

The Inaugural Ceremony

Photo by Pat Hildebrand



As prelude to his installation of Dr. Judith Rodin as president, the Trustees chairman, Alvin Shoemaker, led in the presentation of greetings and congratulations (below). In a triumphant Inaugural Address (pages S4-S7), Dr. Rodin saluted the past, present and future of the University.

Greetings

Alvin Shoemaker

Distinguished presidents, delegates, the Honorable Mayor of Philadelphia, Trustees of the University of Pennsylvania, esteemed faculty, students, honored guests, ladies and gentlemen: I welcome you to the inauguration of Judith Rodin as seventh president and twenty-third Chief Executive Officer of the University of Pennsylvania. This is indeed a day of immense significance for the University. As we observe the installation of our president, these proceedings today symbolize both the continuity and renewal of America's first university, the University of Pennsylvania. Today's procession of scholars reminds us that we are part of a community boundless and timeless in the search for the truth. And today's inauguration reminds us that we are preparing to embark on a new era for this beautiful and enduring idea that we call Penn. We thank you for joining us on this auspicious occasion and sharing with us our hopes, our pride and our joy. I am honored to present the following speakers who will bring greetings to President Rodin. They are, in order: on behalf of the City of Philadelphia, the Honorable Edward G. Rendell; on behalf of the faculty, Dr. Barbara Lowery; on behalf of the undergraduate students, Daniel C. Debicella; on behalf of the graduate students, David Mestre; on behalf of the Professional Staff Association, Carol Kontos-Cohen; and on behalf of the A-3 Assembly, Rochelle Fuller.

Edward Rendell

Good morning everyone. This is a wonderful day for the City of Philadelphia as well as for the University of Pennsylvania. It's a wonderful day for the City, because one of its native daughters is being inaugurated as the president of its greatest university. It's a wonderful day because a graduate of the School District of Philadelphia, of Girls High, is being inaugurated as president of its most prestigious university. It is a wonderful day for me because I became friends with Dr. Judith Rodin when we were undergraduates at the University and it was easy for anyone who got to know Judy then to understand that this was a very unusual person, a person of great talent, intelligence, charm, sophistication; a person who would make changes, not only in her undergraduate years as she did, but in her future. She was a Phi Beta Kappa here at Penn, president of the Women's Student Government, and someone who helped effectuate a successful merger between the Women's Student Government and the Men's Student Government, which might be slightly harder than achieving peace in the Middle East, but she did it with her usual skill and élan. It is a great day for the City of Philadelphia, because we have enjoyed a wonderful relationship with the University of Pennsylvania. They are our second largest employer, only behind the City Government itself; if I serve for a few more years we may be able to

change that as well. Only kidding. Only kidding. But a great day because we have enjoyed a wonderful relationship throughout the City, and particularly in West Philadelphia, with the University. Starting really with Dr. Gaylord Harnwell, President Harnwell, going through the terms of President Meyerson, President Hackney, President Fagin, we have enjoyed a wonderful relationship; a relationship, that, like all relationships, has had some bumps on the road, but a relationship that recognizes that a great university and a great city are dependent on each other. And now with Dr. Rodin assuming the presidency, we look forward to nurturing that relationship. We look forward to it growing stronger. So on behalf of the Government of the City of Philadelphia, and Councilwoman Jannie Blackwell, who is here with us today, and the City Council, and all of the members of the Government of the City of Philadelphia, and, more importantly, on behalf of 1.6 million Philadelphians, we bring greetings and congratulations.

Barbara Lowery

On behalf of the faculty, it gives me great pleasure to welcome the new president of the University of Pennsylvania, Judith Rodin. In the search for a new president, the faculty hoped for a scholar with a superb appreciation for academia. We have found such a scholar. Dr. Rodin is the author of more than 200 papers, 60 book

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chapters, and 10 books. She is a member of the American Academy of Arts and Sciences, the Institute of Medicine of the National Academy of Sciences, and she is one of 18 scientists named to the president's Committee of Advisors on Science and Technology. We wanted someone with leadership experience in the academy and with a vision that would put Penn at the forefront of change. We found such a leader. President Rodin has served with distinction as chair of the psychology department, dean of the Graduate School of Arts and Sciences, and provost at Yale University. Thus, she appreciates the complexities of problem solving within and across the university and she is clearly prepared to address the challenges with which she will surely be confronted. Finally, we wanted an innovator with ambition and energy and the wonderful interpersonal qualities that could take Penn to new heights. We found such an innovator. In her few months on campus, Dr. Rodin has demonstrated her ambition for a Penn that will lead the way and she has already begun to chart the course for Penn's new directions. Dr. Rodin said she accepted the offer to become the seventh president of this university with the knowledge that this university knows no limits in its commitment to excellence; with this same knowledge, the faculty entrusts this great university to the leadership of Judith Rodin. Thank you.

Daniel Debicella

In 1966, a young undergraduate student at the University of Pennsylvania graduated with honors—an undergraduate who dedicated her time to making the University a better place; through Women's Student Government, the Sphinx Honor Society, and being president of her class. Almost 30 years later, that same undergraduate—well, the same undergraduate with little bit more experience—has come back to lead the University into the 21st century. Dr. Judith Rodin has finally come home to Penn. Judith Rodin, in fact, represents the best of every constituency at Penn. If this event happened 30 years ago, Judith Rodin would be standing right where I am now, giving the greeting from the undergraduates as president of Women's Student Government. She is one of us. She understands the wants and needs of undergraduates, both inside and outside the classroom. Being an undergraduate at Penn has prepared her to truly empathize with us and help make our stay at Penn the most it can be. As a learned scholar, she knows the pressure the faculty faces of both sharing their knowledge with students and conducting outstanding research. As a proven administrator, she knows the hard facts of having unlimited demands with a limited amount of money. She knows the

position that we are all in, for she has been in them all herself. Judith Rodin is now poised to take the University to new heights. The University stands at a crossroads right now. In order to remain the best in the country into the next century, we need to be the cutting-edge leader in two areas: research by the faculty and academic excellence by the students. The commitment that President Rodin and Provost Chodorow have made to improving undergraduate education is the first step to making Penn all that it can be. The undergraduates look forward to working hand-in-hand with President Rodin, Provost Chodorow, and the faculty, in our common quest to better ourselves and society through the pursuit of knowledge. Judith Rodin has come full circle. She started her academic career as an undergraduate improving the University of Pennsylvania and she has now returned to complete that mission. So on behalf of all the undergraduates at the University, I would like to welcome, with open arms and a warm heart, our seventh president, Dr. Judith Rodin. Welcome home, Dr. Rodin.

David Mestre

President Rodin, I speak to you today on behalf of the graduate and professional students of the University of Pennsylvania. We are a community rich in diverse backgrounds and experiences, all dedicated to the task of collegial scholarship. Drawn from across the great expanse of the globe, we gather here to fulfill our yearning for learned dialogue. Long before this ceremony of recognition, you charged incoming graduate students to advance the cause of selfless scholarship, to seek the elusive truth, and to ponder the privilege offered to them of collaborating with a dedicated community of learned intellectuals. A charge of such depth bespeaks a deep understanding born of thoughtful consideration, of a life dedicated to the mind and its pursuits. The university is not so much a place comprised of the learned and their tools; the university is an effort, a mission, an exploration, a pilgrimage, and much more. To grasp this vision is to touch the overpowering and ever-present undercurrent which drives our search for the meaning of things. To implement this vision, we need a new kind of leadership, with its roots deep in anchoring soil and its branches stretching into the firmament of possibility. As graduate students, we will dedicate and rededicate ourselves to nourish, tend, and cultivate this effort, for it is ours as well. It is our charge to you, President Rodin, to see the University into a new incarnation, as we draw nearer to the advent of an unspoiled millennium. Today, we usher in a new age, with extraordinary anticipation and impatience. Bring on this brave new world that has such people in it, for they are the stuff of which our dreams were made.

Carol Kontos-Cohen

Greetings to all. Congratulations to you, Dr. Judith Rodin, on your appointment as the seventh president of the University of Pennsylvania. We are delighted that you have returned home after a not-so-brief respite away. The professional, administrative, and research staff of the University offer you the opportunity to share in our challenges and to experience our support, for both are necessary conditions for growth. Under your leadership, we are confident that our Penn will grow in ways that are important: growth in knowledge and effectiveness and communication and making a difference in Philadelphia and in the world. We wish you success and enjoyment. We offer you our commitment and our competence. Welcome to our community.

Rochelle Fuller

The A-3 staff of the University welcomes and thanks Judith Rodin for accepting the challenge of taking Penn into the 21st century. When given the opportunity to share our wish list with Trustee Chair Alvin Shoemaker, the person we described as being the best president for Penn would have to have been an innovator, someone willing to implement change in a resistant environment, someone who cares about equality for all, a listener and a caregiver, and the list went on and on. To put it simply, we would not have picked another person. President Rodin exemplifies the very needs of the A-3 staff of the University and we, again, thank her for making a great university the greatest it can be.

Mr. Shoemaker

I am honored to present the following speakers who will bring greetings to President Rodin. They are, in order: on behalf of the alumni, John R. Reardon, president of the General Alumni Society; on behalf of institutions of higher learning, Dr. Richard C. Levin, president of Yale University; and on behalf of the learned societies, the Honorable Arlin M. Adams, president of the American Philosophical Society.

John Reardon

The alumni have been a vital part of this institution since the colonial period, when class dinners brought together early graduates with their teachers. Among the six baccalaureate alumni who comprised the first graduating class, two eventually became professors of the faculty, two became trustees, and one held both positions. In 1835, there was a movement toward more formal alumni activity, and a group of alumni gathered in the school chapel and did everything necessary to establish an alumni association: they adopted a constitution, they elected officers, they appointed committees, they chose an orator to represent them

at the commencement exercises, then—they did not meet again for 14 years. When they did reconvene, they successfully reestablished the society of the College and organized alumni activity has continued ever since. Today, alumni are an essential force in the University of Pennsylvania: advising; serving as professors and administrators, as trustees and overseers, and as members of various boards and committees; encouraging outstanding students to attend the University; marching on Alumni Day; cheering at Franklin Field and the Palestra; raising money; and contributing themselves, contributing mightily as a matter of fact. To an alumni body with a great tradition of involvement in our alma mater, there is no greater thrill than welcoming back one of our own as the University's leader. Like yourself, Dr. Rodin, your fellow alumni are not shy. Many of us will probably offer, undoubtedly, well-intentioned advice from our vast store of ignorance, unhampered by the necessary facts. But we also have full confidence in your capability to select wisely which to consider and which to discard. Dr. Rodin, welcome back to Pennsylvania. Your return prompts alumni to greater interest, to greater pride, to greater loyalty, and to greater service. And with our best wishes, we are with you all the way.

Richard Levin

I bring greetings and congratulations to this great university and to its new president, on behalf of all colleges and universities, but I come also with personal and heart-felt greetings from the university that is especially proud to call Judith Rodin one of her own. In 22 years at Yale, Judy distinguished herself in so many ways and became so much a part of the fabric of our university that it is difficult to think of it without her. A respected scholar, a leader in her field, and an extremely popular teacher, her lecture courses became part of campus lore. She was mentor and role model for scores of undergraduates and Ph.D. candidates. She rose rapidly through the scholarly ranks at Yale, and her rise through the administrative ranks from department chair to dean of the Graduate School to provost of the University was meteoric. Although the trajectory was steep, Judy quickly mastered each new position and she put her formidable energy and intelligence to work on apparently intractable problems with decisive and dramatic results. She brought distinction to a fine psychology department, peace to a troubled graduate school, and the scent of black ink to a budget out of balance. At Yale, our only question about Judy was whether she ever slept. The University of Pennsylvania is fortunate to have chosen someone who earned our

admiration in every single one of her endeavors. I note in reading Edward Chaney's history of the University of Pennsylvania that from the date of foundation in 1740 and for many years thereafter, the person the University of Pennsylvania now calls "president" was then called the "provost." Two-and-one-half centuries later in a different age and with a different set of duties, Judith Rodin was also Yale's provost. I can, therefore, say, with language that symbolically represents the close bond between our institutions, and the bond between Judy and ourselves, that we now give our provost to become your provost. And we at Yale, along with all members of the Ivy family, and the larger family of colleges and universities throughout the land and around the world, will watch with great pride and affection as Judy leads this distinguished university to new glory.

Arlin Adams

Good morning, ladies and gentlemen. On behalf of the American Philosophical Society, as well as all the learned societies of this great nation, I salute Judith Rodin as she assumes her new and awesome responsibilities. All of us wish her well throughout her tenure. The American Philosophical Society and the University of Pennsylvania have many common bonds: each was founded in the early part of the 18th century; as the president of Yale has already noted, Penn in 1740; the Society in 1743. Benjamin Franklin, who at that time was clearly the best-known American citizen throughout the entire world, was the inspiration in each instance. In addition, many of Penn's founders were the original members of the Society. In those early years, a number of Penn's classes were conducted at Philosophical Hall; then, and still, the home of the Society. Indeed, students were frequently summoned to their class by the striking of the Liberty Bell, which was then in Independence Hall, just a few short yards from Philosophical Hall. The Society has supported Penn with justifiable pride for more than 250 years and Penn has done the same for the Society. Dr. Rodin, under your leadership, we are confident that this marvelous cooperation will be maintained and that each of these great institutions will continue to flourish. We, on behalf of the Society, as well as all of the learned institutions, wish for you an abundance of good health so that you may lead this great university to even greater heights. Thank you.

Mr. Shoemaker

This is a Red and Blue Letter Day for Penn, as we invest Judith Rodin as the University's seventh president. It is also a very special day for her—a coming home day. I understand that feeling very well. You see, I came from a small town in Western Pennsylvania and my parents' greatest hope was that one day I would go to Penn. I felt fortunate when Penn accepted me. The day I was made chairman of the trustees some 30 years later was like a dream come true. So I could only imagine how Judith feels today some 32 years after she came to Penn a scholarship student from Philadelphia to be back as our president. This is indeed a university that makes a difference in people's lives. It is with a great deal of pride and excitement that as I step down as chairman of the trustees of the University of Pennsylvania, that I hand over the leadership to our new chairman of the trustees, Dr. Roy Vagelos, and to our new president, Judith Rodin, and to her new team. It is now my privilege to formally invest Dr. Rodin as our seventh president of the University of Pennsylvania.

(Dr. Rodin joins Mr. Shoemaker at center stage.)

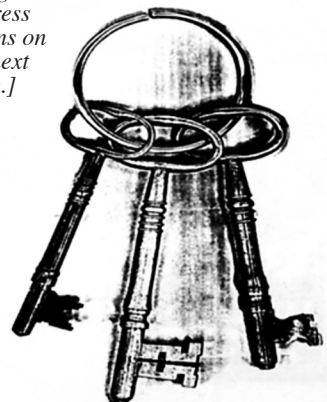
By the authority of the University, the trustees of the University of Pennsylvania, I hereby invest you as president. This badge is a symbol of that office.

(Mr. Shoemaker places the chain around the president's shoulders, and then presents to her three brass keys on a blue velvet pillow trimmed with red.)

These keys were used in the inauguration of one of your predecessors a century ago. They are a symbol of the continuity and enduring traditions of this institution.

As I present you with these keys, it is with pride and confidence that I entrust to you the leadership of the University of Pennsylvania. Congratulations.

[Dr. Rodin's Inaugural Address begins on the next page.]



The Inaugural Address *by Judith Rodin*

Trustees, faculty, students and staff, honored guests from other universities, alumni, friends of Penn:

Today, it is my honor and privilege to take my place as the seventh president of the University of Pennsylvania, and formally to accept responsibility for its leadership.

Today I want to share with you my vision of Penn's past, present and future.

As a biological and social psychologist, it was natural for me to prepare for this day by researching Penn's genetic material. It begins, of course, with our founder Benjamin Franklin, the ultimate visionary and pragmatist. Every other college in the colonies rigidly adhered to the European model of teaching classics. Franklin pushed for a curriculum that gave equal stress to the scientific and the contemporary. He made English the language of college discourse, not Greek and Latin. He established Penn alone as non-sectarian among the eight pre-revolutionary colleges.

Franklin was an able theoretician but saw early the value of joining "theory" with "practice." From its very start, he pushed for Penn to offer professional as well as scholarly studies. Earlier in today's ceremony we heard the Academic Festival Anthem which includes Franklin's famous statement of this mission: "Learn everything that is useful," he said, "and everything that is ornamental." Franklin thought education should be for the body as well as for the soul—that it should enable a graduate to be a bread-winner as well as a thinker, that it should produce socially conscious citizens, as well as conscientious bankers and traders. In all of these ideas, Franklin was very much a radical.

And so in a sense, the most central tradition that this university inherited from its founder is a certain disdain for tradition—a willingness to challenge orthodoxy and to think creatively and boldly.

It has been that spirit of daring, that willingness to experiment, which has enabled Penn to be "first" in so many areas. We are the incubator of professional schools in the country: the first medical school, the first business school. Indeed we are the first American "university." It was at Penn that the world saw the first journalism curriculum, the first institute for the study of anatomy and biology, the first psychology clinic. And then there was the event at Penn that was to alter forever the way we process information, acquire knowledge, and conduct business: the invention in 1946 of ENIAC: the world's first all-electronic digital computer.

This is all part of Penn's genetic material: the links between "theory" and "practice," the refusal to be fettered by tradition, the importance of education that is both intellectual and utilitarian, the deeply held desire to understand not only "why," but also "how."

As we celebrate today Penn's heritage and glory, and consider how it should evolve into the next century, let us first ask ourselves "What is the essence of this institution?"

Of course, as with all universities, it is first of all a physical place. Few urban campuses in America are as glorious as Penn. A morning stroll along Locust Walk. The afternoon sun illuminating the red bricks of the Fisher Fine Arts Library. The modern energies of the Annenberg Center, the power of Steinberg-Dietrich. Penn's open spaces, common walks and architecture flow together to host the richness, dynamism, and creativity of our endeavors. The Penn experience begins with the majesty and excitement of this campus.

We fill this place and these spaces—from one end to the other—with a perpetual process of interaction—thousands upon thousands of daily contacts between faculty, students and staff. Like some magical chemical reaction, one never knows when the spark will ignite, what explosion or chain reaction will result. For me, as a student at Penn, it was the power of Henry Gleitman, Eliot Stellar and Richard Solomon.

Scholarship at Penn relies on faculty who inspire and provoke, confound and challenge, encourage and engage both their colleagues and their students. It relies as well on students who increasingly do the same to professors and to each other.

Whatever else we do here, whether with new buildings, new technologies or new courses, we must never forget that human interaction is at the core of our purpose and our mission. The people of Penn are its essence.

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Over the years, a set of rules has evolved to protect the sanctity of both these people and this place. They include:

- *freedom of expression*: the right to challenge the accepted, to attack the vogue, to explore the controversial, to embrace the forbidden;
- Another rule is *uncompromising integrity*: that all work, all data, all creations must be presented fully and honestly as the sole product of those who claim responsibility;
- Finally, *mutual respect*: that each individual be allowed to flourish based on the excellence of his or her work, with participation and advancement never denied because of race, religion or lifestyle.

There are times when political fashion brings into question some of these precepts. The result is invariably loss of purpose.

These principles must guide us, unify us and safeguard our community. Upholding them is our common responsibility. Any threatened breach of these protective barriers must be rebuffed. There will be no higher priority for this university's leadership.

Penn's continued strength must be built on a recommitment to these precepts—just as it is built on a common clarity of purpose. And on that basis, we will set out a direction for our future that aspires to be as pragmatic and as visionary as it was over 250 years ago.

We must begin with an honest assessment of our strengths and deficiencies. To me, they are one and the same. For it is Penn's prodigious depth and reach which illuminates our needs. So many separate schools, so much talent and energy, such vast undertakings of teaching, scholarship and research.

Our great professional and graduate schools must continue to strive for pre-eminence, each in its own way, with a fierce independence and individuality. But we must at the same time come together to ensure that the full Penn undergraduate experience is also in the forefront with its energy, intensity and creativity. Think of the kind of intellectual feast we could give our students if the faculty in all of our distinguished graduate and professional schools were actively involved in undergraduate education in a dialogue that spanned the arts, the sciences and the professions.

Focusing forcefully on undergraduate education is not a new idea at Penn. It has been studied and analyzed, and studied again over the years. Many superb school-based innovations have been made.

Now is the time for even more and bolder action. Led by the Provost and the eight responsible academic deans, we will design a new Penn undergraduate experience. It will involve not only curriculum, but new types of housing, student services and mentoring, to create a seamless experience between the classroom and the residence, from the playing field to the laboratory.

I am committed to having this in place for students entering Penn in the Fall of 1997. That class—the Class of 2001—will be our first class to have an entirely new experience—the Penn Education of the Twenty-First Century.

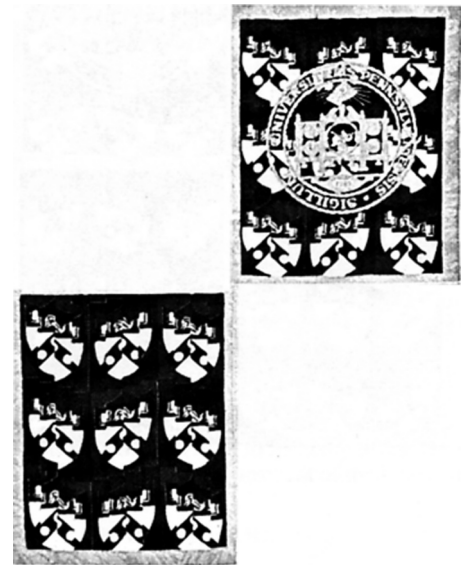
This must be the next great challenge for Penn. It will be a paramount priority of my stewardship.

Indeed, as we proceed, Franklin's legacy has fresh relevance today. The structure of our national economy continues to change dramatically. Historic employment patterns are being radically altered. There is a disturbing disconnect in the traditional paths from college to career. Across the country families are asking, "Why invest all those years and all that money if many of our children are forced to work in jobs that undervalue these hard-earned diplomas, that waste their talent and creativity?"

There are no easy answers. But few are as well prepared as Penn to respond. Franklin taught us not to be embarrassed by these concerns. That the best available "theoretical" education could be combined with "practical" elements to their mutual benefit.

We will build on that proud legacy.

First, we will ensure that Penn students continue to get that blended experience that comes from the interaction of all our schools. We will encourage even more in-





terdisciplinary courses and programs that link areas ranging from biology to engineering, economics to fine arts, languages to management. Those with theoretical skills will learn how best to apply them practically. New basic theories will flourish in the interdisciplinary mix.

Second, we will expand the ground-breaking efforts begun by the Lauder Institute, and change international studies from a single program to a fully integrated process of learning. We will send Penn graduates out into the world with a global perspective and a self-confident global facility.

Third, we will maintain our historic engagement with technology. It is a tool for education that broadens the reach of our classrooms. It is also a critical area of inquiry because technological change is impacting virtually every aspect of life around the globe.

These are the types of initiatives to give future Penn graduates the best mix of “theory” and “practice.” Penn will also develop new forms of teaching and learning.

What makes sense for this new Sega Genesis Generation? It doesn’t mean replacing professors with computers. It doesn’t mean turning French literature into a video game. But it does mean recognizing that the fascination young people have with computers comes from the fact that these machines provide tools for inventing worlds, exploring hypotheses, and stretching imaginations. They encourage students to be active explorers rather than passive recipients of information.

We already have examples of this potential. Last spring, in our Classics Department, Professor James O’Donnell taught a seminar on St. Augustine to ten students in Williams Hall, and to 375 others all over the world, from Hong Kong to Istanbul, who participated on the Internet. Professor O’Donnell reports that the core classroom experience was far more active and self-directed as his students interacted with invisible participants around the world.

We will break down the notion that students can only learn by listening to lectures and reading textbooks.

We will break down the notion that teaching is a mission apart from research.

That is the direction in which we must move—developing more and different kinds of experiential learning. We will do these things to enhance, not replace, that core educational ingredient—the faculty-student contact. That is why students come to Penn. That is what will continue to draw them here.

As Penn moves forward with these initiatives we must also continue our commitment to diversity among students, faculty and staff. We will keep Penn open to all. We will be current with the changing aspirations and values of our population. We will expand our many linkages with universities and institutions around the globe. We will solidify our position as a world leader in the sharing of knowledge, research and teaching and the exchange of cultural and intellectual heritages.

Theory joined to practice, research fused with teaching, the advancement of knowledge linked to real world dilemmas: this is the Penn we will lead into the 21st Century.

Universities are popularly called “ivory towers.” This wonderful image goes back to the French poet Charles Augustin Sainte-Beuve. In 1837, in a poem called “August Thoughts,” he referred to the isolated life of the poet Alfred de Vigny, as “more secret, as if in his tower of ivory, retired before noon.”

Our towers at Penn are anything but ivory and isolated. They are real and gritty, from the green serpentine stone of College Hall to these glorious gothic massings of Irvine and the red brick everywhere—from Franklin Field to the Quad. But we do not stop there. By water and highway, by train and bus, and by thousands of intangible ties of the lives of so many of us, Penn’s towers extend to all of Philadelphia. For more than 250 years, Philadelphia has rooted these halls with a relevance—yes, a sense of the “practical” if you will, to inform our often theoretical deliberations.

Philadelphia is my home town. I first came to Penn three decades ago, wide-eyed, only because of a precious scholarship for local students. Returning here, I find special meaning and emotion in so many of each day’s rituals and experiences—not the least of which was recently joining my Penn contemporary Ed Rendell in presenting this year’s equally proud, determined and wide-eyed Mayor’s Scholars.

I have no doubt that this city, despite its problems, is one of Penn's greatest blessings. It is central to the Penn experience—not a world apart. I intend to work every day that I am here, as both a personal and an institutional mission, with community leaders and public officials, with our schools and health clinics, on things both large and small, to enhance the relationship in ways that will enrich both Penn and Philadelphia. We are, and must be, truly one.

These days there is much talk that cynicism is sweeping over the American spirit, that people are losing faith in institutions, that they are coming to believe that action and involvement are futile. That change is impossible. I have heard the cynics. But that is not all I have heard across this campus since my return:

I have heard students speak with compassion about the plight of kids in Philadelphia's ghettos, as well as Bosnia and Somalia. I have watched them do something in response.

I have heard faculty explain their research with passion and their constant search for new ways to make teaching a more magical experience.

I have heard the loyal dedication of staff members to both the ideals of education and the care of "their" students and faculty.

I have heard and been moved by neighbors reaching out for our partnership in this great community.

And I have heard with gratitude the steadfast support of alumni who believe that if anything can make a difference in this world, it is the advancement of knowledge.

Penn's trustees have provided me with an awe-inspiring challenge. I come to it with a passion for education, a reverence for this institution, and an excitement about how we can seize the future. I am committed to creating a process of change at Penn, a process that will enable major new initiatives in our educational programs and in the scholarly pursuits of our faculty. I am determined that Penn can and will meet the forces of uncertainty head-on—with our own clarity of purpose and our own focused mission.

But we can do this only if all of us recommit ourselves to Penn. Together we can and must create the vision, the passion, the energy to move Penn forward—despite the critics, nay-sayers, and second-guessers.

Together, let us feel the glory and power of this place and its history.

Together, let us be advocates for Penn's needs, Penn's mission and Penn's common good.

Together, let us celebrate Penn's special legacy and unique gifts, and proudly hold our rightful place among America's and the world's leading academic institutions.

Penn deserves no less.

Together, let us move ahead.

Professor Neil Welliver designed the Inaugural Banner for the ceremony installing Sheldon Hackney as the sixth President of the University in 1981. It is designed to be taken apart and carried by four flagbearers in academic processions, then rejoined to form the backdrop of major ceremonies. In each of the four quadrants the University's most familiar device—the shield of red and blue on white which combines the arms of the Franklin and Penn families—is cut vertically and shifted out of register to create a sense of motion within golden borders. The upper right quadrant of the banner bears the Orrery Seal, first drawn in 1782 from David Rittenhouse's planetarium.

Other traditional symbols are described on page S-8.



Inaugural Vignettes

... The invocation and benediction of the Reverend Stanley Johnson, Chaplain of the University...

... The organ preludes of Christopher McCutcheon at the Cyrus H.K. Curtis Organ...

... The Organ itself, preserved by the voluntary efforts of the Curtis Organ Restoration Society at the heart of Irvine Auditorium, another treasure...

... The singing of the University Choir, 35 voices drawn from the 120 undergraduate and graduate students, faculty, staff, alumni and members of the University community who sing together here and with major orchestras off-campus—singing this time with the Inaugural Chamber Orchestra, all under the direction of William Parberry....

... Their presentation of the *Academic Festival Anthem* by Bruce Montgomery of the Glee Club, who first set Benjamin Franklin's words to music for the celebration of Penn's 250th anniversary in 1990...

*Obtain the advantages arising from an increase in knowledge.
And prevent, as much as may be, the mischievous consequences
that would attend a generous ignorance among us.*

*Learn everything that is useful
and everything that is ornamental.
But art is long and time is short.*

*Therefore, learn those things that are likely to be
most useful and most ornamental.*

*Fix in the minds of youth
deep impressions of the beauty and usefulness of virtue.*

*True merit consists in an inclination joined
with an ability to serve mankind.*

*Which ability is (with the blessing of God)
to be acquired or greatly increased by true learning;
And should, therefore, be the great aim and end of all learning.*

... And, in honor of Judith Rodin, a new work, *Celebrations for Brass Quintet*, composed and conducted by Jay Reise, professor and chair of the University's Department of Music.

Symbols in the Ceremony

In addition to Professor Neil Welliver's banner (see pages 4-7):

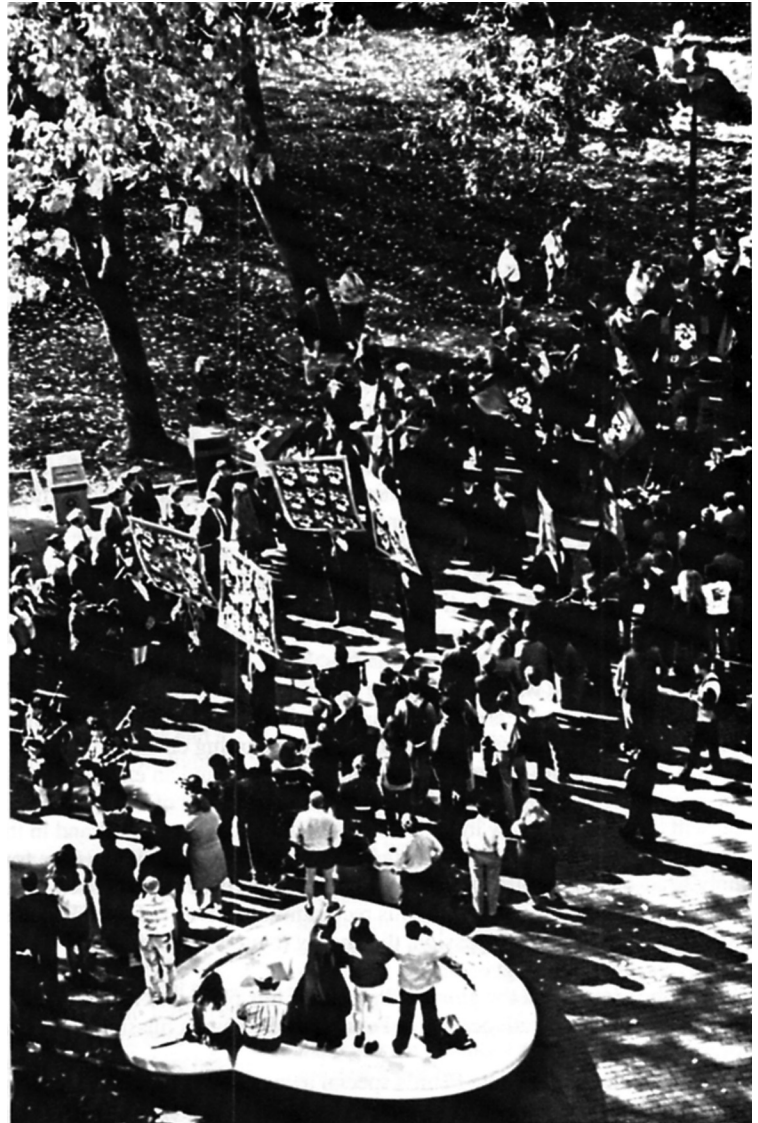
The Presidential Badge, worn by President Rodin in the photograph on page S-1. The 4" medallion of silver on a heavy silver chain of alternating oval and rectangular links was created for the 1981 Inauguration, and was a gift of the late Thomas S. Gates, Jr., an alumnus and trustee whose father was the first president of the University. When the President's Medal is given to distinguished achievers, it is cast in pewter from the same die. The Badge shows the Corporate Seal of the University, first used in 1756, with the Orrery Seal on the reverse. Circled by the University's name in Latin, with the motto *Leges Sine Moribus Vanæ* in a smaller circle, are books labeled for seven branches of learning: *theolog, astronom, philosoph, mathemat, logica, rhetorica, and grammatica*.

The University Mace, symbol of authority of the University. It is carried at Commencement and in other processions by the Secretary of the University, currently Barbara Ray Stevens (right). On it are represented the seal, the shield, the orrery, and a thistle symbolic of the early ties of the University with Scotland. The family of a 1910 medical alumnus, William Murray Gordon, gave the Mace to the University.

The Keys to the University, shown on page 3. Last used in the 1895 inauguration of Charles Custis Harrison as Provost, they were presented to Dr. Judith Rodin on Friday, and were then returned to the Arthur Ross Gallery's Inaugural Exhibition of paintings, sculpture, models and memorabilia of Penn's past, present and future, *Constructing Penn: Heritage, Imagination, Innovation*.



Almanac Photo by Mary Scholl



Above, the Inaugural Procession streams past Claes Oldenburg's Button in Blanche Levy Park, where later some 6000 bag lunches were consumed by students, staff, faculty and visitors. At right, a new Penn button (this one for the lapel) struck for the celebration by the Penn Design Group.



Continuing the Celebration

Constructing Penn: Heritage, Imagination, Innovation, can be seen only through October 30 at the Arthur Ross Gallery, located in the Fisher Fine Arts Library, Furness Building. This week's hours are Tuesday through Sunday from 10 a.m. to 5 p.m., and it is free.

Constructing Responsibility, last Thursday's Inaugural Symposium subtitled *Knowledge, Ethics and Individual Choice*, is being prepared for publication with the aid of the participants, Professors Elijah Anderson, Arthur Caplan, Thomas Dunfee, Drew Faust, Renee Fox, and Martin Seligman. It will be a self-contained insert in next week's *Almanac*.

On the Inauguration Committee responsible for the celebration were: Stanley Baum, Gloria Twine Chisum, Virginia B. Clark, Drew G. Faust (Chair), Rochelle Fuller, Thomas P. Gerrity, Arthur Gravina, Hayden M. Horowitz, Martin Meyerson, Madhusudan Patel, Gerald J. Porter, Paul Rozin, Curtis R. Reitz, Alvin V. Shoemaker (Honorary Chair), Barbara R. Stevens, and Constance C. Goodman (Inauguration Coordinator).