.

Contents include:

- PennNet Access
- LANs
- Network IDs & Passwords
- PennNet via Modem
- Tools & Services
- Telnet
- Library Resources
- E-mail
- NetNews
- File Transfer via Kermit & FTP
- PennInfo, Gopher, & WWW (including Mosaic & WAIS)
- Internet Sampler
- DCCS Network Services
- Ethernet Requirements
- Campus Computer Labs Map
- Glossary of Networking Terms

Penn Phone Book as Reference Guide

The new Faculty/Staff Telephone Directory for 1994-95 will be distributed this week. In recognition of the winter of '94 when 898-MELT calls hit 10,000/month, its cover design by Cathy Orr-Gontarek features College Hall and the Furness Building awash in a driving winter flurry.

The directory is published by the offices of Business Services and Telecommunications and contains not just phone numbers (individually and by department, school or office) but also maps, calendars, and reference lists that help faculty, staff and students find their way around the University.

The green pages contain, for example, the 328 phone exchanges that require the 610 area code starting October 29 (see below). They are part of a newly designed Guide to Business Services which also provides information about Telecommunications, Computer Connection, Penn Mail Service, Penn Tower Hotel, Publications Services, Penn Transit Services, University Records Center, Class of 1923 Ice Rink and the Penn Children's Center. Following that guide is an index to other University Services and Facilities which are arranged alphabetically. New to the green pages is information on PennNet Access and Use, and e-mail addressing on PennNet and the Internet (pp. 54-55).

On page 2 of the white pages is a list which represents most of the abbreviations used in the white and yellow pages of the directory. Inside the back cover are the academic calendars for 1994-95 through 1996-97.

To report any significant errors, omissions or changes call Banoo Karanji at Ext. 8-9155. For more copies call Ext. 8-4840.

Area Code 610 Required by October 29

Although Bell Atlantic announced a year's grace period for using the new 610 area code it activated in January 1994, its use will be required for calls from University phones starting *October 29*. The new area code serves users in Chester, Delaware, Lehigh, Berks, and Northampton Counties, and portions of Montgomery, Bucks, Monroe, Carbon, and Lancaster Counties. The 328 specific exchanges that require the new code are listed on page 5 of the new Penn phone book.

The supply of seven-digit phone numbers in the 215 area code is nearly exhausted, according to a memo from Penn Telecommunications, with heavy customer demand for numbers to use with products and services such as fax machines, cellular telephones, pagers, and computers.

Calls between the 215 and 610 areas will require 11-digit dialing (1+area code+7 digits). The new area code does not increase the cost of calls or change the local calling area, according to the Telecommunications office memo. It adds that "If you are currently using automatic dialing in modems, fax machines, cellular phones, security and alarm systems, pagers, or on your office telephone, you will need to reprogram numbers that are in the new area code. For instruction on reprogramming such equipment, other than campus telephones, consult your owner's manual or contact the equipment supplier."

For assistance with campus phones or any questions about the new area code: Office of Telecommunications, 898-4840.

COUNCIL

Council Committee Charges

Draft for Discussion at the October 19 Meeting

The charge to each University Council committee appears in the bylaws of the University Council. Each committee has selected a more specific focus within its charge for 1994-95. The Council Steering Committee recommends that members read the charges in the bylaws and the specific agendas noted below and be prepared to discuss any changes or additions at the October 19 University Council meeting.

Committee on Admissions and Financial Aid. *Chair:* Robert F. Giegengack. *Focus:* Assess the effectiveness of student recruitment efforts and suggest ways to make recruitment efforts more proactive. Evaluate the impact of different financial aid strategies on the learning environment and on the demographic makeup of the undergraduate student body of various strategies now being considered to accommodate the escalating need for financial aid resources.

Bookstore Committee. *Chair:* David O'Connor. *Focus:* Planning for new bookstore (e.g., site, services, size). Review expanded role of bookstore: coffeehouse, branches at PennTower, etc. Role of bookstore in providing computing products, services, and support.

Committee on Communications. *Co-Chairs:* Ira Winston, James O'Donnell. *Focus:* Advise on the development of the new administration's communications strategies, particularly the on-going transition from print to electronic dissemination and the effective coordination of school and University publications. Develop appropriate policies for Penn's evolving electronic information environment, including privacy issues, future development of PennInfo, etc.

Committee on Community Relations. *Chair:* David Grossman. *Focus:* Focus on ways Penn and other area institutions can be partners with the community and serve as catalysts for economic, educational and other forms of development in West Philadelphia. Work closely with the new vice president for government and community relations. The committee is also focusing on economic development in the areas immediately adjacent to campus and on advising the Center for Community Partnerships on new program opportunities.

Committee on Facilities. *Chair:* Lawrence Thibault. *Focus:* Develop with the director of environmental health and safety recommendations on possible changes in Penn's policy on smoking in non-residential buildings.

Committee on International Programs. *Chair:* Vivian Seltzer. *Focus:* The needs of international students this year (after last year's focus on international faculty). Advise the Office of International Programs on ways to expand and improve orientation and programming for international students. The committee is developing a proposal for a fund to support international exchanges.

Committee on the Library. *Chair:* Lawrence Bernstein. *Focus:* Work with the vice provost for libraries to develop specific solutions to current and long-range library space needs and funding strategies.

Personnel Benefits Committee. *Chair:* David Hackney. *Focus:* Propose recommendations by February 1, 1994 on the extension of pro-rata employee benefits to part-time professional staff. Develop long-range benefits planning model with human resources.

Committee on Pluralism. *Chair:* Helen C. Davies. *Focus:* Help plan for implementation of the recommendations of the Commission on Strengthening the Community (Almanac May 3, 1994).

Committee on Recreation and Intercollegiate Athletics. *Chair:* Edward Lusk. *Focus:* Work with the new athletic director on gender equity issues. Undertake a comprehensive review of recreation policies and services, especially as these meet or fail to meet the needs of staff and graduate students. Develop a long-range assessment of athletic facilities.

Committee on Research. *Chair:* John Quinn. *Focus:* Assist the vice provost for research in assessing the impact of changes in federal research support. Assist in the development of long-range planning for new research institutes. Assess impact of the Institute for Advanced Science and Technology and make recommendations on maximizing its impact on the University. Assist the vice provost in defining the role of the director of technology transfer. Advise the vice provost on the need for update of the Conflict of Interest Policy.

Committee on Safety and Security. *Co-Chairs:* Marilyn Hess, George Paladino. *Focus:* Work with the Penn police commissioner on the master plan for campus safety and security currently being prepared by the administration. Assess implementation of the ban on day-time bicycle riding on Locust Walk and central campus walkways. Advise regarding other current safety issues, e.g., escort services, safety education efforts, campus police headquarters, building security, etc.

Committee on Student Affairs. *Chair:* Dennis DeTurk. *Focus:* Advise the provost on reorganization of student services and achieving a more seamless relationship between activities in and outside the classroom.

Independent Committees

Committee on Honorary Degrees. *Chair:* Ward H. Goodenough. *Focus:* Nomination of individuals for honorary degrees to be awarded at University commencement.

Student Fulbright Awards Committee: Recommend ways to broaden Penn's successful participation in Fulbright, Rhodes, and Marshall competitions.

source: Faculty Senate Office

Update

OCTOBER AT PENN

CONFERENCES

20 *1994 Mid-Atlantic Regional Developmental Biology Conference; Reciprocal Imprinting of the H 9 and IGF, Genes*, Shirley Tilghman, Princeton, *Molecular Genetics of Signal Transduction in DictyosGelium*, Peter Devreotes, Johns Hopkins, *IGF's and Dwarf Mice: Genetics of Growth*, Argiris Efstatidis, Columbia, *Developmental Control of Skeletal Myogenesis and Myo-D Genes*, Charles Emerson, biology, *Establishment of a Polar Axis in Fucus Zygotes*, Ralph Quatrano, UNC, *The Role of Disintegrins and Integrins in Sperm-Egg Membrane Fusion*, Diana Myles, UConn; 9 a.m.; Austrian Auditorium, Clinical Research Building; information: 898-0147 (Ob/Gyn). *Through October 21.*

21 *Documenting Change in Contemporary Africa*; second annual consortium workshop; all day; 1st Floor Lounge, Stiteler Hall; information: 898-6791 (Middle East Center; African Studies).

EXHIBIT

22 *Works of Harry Gordon*; wooden and stone sculptures on display in the Morris Arboretum's sculpture garden; Arboretum. *Through 1996.*

FITNESS/LEARNING

22 *Sahaja Yoga Meditation*; 11 a.m.; Houston Hall. *Meets every Saturday.*

Weekly Conversation Hours

Room 835, Williams Hall; information: 898-6335 (Middle East Center).

19 *Turkish*; 4 p.m. *Meets every Wednesday.*

20 *Arabic*; 3 p.m. *Meets every Thursday.*

21 *Persian*; 11 a.m. *Meets every Friday.*

MEETING

19 *Librarians' Assembly Meeting*; discussion with Allen Bell, Faculty/Staff Assistance Program, on coping with stress; 3 p.m.; Conference Room, Van Pelt-Dietrich Library.

MUSIC

25 *Organ Recital*; Freda Schemberg; 12:05-12:30 p.m.; Irvine Auditorium (Curtis Organ Restoration Society).

ON STAGE

25 *Excerpts from Liliane*; Resurrection of the Daughter; author and 1994-95 Afro-American Studies Artist-in-Residence Ntozake Shange reads from her latest novel; book signing follows; 4:30 p.m.; Room 110, Annenberg School; information: 898-4965 (Afro-American Studies).

SPECIAL EVENT

23 *Trees Around the World*; special guided tour for United Nations Day; Morris Arboretum; admission: \$3, \$1.50/ seniors and students, free/ members and preschoolers; info: 247-5777.

TALKS

19 *To Be Announced*; Nikos Logothetis, Baylor; 4 p.m.; Room 140, John Morgan Building (Mahoney Institute of Neurological Sciences).

21 *28-Year-Old Female with Shortness of Breath and Interstitial Lung Disease*; Elizabeth Tarka, medicine; noon; Agnew-Grice Auditorium, Dulles (Medicine).

25 *Integration of Traditional Chinese Medical Theory and Practice in Gastroenterology*; Charles Xu, Shanghai Medical University; 8 a.m.; Medical Alumni Hall, Maloney (Medicine).

Molecular Workings of Sodium Dependent Ion Transporters Studied Electrically in Giant Membrane Patches; Donald W. Hilgemann, University of Texas Southwestern; 4 p.m.; Physiology Library, Richards Building (Physiology).

Cinema as Secular Ritual: The Decline of the Cairo Movie Theater; Walter Armbrust, Middle East Center; 4:30 p.m.; Room 421, Williams Hall (Middle East Center).

26 *Buddhist View on Body-Mind Relationship*; Stanley Ohnishi, Philadelphia Biomedical Research Institute; 12:30 p.m.; Room 304, Houston Hall (Penn Soka Gakkai International).

About the Crime Report: Below are all Crimes Against Persons listed in the campus report for the period **October 10 to 16, 1994**. Also reported were Crimes Against Property, including 54 thefts (including 3 burglaries, 6 of auto, 10 from auto, 6 of bikes & parts); 8 incidents of criminal mischief & vandalism; 2 of trespassing & loitering; 2 of forgery and fraud. 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 *October 10 through 16, 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: Robbery (& attempts)—1, Aggravated assault—1, Simple assault—1, Threats & harassment—2

10/10/94	2:33 AM	McIlhenny Dorm	Crank & hang-up calls received
10/10/94	9:29 AM	200 Blk. 37th	Complainant bit on hand
10/10/94	5:35 PM	100 Blk. 37th	Actor attempted to hit officer w/auto
10/12/94	12:09 PM	McNeil Bldg.	Unwanted phone call received
10/14/94	7:40 PM	Hamilton Walk	Wallet & beeper taken by two males w/gun/no injury

38th to 41st/Market to Baltimore: Robberies (& attempts)—4, Threats & harassment—2

10/11/94	10:38 PM	Penn Police HQ	Complainant harassed by family member
10/12/94	8:59 PM	39th & Chestnut	Robbery of cash
10/14/94	3:35 PM	40th & Market	Robbery of paycheck by 5 males
10/14/94	4:37 PM	3935 Walnut St.	Juveniles taunting staff
10/14/94	6:15 PM	40th & Market	Attempted robbery
10/15/94	9:46 PM	3800 Blk. Locust	Robbery by 3 males w/simulated weapon

41st to 43rd/Market to Baltimore: Robberies (& attempts)—2, Simple assault—1

10/12/94	1:34 PM	204 S. 42nd St.	Complainant assaulted by housemate
10/16/94	12:03 AM	300 Blk. St. Mark's	Robbery by two males w/gun
10/16/94	8:12 PM	42nd & Walnut	Attempted robbery of store clerk

30th to 34th/Market to University: Robbery (& attempts)—1, Simple assaults—2, Threat & harassment—1

10/10/94	5:26 PM	Chemistry Bldg.	Robbery of bikes
10/11/94	2:05 PM	Franklin Field	Complainant pushed during labor dispute
10/12/94	6:56 AM	Franklin Field	Male assaulted during labor dispute
10/14/94	1:07 AM	Towne Bldg.	Student harassing other student

Outside 30th to 43rd/Market to Baltimore: Robbery (& attempts)—1

10/16/94	4:24 PM	5100 Larchwood	Robbery/actor arrested
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Crimes Against Society

34th to 38th/Market to Civic Center: Disorderly conduct—4, Alcohol & drug offense—1

10/12/94	11:57 PM	Lower Quad	Fire set to toilet paper
10/13/94	12:30 AM	Lower Quad	Male interfered with arrest/cited
10/14/94	5:58 PM	36th & Sansom	Juvenile cited for disorderly conduct/released to parent
10/15/94	3:19 PM	3600 Blk. Walnut	Male involved in domestic disturbance/cited/released
10/15/94	7:29 PM	3400 Blk. Sansom	Male driving under influence/cited

38th to 41st/Market to Baltimore: Disorderly conduct—1

10/15/94	7:54 PM	Penn Police HQ	Actor sprayed bug spray/cited
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PennInfo Kiosks on Campus

Benjamin Franklin Scholars Office
The Bookstore
College of General Studies Office
The College Office
Computing Resource Center*
Data Communications & Computing Services*
SEAS Undergraduate Education Office*
Faculty Club*
Greenfield Intercultural Center Library
Houston Hall Lobby
Office of International Programs
Office of Off-Campus Living
PennCard Center
PennTrex Office
Student Employment Office
Student Financial Information Center
Student Health Lobby

* Kiosk uses point-and-click software.

Deadlines: The *December* at Penn calendar deadline is *November 8*; the *January* at Penn deadline is *December 6*.



Almanac

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*Above: The Jaffe Building as seen from the east.
Below, the new wing on the western face.*



The Little Building That Could

For many at Penn, the most coveted location on campus has been a small wedge of turn-of-the-century history at 34th and Walnut Streets: a tidily elegant house whose fraternity outgrew it and moved to Locust Walk over 70 years ago.

The structure just dedicated as the Elliot and Roslyn Jaffee History of Art Building began its existence on campus as the chapter house of the Phi Delta Theta fraternity. It was designed by Oswin Weinburger Shelly, who matriculated in the special course in architecture at Penn with the Class of 1894. It was constructed in 1900 in the modified Collegiate Gothic style using hard burnt brick and sandstone, trimmed with Indiana limestone. In 1924 the building was bought by the University and became an administrative building housing the office of the University Recorder, the Alumni Records Office and the University Placement Service.

Over the years the building was later home to various departments including some from GSFA, including the Graduate Group in Energy Management and Policy, that shared the three-story structure. It has now been restored, renovated and enlarged, increasing its total space by 4,000 sq. ft. The new wing extends over a pre-existing foundation left from Horn & Hardart (to which the house was once attached on its west end). Now fully accessible with an elevator, it has a student lounge, graduate research suites, a Teaching Assistants' Conference Room and student lockers in the reclaimed basement. Though faculty have smaller offices, there is much more space for servicing students than when the SAS-based History of Art department was located in GSFA's Meyerson Hall, according to Dr. Michael Meister, the department chair. He described the new wing as "a respectful transition" to the old building and to Van Pelt Library, in whose shadow it rests. The new wing's fire stair made it possible to open up a handsome old staircase that had been lost to view. The two fireplaces have been restored and the much-admired oval room on the first floor has become a conference room.

The classrooms are now equipped to accommodate modern, state-of-the-art computer technology for use now and in the future. The project architect, Sam Olshin, C '82 and GSFA '86, from Tony Atkins & Associates Architects, said the transformation was quite a challenge because it was a combination of restoration, renovation and new construction—all within a few feet of one another. Oak and chestnut paneling was restored on the first floor, while the upstairs hallways were given a more contemporary look.

It is fitting that this building bear the name Jaffe, an SAS spokesman said, for Elliot Jaffe remembers starting his job search there before his graduation from Wharton in 1949. Then-Placement Director E. Craig Sweeten, for whom Penn's alumni center is named, talked up Macy's executive training program, where Mr. Jaffe's career in retailing began. After 13 years at Macy's, Mr. Jaffe and his wife, Roslyn—who had been at Gimbel's—founded their well-known Dress Barn.

The little house never really had a name after Phi Delt left it. But it has one now: As Trustee Saul Steinberg said at the recent campaign celebration on September 23, "This unique and irreplaceable building will be named for the unique and irreplaceable Elliot and Roslyn Jaffe," whose funding provided renovations and a new wing.

Mr. Jaffe has also served as an Overseer of the School of Arts and Sciences and as a member of the History of Art Visiting Committee. As the resolution voted by the Trustees in September put it more formally:

"The beneficence of Elliot S. and Roslyn S. Jaffe has elevated one of the University of Pennsylvania's most lauded departments and enlivened a distinguished piece of campus architecture. Through their support, the neo-Tudor structure at 3400 Walnut Street has been renovated and expanded, providing a permanent home for the Department of the History of Art. Within its restored walls, generations of students will be awakened to the fundamental role and place of art in our civilization, paralleling the building's own centrality on campus."

— M.F.M.

At the dedication, Department Chair Michael Meister, Former Chair Renata Holod, Roslyn Jaffe, Judith Rodin, Elliot Jaffe and Dean Rosemary Stevens.

