

# Almanac

Tuesday, November 1, 1994

Published by the University of Pennsylvania

Volume 41 Number 10

## INSIDE

- SEC Agenda for November 2, p.2
- Public Forum on Council Bylaws, p. 2
- Crime Alert on Swastikas, p. 2
- Speaking Out: Need-Blind Admissions, p.3
- HIV/AIDS 'Penn Family' Conference, p. 3
- Institute for Medicine and Engineering, pp.4-5
- Faculty Appointments & Promotions, p. 6
- CrimeStats, Safety Seminar, Update, p. 7
- Penn's Way: Supplying the 'How', p. 8

Pullout: Inaugural Symposium



Dr. Ralph F. Hirschmann

## SAS's New Makineni Chair: Dr. Ralph Hirschmann, Chemistry

Dr. Ralph F. Hirschmann, a research professor of chemistry who has been on the faculty here since 1987, has been appointed Penn's first Makineni Professor in Bioorganic Chemistry.

He is an internationally renowned scientist whose work has had a "profound impact on chemical research in the biomedical sciences, in both the academic and industrial scientific communities," Dean Rosemary Stevens said in announcing his selection for the new chair. The author of some 120 papers and holder of over 85 patents is noted among other things for a new class of anti-inflammatory steroids and for a new approach to the treatment of insulin-requiring diabetics.

The Makineni Chair was endowed recently by Dr. Subbarao Makineni, president of Bachem California, Inc., a chemical company in Torrance, California.

Born in Bavaria, he took his A.B. from Oberlin College in 1943 and served in the U.S. Army, 1943-46, before taking up graduate work at the University of Wisconsin, Madison. After earning the M.A. in 1948 and the Ph.D. in 1950, he joined Merck & Co., Inc., where he became senior chemist in developmental research four years later.

In a long first-career based entirely at Merck, Dr. Hirschmann rose to vice president for basic research in 1976 and senior vice president for basic research in 1984. After a further stint as senior vice president for

chemistry, Dr. Hirschmann accepted an appointment as research professor of chemistry at Penn. He also took a concurrent appointment as University Professor of Biomedical Research at the Medical University of South Carolina in Charleston.

Serving on the boards and advisory committees of the National Research Council, National Science Foundation and many other scientific bodies, Dr. Hirschmann is also a Trustee of Oberlin College, where he received the honorary degree Doctor of Science in 1969.

Among his many other honors are an endowed lectureship in his name at Oberlin and another at Wisconsin, both established by Merck & Co., Inc.

He has also been chosen to deliver some of the world's most prestigious lectureships, including the University of Heidelberg's "600th Anniversary Lecture" in 1986. The American Chemical Society administers the Ralph F. Hirschmann Award in Peptide Chemistry, established in 1989, and an issue of the Journal of Medical Chemistry was dedicated to Dr. Hirschmann in 1992.

Other recent prizes include the Chemical Pioneer Award of the American Institute of Chemists, 1992; last year's Gold Medal of the Max Bergmann Kreis, based in Munich; and the forthcoming Carothers Award of the ACS/Delaware Section and the Alfred Burger Award of the ACS.

## EVP: Two Appointments

Executive Vice President Jack Freeman has announced two senior appointments in the nonacademic administration, both effective this week.

### Acting VP/HR: John Gould

John Wells Gould, who has been vice president and director of planning for the past year, is now Acting Vice President for Human Resources.

He is the second acting chief of the unit since Dr. R. William Holland left in July. Dennis Colling, the former associate vice president for human resources in the University of Pennsylvania Health System, was already slated for a new position in a Boston health care system when he took the Penn Human Resources post temporarily in August.)

"I'm delighted that a person with John's experience and understanding of the University has taken on the responsibility of guiding Human Resources at this time of transition," said Mr. Freeman. "Human Resources is of vital importance to the restructuring effort that lies ahead, when we must position human resources policies and procedures to support and facilitate the overall reengineering effort."

A nationwide search is in progress for a permanent vice president, he added.

A graduate of Haverford with an M.A. and Ph.D. from Yale, John Gould came to the University in 1989 from The Pew Charitable Trusts, where he was vice president for programs. He served initially as executive director of the Of-

fice of the President, and in the final year of the Hackney administration was Acting Executive Vice President.

### Associate EVP: Janet Gordon

Janet S. Gordon, who has been in financial posts at Penn since 1974, has been named Associate Executive Vice President.

An alumna of the Wharton School, Ms. Gordon began her career at Girard Bank. Since joining the University administration she has worked principally in finance, for the Offices of Internal Audit, the Comptroller, and the Treasurer. She designed the University's first cash management program, and in cooperation with Information Systems and Computing she has led reengineering efforts in the financial systems area.

She joined the office of the EVP in October 1993 as executive director of the office, with special responsibility for planning and budgeting. In her new post, Mr. Freeman said, Ms. Gordon will lead and coordinate in three areas:

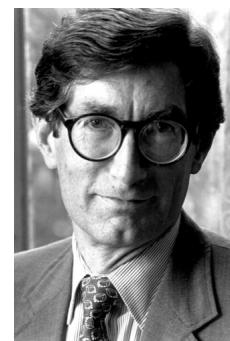
- help implement the recommendations of the Coopers & Lybrand team that is looking at restructuring and reorganization of administrative support tasks in the EVP's portfolio.

- help move from that platform to broader restructuring and reorganization of core processes that provide services to faculty, students and staff throughout the University

- evaluate the need for reengineering in information management systems including financial



Janet S. Gordon



John Wells Gould

information, human resources information and student information.

"Janet Gordon has a deep and penetrating knowledge of the University, and is uniquely well qualified to help design improvements in our business systems and coordinate their implementation in the period ahead," Mr. Freeman said.

Active in NACUBO and EACUBO (key organizations of colleges and university business officers), Ms. Gordon has served as a member of University Council, as treasurer of the PGH Development Corporation (a joint initiative with CHOP and the Children's Seashore House), and as a member of the Neumann Insurance Company and Risk Management Governance Group of the Franciscan Health System.

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# SENATE

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## From the Senate Office

The following agenda is published in accordance with the Faculty Senate Rules.

### Agenda of Senate Executive Committee Meeting Wednesday, November 2, 1994, 3-5:30 p.m.

1. Approval of the minutes of September 7 and October 5, 1994
2. Chair's Report
3. Past Chair's Report on activities of the Academic Planning and Budget Committee and on the Capital Council
4. Selection of the chair of the Senate Nominating Committee
5. Discussion on the sexual harassment policy
6. Discussion on the principles and the process of Implementing a 21st Century Undergraduate Education (*Almanac* October 25) with President Judith Rodin and Provost Stanley Chodorow
7. Other new business
8. Adjournment by 5:30 p.m.

Questions can be directed to Carolyn Burdon, Executive Assistant to the Faculty Senate Chair, by e-mail at [burdon@pobox.upenn.edu](mailto:burdon@pobox.upenn.edu) or by telephone at 898-6943.

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## COUNCIL

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### Changing Bylaws: Public Forum at November 9 Meeting

The University Council will devote a substantial portion of its November 9, 1994 meeting to a public forum, in accordance with the terms of the new bylaws (published in *Almanac* October 12, 1994) under which Council is operating provisionally, pending their final ratification.

The purpose of the open forum is to inform Council of issues important to the University's general welfare and of the range of views held by members of the University.

The forum is open to all members of the University Community under the conditions set by the bylaws and the following guidelines established by the Steering Committee of the Council:

1. Any member of the University Community who wishes to do so may attend the Council meeting. Persons who wish to speak to Council, however, must inform the University Secretary's office (898-7005) by *November 4* indicating briefly the subject of their remarks. Those who have not so informed the Secretary's office will be permitted to speak only at the discretion of the Moderator of Council and in the event that time remains after the scheduled speakers.

2. Speakers should expect to be limited to three minutes with the possibility of additional time in cases where members of Council engage the speakers with follow-up questions or remarks. The Moderator may also restrict the repetition of views. Speakers are encouraged to provide Council with supporting materials and/or written extensions of their statements before, during, or after the Council meeting.

3. Following the deadline for speakers to sign up in the Secretary's office, the Chair of Steering and the Moderator of Council will structure the open forum session in terms of subject matter themes, speakers, and times. In the event that there is not enough time available at the meeting to provide for all of the requests to speak, these two officers may make selections which accommodate the broadest array of issues having important implications for Council's work and representing the breadth of Council's constituencies. The resulting Order of the Open Forum of University Council will be made available no later than the Tuesday before the meeting, to be published in *The Daily Pennsylvanian*, *The Compass* and posted on PennInfo on that day and, if possible under publication deadlines, in *Almanac* the week of the meeting.

4. Speakers' statements should be framed in terms of policy issues and directed to Council as a body through the Moderator. The Moderator will have discretion to interrupt statements that are directed against persons and otherwise to maintain the decorum of the meeting, as provided for in the bylaws. In cases where questions or positions can be appropriately addressed by members of Council or where a colloquy would seem to be productive, given the time constraints of the meeting, the Moderator may recognize members of Council to respond to speakers' statements, with opportunities for follow-up by the speakers.

### Crime Alert: Ethnic Intimidation in Campus Residences

On October 20, Residential Living reported that a swastika was carved on the third floor center hallway door of Grad Tower A. On October 22, another report was filed that a swastika had been scratched on the second floor center fire tower door. These incidents are currently under investigation in regards to Institutional Vandalism and Ethnic Intimidation. Ethnic intimidation is defined as:

*When a person commits an offense i.e., relating to arson, criminal mischief and other property destruction, with a malicious intention towards the race, color, religion or national origin of another individual or group of individuals.*

If you see or hear any suspicious activities, please notify the Penn Police immediately. You need not identify yourself, but please provide as much information as possible to the dispatcher.

If you can provide any information regarding these incidents, please contact one of the telephone numbers listed below.

Campus Police	898-7297
Campus Detectives	898-4485
Victim Support	898-4481/6600
On-Campus Emergencies	511
Off-Campus Emergencies	573-3333
Philadelphia Police	911

—Division of Public Safety

### Council: Adding to Charges

At the University Council's October 19 meeting, Council reviewed one by one the specific plans of each committee with a view to adding or changing the year's charges as listed in *Almanac* October 18.

No changes were made or proposed for the committees on *Community Relations*, *International Programs*, *Libraries*, *Admissions and Financial Aid*, or *Student Fulbright Awards*. With respect to the other committees:

**Book Store:** In response to a query on removing consideration of a new store's construction from the charge (since there will be no action on the Revlon Center until an overall capital projects review is completed) President Judith Rodin responded that the Book Store has sufficient cash reserves to build a new facility apart from the planning of a new student center. The charge to the committee was unchanged.

**Communications:** Queried on whether the committee would look into virtual classrooms and conferencing, Ira Winston as co-chair responded that it was not on the schedule for this year as a committee activity.

**Facilities:** Agreed to a request to include the issue of smoking in residential areas on its agenda this year.

**Personnel Benefits:** Was asked to examine retirement benefits for inequities, particularly with respect to matching funds for A-3 staff; the moderator asked that the issue be clarified.

**Pluralism:** Was asked to "vigorously pursue" consideration of the implementation of a house system as part of its charge with respect to follow-through on recommendations of the Commission on Strengthening the Community. Dr. Helen Davies as chair said the committee would be willing, but after discussion indicating that several groups and offices are looking at the issue, Senate Chair Barbara Lowery said she would consult with those groups. Clarification of the proposal is also expected.

**Recreation and Intercollegiate Athletics:** To a query on why undergraduates were not specifically mentioned in the charge, the moderator responded that their concerns are implied but that unclear wording can be changed. Repairs to Hutchinson's weight room and the issue of gender equity in locker rooms at Gimbel were proposed as additions, and Dr. Lowery responded that the present charge is broad enough to cover those issues. As an information item, David Mestre of GAPSA noted that a petition requests a weight room in Graduate Towers.

**Research:** To the suggestion to assess the graduate student roles in research, and the competitiveness of their compensation for research and teaching assistantships, Dr. Louis Girifalco as chair indicated the issues might better be dealt with on a school by school basis, but Dr. Lowery said the general issues could be appropriate for the committee's consideration.

**Safety & Security:** Was asked to consider drafting a proposal on revamping Escort Service in light of Council's scheduled discussion.

**Student Affairs:** Was asked to consider social space for graduate students. Provost Stanley Chodorow said he and the VPUL are taking this need into account in their examination of student facilities.

In the Independent Committee category, Dr. Ward Goodenough as chair of the *Committee on Honorary Degrees* asked that the charge include Medals of Achievement. This was accepted.

(Discussion items on the October 19 agenda will be covered in a future issue.)

# Speaking Out

*The following is in response to a letter from Dr. Jonathan Baron, published in Speaking Out last week.*

## Answering 'Need Blind' Query

The Council Committee on Admissions and Financial Aid has addressed two issues during the last two years: the Mayor's Scholarship dispute, and the future of need-blind undergraduate admissions. The report that appeared in *Almanac* October 4, 1994, explored many, but by no means all, aspects of the latter issue.

Professor Baron is correct in pointing out (*Almanac* October 25, 1994) that the mix (grant vs loan) of each undergraduate financial-aid award is based in part on criteria other than need, but the value of the combination of sources awarded in every case is designed to meet the level of aid the student is judged to need. We did not in the report of October 4 discuss the procedure whereby the mix is determined for each undergraduate student. The policy is designed to enable any admitted student who chooses to attend Penn to do so, despite the fact that packages with low loan percentages are clearly more attractive than those with higher loan percentages.

Professor Baron is also correct in reminding the University community that financial-aid resources available to undergraduate foreign

students (except those from Canada and Mexico) are so limited that our policy of need-blind admission effectively does not extend to those students. The present undergraduate first-year class includes 144 foreign students; of those, 38 receive financial aid from the University. In 1994-1995, 43% of 2350 first-year undergraduates receive financial aid from the University; if the distribution of need is assumed to be the same among foreign applicants (and there are many reasons why we should expect it to be different), we might expect that an additional 46 foreign undergraduates (43% of 106) would receive aid from the University if that aid were awarded on the same basis as it is awarded to residents of North America. Thus, while it is unfortunate that any students are excluded from consideration under a fully need-blind admissions policy, the size of that excluded population is small, and it is not clear that it would necessarily become much larger if need-based full financial aid were available to foreign undergraduates. Our ability to assess the potential size of the aided foreign-student population is complicated by the fact that in much of the rest of the world the cost of higher education is borne by the government, and by the fact that most foreign families who would consider sending their children to the USA for undergraduate education are predominantly from an educational and/or financial elite anyway. If we are unsuccessful in communicating

to large portions of the American population the fact that admission to an Ivy League institution is in fact need-blind, we would probably be no more successful conveying that message to large foreign populations.

The situation is further clouded by the fact that most, if not all, aided American students derive a portion of their financial-aid awards from programs administered by the U.S. government. Funds from those sources are not available to non-citizens. Thus, even if the need requirements of undergraduate foreign students were identical to those of Americans, the University would have to meet the entire need requirement of those students in order to extend truly need-blind admission to them. Thus, each aided foreign student would cost substantially more than each aided North American student.

Professor Baron is well informed about the undergraduate admissions and financial-aid policies and practices of the University, and he has given much thought to the issues raised in his letter. Those issues have been discussed by the Committee during the last two years, and will continue to be discussed during 1994-1995.

— Robert Giegengack, Professor of Geology and Chair, Council Committee on Admissions and Financial Aid

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

## AIDS and the Penn Family: A Conference on World AIDS Day

Penn will hold a conference on December 1, the day designated by the World Health Organization World AIDS Day. "One of our shared goals is to treat all members of our community, including those living with HIV/AIDS, with compassion and understanding. This conference will bring us closer to attaining that goal," said President Judith Rodin in an invitation sent to all University offices.

The conference registration deadline is November 15. To register, complete the form at right and return it along with the registration fee.

### Registration

Name \_\_\_\_\_ Title \_\_\_\_\_

#### University of Pennsylvania

Dept. \_\_\_\_\_ Address \_\_\_\_\_ Mail Code \_\_\_\_\_ Phone \_\_\_\_\_

#### Non-University of Pennsylvania

Organization/School \_\_\_\_\_ Dept. \_\_\_\_\_

Street Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Day Phone \_\_\_\_\_ Evening Phone \_\_\_\_\_

#### Conference Registration Fee (includes lunch)\*

University of Pennsylvania: \$30 \_\_\_\_\_ All Others: \$50 \_\_\_\_\_

Please Check Your Lunch Preference: Traditional \_\_\_\_\_ Vegetarian \_\_\_\_\_

Please Indicate Any Necessary Accommodations \_\_\_\_\_

#### Method of Payment

Budget Code to be Charged \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ Penn Journal Voucher: Call 898-6081

Make Check or Money Order Payable to: *Trustees of the University of Pennsylvania*

\* Some scholarship assistance is available. Please call Denise Peele, Chair, at 898-6081.

Send Registration Form and Payment to: Denise Peele, VPUL, University of Pennsylvania,  
3611 Locust Walk, Philadelphia, PA 19104-6222

Please rank order each workshop topic according to preference, using a scale of 1-4 where 1 indicates most preferred and 4 least preferred.

#### Morning Workshops

\_\_\_\_\_ HIV/AIDS Laws and Policies

\_\_\_\_\_ Medical Update

\_\_\_\_\_ Living with HIV/AIDS:

\_\_\_\_\_ Maintaining Physical Well-being

\_\_\_\_\_ Caring for People with HIV/AIDS

\_\_\_\_\_ Employee Relations and HIV/AIDS

#### Afternoon Workshops

\_\_\_\_\_ Teaching and Learning about HIV/AIDS

\_\_\_\_\_ Living with AIDS/HIV:

\_\_\_\_\_ Psychosocial Issues

\_\_\_\_\_ Environmental Considerations

\_\_\_\_\_ Medical Update

\_\_\_\_\_ Employee Relations and HIV/AIDS.



The following document has been developed for use by the Committee to Search for a Director of the proposed Institute for Medicine and Engineering. It is anticipated that the Institute will also welcome participation by faculty in other health-related schools at Penn. Comments, suggestions, and nominations from the University community are welcome and can be sent to me at the Department of Neurology, 3 West Gates/4283.

— Arthur K. Asbury, M.D., Chair, Committee to Search for a Director of the Institute for Medicine and Engineering

## Creating an Institute for Medicine and Engineering

On October 26, 1992, a task force was set up by Dean Gregory Farrington, School of Engineering and Applied Science, and Dean William N. Kelley, Chief Executive Officer, University of Pennsylvania Medical Center, and Dean, School of Medicine, to plan for a Center for Bioengineering at the University of Pennsylvania.

On it were five members of the SEAS faculty and five from the School of Medicine. The Deans asked the task force to address:

1. A vision of the intellectual interface between Medicine and Engineering at the University of Pennsylvania for the beginning of the 21st century.
2. A formal description of the proposed Center.
3. The key factors for success of such a Center.
4. The key initial steps in establishing the Center with a focus over the first five years of its formation.
5. A description of the resource needs for the Center recognizing that much of what will happen will be based on creative energy of extramural funds.

In addition, they called attention to:

6. Identification of the intellectual areas in which the University of Pennsylvania is currently best positioned to be successful and those that must emerge over the ensuing years to assure continued growth and success.

Since the original charge, the Task Force held 12 meetings of the full Committee, many informal meetings and telephone conversations among its members, and it formed a Subcommittee that dealt with the particular item of graduate medical education.

In the process, it voted to designate the proposed "Center" as "The Institute for Medicine and Engineering." What follows is from the document that grew out of the Task Force response to the charge of Deans Farrington and Kelley.

### A Vision of the Prospects for an Institute of Medicine and Engineering at the University of Pennsylvania for the Beginning of the 21st Century

The Task Force unanimously endorsed the following Vision Statement:

*Whereas*, the University of Pennsylvania Medical Center is world renowned in patient care, education, and basic and clinical research; and

*Whereas*, the School of Engineering and Applied Science and its various departments, has a worldwide reputation for many innovative biomedical technologies; and

*Whereas*, the 21st century assuredly will see an integration of medical sciences with engineering sciences to produce yet unheard of preventive, diagnostic, and treatment modalities; and

*Whereas*, Deans Kelley and Farrington have established a combined School of Engineering/ School of Medicine Task Force to prepare this great university for the challenges of the next century; therefore

*Be It Resolved* that the School of Medicine and the School of Engineering establish an

Institute to integrate the medical sciences with engineering technologies. This "Institute for Medicine and Engineering" will facilitate and sponsor research in fields involving the interface between medicine, technological innovation, and applied science. Said Institute should have facilities located directly adjacent to in-patient and out-patient areas, and should consist of engineering and medical scientists and physicians working on health care problems ranging from the molecular level to patient therapies.

The Institute would be autonomous, reporting to the two Deans of Engineering and Medicine, but the faculty of the Institute would belong to appropriate departments from the various Schools of the University. It is anticipated that start-up resources for the Institute will be provided by the two Schools, in addition to resources generated from government sources, industrial sources, and private philanthropy. Such an Institute would enable the University to be in the forefront in discovering new preventive, diagnostic and therapeutic modalities, and, over time, conducting expanded and innovative graduate research training and other academic programs.

### Description of the Proposed Institute

The purpose of the proposed Institute is to provide an overarching organizational presence that will bring together scientists with common purposes and shared interests in biomedicine, engineering, and technologies, and foster, promote and facilitate their common intellectual interests.

The Institute is conceived as a supra-departmental organizational entity with budget and space assigned. The Institute requires a full-time director, and a committee structure composed of faculty with shared interests from both Schools. Both internal and external scientific advisory boards will be needed.

Members of this institute will have their primary faculty appointments in Departments of the School of Medicine or the School of Engineering and Applied Science. Membership in the Institute should be formal, and carry with it meaningful perquisites. All University of Pennsylvania faculty are eligible to participate,

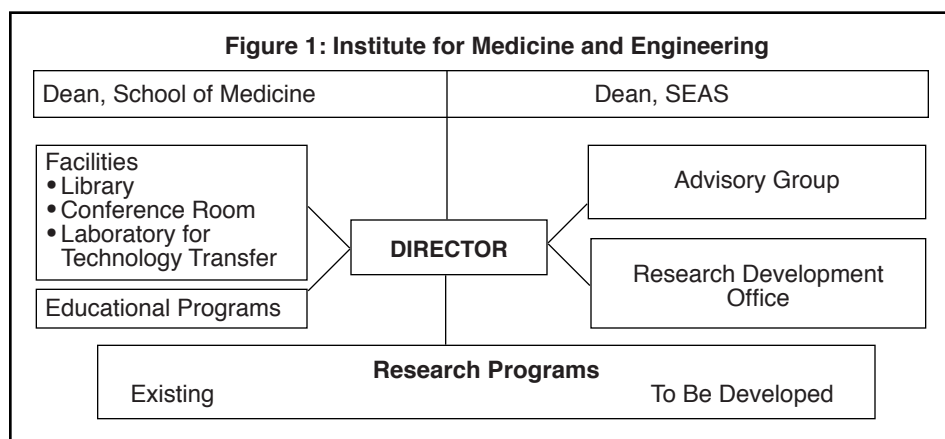
and membership need not be limited to faculty of the University of Pennsylvania. The key to the success of the Institute is the person selected as its Director (Appendix A). This person must be vigorous, proactive, entrepreneurial, and effective in promoting collaborations and other interactions. The Director of the Institute reports to the Deans of the School of Engineering and Applied Science and the School of Medicine of the University of Pennsylvania.

The initial thrust of the Institute will be primarily research in areas of shared intellectual interests. The scientific activities and research endeavors that will fit beneath the umbrella of the Institute are conceived as being very broad, ranging from the most fundamental and theoretical studies to the most practical and applied. The feature that defines whether a given activity falls within the purview of the Institute is that it involves aspects of biomedicine, engineering, and technology. Facilitation of research will occur through the coordinating activities of the Institute. These should involve meetings, seminar series, symposia, newsletters, access to facilities of the Institute, library space, student and fellow space, and a pilot project program.

While not the initial charge to the Institute and its Director, educational programs are a key long-term function of the Institute. The educational programs in which the Institute will take an important future role represent an exciting opportunity. Degree granting programs will arise that reflect the broad horizon of emerging clinical technology and related engineering fields. Existing as well as new academic structures that couple clinical departmental needs with engineering must be considered to assure the success of this important dimension of the Institute.

Space required for the Institute should provide for administrative space, a library and other student and educational space, and whatever patient usable research space is necessary to carry out patient-related investigations. A firm requirement is that the space be adjacent to the clinical facilities and appropriate for clinical investigative use.

continued past insert



The proposed organization of the Institute is illustrated in Figure 1. This figure contains several key elements. The upper half shows: (1) A central administrative structure headed by a Director who reports to both Deans, and who is helped by an Advisory Committee, appointed by the Deans, and consisting of members from both Schools; (2) Physical components of the Institute, such as a conference room, library, and a Laboratory for Technology Transfer; (3) A research development office which provides help and guidance in gaining extramural financial support, such as a Program Project Grant; and (4) An educational arm to be developed. The lower half of the figure identifies "Programs of Research" and separates them into "Existing" and "To Be Developed" categories. Examples of each category were identified by convening a large group of investigators in an open forum concerning the desirability of creating the Institute, and by consulting Principal Investigators throughout the Medical Center and in the School of Engineering. Interest was high and many programs in different stages of development were identified. For example, existing programs were identified in Medical Imaging Analysis, Injury, Computational Neuroscience, Bioactive Materials, Physical Regulation of Cellular Function, and Molecular Bioengineering. In addition, many programs are ready to be developed: Telemed-icine, Minimally-Invasive Techniques, Molecular Modeling, and Rehabilitation Engineering. Clearly, this is only a partial list of programs that could participate in the activities of the Institute.

#### Key Factors for Success of the Institute

The following were identified as key elements of the program:

1. Strong leadership.
2. Recruitment of new faculty in those areas of research where we determine that we need to build a critical mass.
3. Start-up funds.
4. Coordinating mechanism, reporting lines and organization.
5. Development of strategies to create proposals for unique funding opportunities, such as:
  - a. Private foundations,
  - b. Federal agencies, e.g., NIH, CDC, DOD
  - c. Other organizations, e.g., the insurance industry, medical equipment manufacturers, start-up ventures.
6. Accessible and identifiable space that is juxtaposed to clinical activities where appropriate.
7. Accessibility of information and communication.
8. Identification of Core Programs that can be developed into program projects.
9. Commonality: core facilities (i.e., library, common research/laboratory needs, cafeteria, etc.)
10. Development of new programs and approaches to graduate education and residency research training.
11. Uniqueness to make the Institute appealing to independent investigators who now have their own investigator-to-investigator relationships.
12. Mechanism(s) for processing grants (applying, handling of awards, overhead).

#### Initial Steps in Establishing the Institute: The First Five Years

The following steps have been identified as critical elements in the establishment in the initial evolution of the Institute:

1. Endorsement by both Deans of the concept and commitment by them to set the process into motion. The endorsement should provide

for plans to settle the physical location of the Institute and its components.

2. Recruit a Director from a national search.
3. Provision of start-up funds by the two Schools.
4. Appointment of an Advisory Committee comprised of representatives of both Schools and perhaps of the University at large.
5. Announcement of the program to all interested parties and invitations to seek a role in the new Institute.
6. Develop a series of seminars, conferences, tutorials, etc., that will attract faculty and students from the Schools of Medicine and of Engineering to shared intellectual endeavors.
7. Develop plans for coordinated multidisciplinary research proposals along the lines of a program project and center grant.
8. Endorsement of new academic programming by existing graduate groups.

#### Appendix A:

##### Proposed Job Description of the Director

The University of Pennsylvania announced in 1994 the formation of The Institute for Medicine and Engineering. This Institute is a joint activity of the Schools of Medicine and Engineering and seeks to coordinate multiple joint programs involving basic and clinical research, new clinical technologies and innovative academic programs designed to meet emerging needs. An international search process is underway to select a Director of the Institute. The Director will have Ph.D. or an M.D. degree or both, and will have demonstrated outstanding contributions in basic and/or clinical research, a proven record of academic leadership, and will qualify for a senior faculty position in a department in both the School of Engineering or Medicine.

The Director will implement and guide the vision of the University in making the Institute a world Center for technological advancement in health care and related research. The Director will lead the acquisition of appropriate facilities, promote research collaborations among clinical and engineering faculty, facilitate institute-industry joint projects in clinical technologies research, establish and lead an intellectual environment that encourages academic program development and expansion, and bring international recognition to the Institute through scholarly and public media. The Director will report to the Deans of Medicine and Engineering, and will be responsible to them for the budget of the Institute.

#### Appendix B:

##### Membership of the Task Force and Subcommittee

###### Bioengineering Task Force

*Arthur K. Asbury, M.D.*, Vice Dean for Faculty Affairs; Professor of Neurology/Medicine (Co-Chairman, Subcommittee)

*Norman I. Badler, Ph.D.*, Professor and Chairman of Computer and Information Science; Director, Computer Graphics Lab/SEAS

*Stanley Baum, M.D.*, Professor and Chairman of Radiology/Medicine

*Carl T. Brighton, M.D., Ph.D.*, Professor of Orthopaedic Surgery/Medicine

*Leif H. Finkel, M.D.*, Associate Professor of Bioengineering; Chairman of Undergraduate Curriculum/SEAS

*Alfred P. Fishman, M.D.*, Professor and Chairman of Rehabilitation Medicine/Medicine (Co-Chairman, Task Force)

*Dwight L. Jaggard, Ph.D.*, Associate Dean, Graduate Education and Research; Professor of

Electrical Engineering/SEAS

*Allan I. Pack, M.D., Ph.D.*, Director, Center for Sleep and Respiratory Neurobiology; Professor of Medicine/Medicine

*Solomon R. Pollack, Ph.D.*, Professor and Acting Chairman of Bioengineering/SEAS

*John A. Quinn, Ph.D.*, Professor of Chemical Engineering/SEAS

*Lawrence E. Thibault, Ph.D.*, Professor of Bioengineering/SEAS (Co-Chairman, Task Force)

###### Subcommittee on Graduate Education

*Arthur K. Asbury (titles above)*, (Co-Chairman, Subcommittee)

*Gershon Buchsbaum, Ph.D.*, Professor of Bioengineering/SEAS

*Paul J. De Weer, M.D., Ph.D.*, Professor and Chairman of Physiology/Medicine

*Paul DuChayne, Ph.D.*, Professor of Bioengineering; Chairman, Bioengineering Graduate Group/SEAS (Co-Chairman, Subcommittee)

*Robert E. Lenkinski, Ph.D.*, Associate Professor of Radiology/Medicine

#### Appendix C:

##### Statement from the Task Force

This report proposes the establishment of an Institute that combines the shared interests of the Schools of Medicine and Engineering for the sake of developing advanced clinical technologies, and to conduct the scholarly research that is necessary to develop them. The University of Pennsylvania, along with the health care community of which it is part, now faces a special challenge: society demands that new diagnostic and therapeutic strategies for health care delivery not only be effective and efficient, but that they also lower the cost of health care and be widely applicable. This Institute is conceived as a major part of the University of Pennsylvania's effort to meet this challenge, fulfill its important role in health care delivery, and live up to its commitment to train scholars whose work will perpetuate the goals of the Institute.

The University of Pennsylvania has all of the components in place to take a world leadership position in accomplishing the goals of the Institute. But, a mechanism is needed to bring together into a coordinated effort the diverse talents and resources. Indeed, it seems reasonable to believe that without a machinery, (i.e., an Institute to enhance the talents of both Schools, and without facilitating influence of dedicated resources to enable collaborations to flourish quickly), the University's accomplishments in the overlap areas of Engineering and Medicine will be too late and too small. The Task Force believes that this vision motivated the charge to it. Deans Farrington and Kelley and this vision are the inspiration behind the Institute.

This report calls for an investment by the two Schools. Although the Task Force is sensitive to the financial complexity of the mid 1990s, its deliberations led it to urge this investment. The prospect of growth in the research projects identified in this report and in the incubation of new programs inspired and encouraged by the Institute affords an opportunity for considerable growth in research activities, the recovery of investment funds, and rewards far in excess of the original investment. The University of Pennsylvania now has a remarkable opportunity to achieve world leadership in scholarly pursuits relating to research, training, and clinical developments that can materialize from the coordinated interplay of Medicine and Engineering. The Task Force urges that the two Schools pursue this opportunity vigorously.

From the extensive list of Trustee actions on appointments, reappointments, secondary appointments, leaves and terminations, Almanac gleans those actions reflecting movement into or within the Standing Faculty. These include new appointments and promotions, and chair designations with or without promotion, in all schools. In the health schools, where reappointments sometimes include movement from the associated faculty (not in standing faculty) to the clinician-educator track (standing faculty, but not tenure-accruing), those actions are published. Note that clinician-educator titles are recognizable by the form of title, "Professor of \_\_\_\_\_ at (affiliated institution)." The following list shows actions from Trustees minutes of September 16 and October 21, 1994, representing actions approved at Provost's Staff Conferences leading up to those meetings. Actions marked (\*) involve additions to the tenured ranks through appointment, promotion, or conversion.

## Faculty Appointments and Promotions, May-October 1994

### School of Arts & Sciences Appointments

Dr. Ann Farnsworth-Alvear as Assistant Professor of History  
 \* Dr. Fan R. K. Chung as Professor of Mathematics  
 Dr. Douglas F. Cowen as Assistant Professor of Physics and Astronomy  
 Dr. Jeffrey R. Fear as Assistant Professor of History  
 Dr. Loretta M. Flanagan-Cato as Assistant Professor of Psychology  
 Dr. David C. Knill as Assistant Professor of Psychology  
 Dr. Philippe Met as Assistant Professor of Romance Languages  
 Dr. Julia Paley as Assistant Professor of Anthropology  
 Dr. Andrew M. Rappe as Assistant Professor of Chemistry  
 \* Dr. Judith Rodin as Professor of Psychology  
 Dr. Susan Sidlauskas as Assistant Professor of History of Art  
 Dr. John D. Skrentny as Assistant Professor of Sociology

### Chair Designations

Dr. Douglas S. Massey as the Dorothy S. Thomas Professor of Sociology  
 Dr. Ralph F. Hirschmann as the Makineni Research Professor of Bioorganic Chemistry in the Associated Faculty

### Promotions

\* Dr. John A. Lucy to Associate Professor of Anthropology  
 Dr. Rafael Rob to Professor of Economics

### School of Dental Medicine Appointment

Dr. Howard M. Rosenberg as Assistant Professor of Pediatric Dentistry

### Graduate School of Education Promotions

Dr. John Fantuzzo to Professor of Education  
 Dr. Joan F. Goodman to Professor of Education

### School of Engineering & Applied Science Appointments

Dr. Chung-Hung Chen as Assistant Professor of Systems Engineering  
 Dr. Susan Sheps Margulies as Assistant Professor of Bioengineering

### Law School Appointment

\* Dr. Jason S. Johnston as Professor of Law

### Promotion

Susan P. Sturm to Professor of Law

### School of Medicine Appointments

Dr. Laurie R. Appelbaum as Assistant Professor of Psychiatry at the Philadelphia Child Guidance Clinic  
 Dr. Michelle Battistini as Assistant Professor of Obstetrics and Gynecology at HUP  
 Dr. Peter M. Bingham as Assistant Professor of Neurology at CHOP  
 Dr. Nathan J. Blum as Assistant Professor of Pediatrics at CHOP  
 Dr. Lewis A. Chodosh as Assistant Professor of Molecular and Cellular Engineering  
 \* Dr. Stephen G. Emerson as Professor of Medicine  
 Dr. William G. Filmyer as Assistant Professor of Anesthesia  
 Dr. Francis H. Gannon as Assistant Professor of Pathology and Laboratory Medicine at HUP  
 Dr. Amaro Sergio Reyes Garza as Assistant Professor of Psychiatry at the Philadelphia Child Guidance Clinic  
 Dr. Robert J. Goldman as Assistant Professor of Rehabilitation Medicine at HUP  
 Dr. Susan H. Guttentag as Assistant Professor of Pediatrics  
 Dr. Mady Hornig-Rohan as Assistant Professor of Psychiatry  
 Dr. David A. Horowitz as Assistant Professor of Medicine at HUP  
 Dr. Stuart Isaacs as Assistant Professor of Medicine  
 Dr. Frederick L. Jones, III as Assistant Professor of Medicine at HUP  
 Dr. Glenn W. Knox as Assistant Professor of Otorhinolaryngology: Head and Neck Surgery at HUP  
 Dr. Curtis P. Langlotz as Assistant Professor of Radiology at HUP  
 Dr. David A. Lenrow as Assistant Professor of Rehabilitation Medicine at HUP  
 Dr. Joyce D. Liporace as Assistant Professor of Neurology at the Graduate Hospital  
 Dr. Selina M. Luger as Assistant Professor of Medicine  
 Dr. Stephen C. Mann as Associate Professor of Psychiatry at the VA Medical Center  
 Dr. Judy L. Meinkoth as Assistant Professor of Pharmacology  
 Dr. Kavita Nanda as Assistant Professor of Obstetrics and Gynecology at HUP  
 Dr. Behzad B. Pavri as Assistant Professor of Medicine at HUP  
 Dr. Richard G. Petty as Assistant Professor of Psychiatry

Dr. Douglas C. B. Redd as Assistant Professor of Radiology at HUP

Dr. Laura Elena Sanchez as Assistant Professor of Child Psychiatry  
 Dr. Chyng-Yann Shiue as Professor of Radiologic Science in Radiology at HUP

Dr. Evan S. Siegelman as Assistant Professor of Radiology at HUP  
 Dr. William R. Skach as Assistant Professor of Molecular and Cellular Engineering  
 Dr. Daniel C. Sullivan as Associate Professor of Radiology at HUP

### Chair Designation

Dr. Alain H. Rook to the Albert M. Kligman Professor of Dermatology at HUP

### Conversions to Tenure

\* Dr. Stephen M. Albelda, Associate Professor of Medicine  
 \* Dr. Mitchell Lewis, Associate Professor of Biochemistry and Biophysics  
 \* Dr. Michael P. Madaio, Associate Professor of Medicine

### Promotions

Dr. Richard S. Davidson to Associate Professor of Orthopaedic Surgery at CHOP  
 Dr. Richard L. Doty to Professor of Psychology in Otorhinolaryngology: Head and Neck Surgery  
 Dr. Leonard M. Dzubow to Professor of Dermatology at HUP  
 Dr. Kevin R. Fox to Associate Professor of Medicine at HUP  
 Dr. Joel W. Goldwein to Associate Professor of Radiation Oncology at HUP  
 Dr. Mitchell A. Lazar to Associate Professor of Medicine  
 Dr. Robert E. Lenkinski to Professor of Radiological Science in Radiology at HUP  
 Dr. Arnold I. Levinson to Professor of Medicine  
 Dr. F. Charles Mace to Professor of Behavioral Psychology in Pediatrics at CHOP  
 Dr. Trevor M. Penning to Professor of Pharmacology  
 Dr. Mortimer Poncz to Professor of Pediatrics  
 \* Dr. John L. Rombeau to Professor of Surgery  
 Dr. Mitchell D. Schnall to Associate Professor of Radiology  
 Dr. Leslie N. Sutton to Professor of Neurosurgery at CHOP  
 Dr. Richard W. Tureck to Professor of Obstetrics and Gynecology at HUP  
 Dr. Jayaram K. Udupa to Professor of Radiologic Science in Radiology  
 \* Dr. Fuad N. Ziyadeh to Associate Professor of Medicine

### Reappointments

Dr. Charles L. Bevins as Assistant Professor of Pediatrics at CHOP  
 Dr. Emma E. Furth as Assistant Professor of Pathology and Laboratory Medicine at HUP  
 Dr. Donald R. Kauder as Assistant Professor of Surgery at HUP  
 Dr. Paul J. Moberg to Assistant Professor of Neuropsychology in Psychiatry at HUP  
 Dr. Cory F. Newman as Assistant Professor of Psychology in Psychiatry at HUP  
 Dr. Jeff Stanley as Assistant Professor of Emergency Medicine at HUP

### School of Nursing Appointments

Dr. Sarah H. Kagan as Assistant Professor of Gerontological Nursing at HUP  
 Dr. Karen Marek as Assistant Professor of Nursing

### School of Social Work Appointment

\* Dr. Phyllis L. Solomon as Professor of Social Work

### School of Veterinary Medicine Promotions

\* Dr. Michael Atchison to Associate Professor of Biochemistry in Animal Biology  
 Dr. Mattie J. Hendrick to Associate Professor of Pathology in Pathobiology  
 Dr. Alan M. Klide to Professor of Anesthesiology in Clinical Studies (Philadelphia)  
 Dr. Eric J. Parente as Assistant Professor of Sports Medicine in Clinical Studies/New Bolton Center  
 Dr. Robert Poppenga as Assistant Professor of Toxicology in Pathobiology  
 \* Dr. Dean W. Richardson to Associate Professor of Surgery in Clinical Studies (New Bolton Center)  
 \* Dr. Phillip Scott to Associate Professor of Parasitology in Pathobiology  
 Dr. Thomas J. Van Winkle to Associate Professor of Pathology in Pathobiology

### Wharton School Appointments

\* Dr. Lawton R. Burns as Associate Professor of Health Care Systems  
 Dr. Lori Rosenkopf as Assistant Professor of Management  
 Dr. Jowell Sabino as Assistant Professor of Accounting

**Change in Primary Appointment**  
 Dr. Howard Pack to Professor of Public Policy and Management



# Update

NOVEMBER AT PENN

## CONFERENCE

**4** *The Good Polity Today: Constituting Politics, Law and Markets After the Cold War*; 9:30 a.m.-4:30 p.m.; Political Science Undergraduate Lounge, first floor, Stiteler Hall; keynote speech, *How to Think Constitutionally*, Stephen Elkin, 6 p.m., Faculty Club (Political Science). *Continues* 9:30 a.m.-4:30 p.m., November 5.

## TALKS

**3** *Flat Out Vision: Photography and Theater*; Herbert Blau, University of Wisconsin; 4:30 p.m.; Room 236-237, Houston Hall (Center for Cultural Studies).

*Nietzsche: The Strategy of Paradox*; David Wellbery, Johns Hopkins; 8 p.m.; Kade Center (German; Germanic Association).

**8** *Western Music and the Ethnomusicologist's Gaze: Theory, Praxis and Performance Viewed by a Filipino-American with Lutheran Leanings*; Richardo Trimillos, University of Hawaii; 4:30 p.m.; Room 208, Music Building (Music).

## Security Seminar: November 2

The University will hold a security seminar open to all members of the community on *Wednesday, November 2*, from 6:30 p.m. to 8:30 p.m. in Room A-1 of the David Rittenhouse Lab. The seminar will be moderated by Glenn Bryan, Penn's director of Community Relations.

Answering questions will be members of Penn's Division of Public Safety, a representative from the Philadelphia Police 18th District, and members of Penn's residential living and off-campus living staffs.

Members of the University community are encouraged to send questions and concerns in advance by e-mail to [patrol@A1.police.upenn.edu](mailto:patrol@A1.police.upenn.edu). Questions can also be sent to the attention of John Kuprevich, Division of Public Safety, 3914 Locust Walk/6192.

**Crime Alert:** Please see page 2 for a notice on swastikas in a University residence, incorporating the verbatim policy this violates.

**About the Crime Report:** Below are all Crimes Against Persons listed in the campus report for the period **October 24 through 30, 1994**. Also reported were Crimes Against Property, including 47 thefts (including 10 burglaries, 4 of auto, 10 from auto, 8 of bikes & parts); 10 incidents of criminal mischief & vandalism; 3 of trespass. 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 24 through 30, 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:** Sexual assault—1, Robberies (& attempts)—1, Aggravated assault—1, Simple assaults—2, Threats & harassment—2

10/25/94	9:35 PM	Nichols House	Swastika found on door
10/27/94	10:43 AM	Nichols House	Harassing phone calls received
10/28/94	9:15 AM	37th & Spruce	Rider touched complainant
10/28/94	8:24 PM	Stouffer Triangle	Robbery/2 arrested
10/30/94	12:14 AM	Alpha Chi Rho	Person hit in face w/telephone
10/30/94	1:22 AM	3700 Blk. Sansom	2 robbed/assaulted by 1 male
10/30/94	1:25 AM	3700 Blk. Sansom	3 males assaulted group of males

**38th to 41st/Market to Baltimore:** Robberies (& attempts)—1, Simple assault—1, Threats & harassment—2

10/24/94	11:04 AM	39th & Chestnut	Robbery of cash
10/25/94	1:07 AM	3800 Blk. Chestnut	Employee threatened by ex-girlfriend
10/26/94	6:58 PM	40th & Spruce	Male followed & grabbed complainant
10/27/94	5:15 PM	4000 Spruce St.	Verbal threats made

**30th to 34th/Market to University:** Purse snatch—1, Threat & harassment—1

10/26/94	5:35 PM	Lot # 36	Driver yelled obscenities at complainant
10/27/94	2:49 PM	Rittenhouse Lab	Wallet/contents taken

**Outside 30th to 43rd/Market to Baltimore:** Robberies (& attempts)—1, Simple assault—1, Threats & harassment—2

10/28/94	9:51 AM	2400 Chestnut	Harassment
10/30/94	11:12 AM	4128 Chester	Tenant verbally harassed by landlord
10/30/94	9:18 PM	45th & Locust	Assault by 16 males/to HUP ER
10/30/94	10:20 PM	49th & Spruce	Assault by approximately 20 juveniles

## Safety Training:

### Chemical Hygiene and Bloodborne Pathogens

The following training programs are required by the Occupational Safety & Health Administration (OSHA) for all employees who work with hazardous substances including: chemicals, human blood, blood products, fluids, and human tissue specimens. These programs are presented by the Office of Environmental Health & Safety (OEHS). Attendance is required at one or more sessions, depending upon the employee's potential exposures.

#### Chemical Hygiene Training

Provides a comprehensive introduction to laboratory safety practices and procedures at Penn and familiarizes the laboratory employee with the Chemical Hygiene Plan. This course is designed for employees who have not previously attended Chemical Hygiene training at the University. *Required* for all University employees who work in laboratories.

November 16 1:30 p.m. CRB Austrian

December 14 1:30 p.m. CRB Austrian

#### Occupational Exposure

Provides significant information for employees who have a potential exposure to human bloodborne pathogens. Topics include a discussion of the Exposure Control Plan, free Hepatitis B vaccination, recommended work practices, engineering controls and emergency response. This course is designed for employees who have not previously attended Bloodborne Pathogens training at the University. *Required* for all University employees potentially exposed to human blood or blood products, human body fluids, and/or human tissue.

November 16 3 p.m. CRB Austrian

December 14 3 p.m. CRB Austrian

#### Annual Refresher Training

Annual refresher course that provides updates for those who have previously attended the initial training for Chemical Hygiene or Bloodborne Pathogens. *Required* for all University employees who work in laboratories and/or have a potential exposure to human blood, blood products, human body fluids, or tissue.

November 15 1:30 p.m. CRB Austrian

December 2 1:30 p.m. CRB Austrian

Attendees are requested to bring their PENN ID cards to facilitate course sign in. Additional programs will be offered on a monthly basis during the fall. Check PennInfo for dates and times. If you have any questions, please call Bob Leonzio at 898-4453.

— Bob Leonzio

Office of Environmental Health & Safety



## Almanac

3601 Locust Walk Philadelphia, PA 19104-6224  
(215) 898-5274 or 5275 FAX 898-9137  
E-Mail [ALMANAC@POBOX.UPENN.EDU](mailto:ALMANAC@POBOX.UPENN.EDU)

The University of Pennsylvania's journal of record, opinion and news is published Tuesdays during the academic year, and as needed during summer and holiday breaks. Guidelines for readers and contributors are available on request.

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## Penn People Supplying the 'How'

Good morning, and welcome, especially to those of you whom I have not yet had the pleasure of meeting. I look out at all of you here today and my first thought is how extraordinarily fortunate Penn is to have you as members of this community.

You are the people who are known for making the University work. You are known for the good jobs you do inside the University and for the way you serve your Penn colleagues in volunteer capacities, as well. As part of the Penn's Way family, your reach is extended even further, out into all the neighborhoods in the Delaware Valley.

Penn and its partner organizations view Penn's Way as a pipeline wide enough to carry a heavy flow of our faculty and staff's contributions to the many nonprofit groups who, in turn, serve our neighbors. You, as Penn's Way volunteers, are at the source of the pipeline. You supply the energy, inspire the University community, and ensure that this flow is strong. You, as Penn's Way volunteers, do even more than this. You have the capability to make people feel good about giving.

We all want to be part of the solution to such tough problems as hunger and homelessness. We want to help stop abuse against all people—women, children, and men. We want to offer the promise of education to those who otherwise could not experience this invaluable gift. We want to comfort those who suffer with AIDS and other life-threatening diseases as well as those who lead lives that are limited by physical and psychological disabilities.

Penn's Way supplies the "how." Supporting the University's charitable workplace campaign supplies a gift that goes through the pipeline in two directions: out to the Penn's Way partners and the many organizations under their umbrellas, and back into the source itself—the faculty and staff who respond to this urgent call.

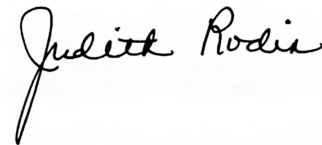
Penn is a better, stronger, more resilient, and less self-centered community thanks to our workplace campaign. We look past our individual and collective problems, past the boundaries of the campus itself, and into the population of our city and our region.

Penn's Way helps us by defining their needs and supplying answers: this is how you can make a difference. You are making that difference and without you this campaign could not function, let alone flourish.

I join campaign co-chairs Helen Davies and Steve Murray and our partner organizations in thanking you for being here today, for being here throughout the campaign, and for being the good citizens of Penn that you are.

I will close by mentioning a portion of the Commission on Strengthening the Community's introduction to its final report. "On a recent visit to Philadelphia, (poet) Maya Angelou commented that the more we get to know one another, the more we find we have in common, but our differences bring texture and interest to our lives." Penn's Way can help us to know people whom we may never actually meet, neighborhoods whose blocks we may never travel, and needs that we may never experience in our own lives. We are enriched by this new knowledge even as we enrich the lives of others.

I am deeply grateful for your help, as are the volunteers who are working to run this campaign at its center. Everywhere I go at this University, I come away impressed by its people. You have given me another reason to celebrate Penn. This is a wonderful, exciting, and challenging place to be, thanks to the people who make up the University. Thank you for being here for Penn and for Penn's Way.



### The Penn's Way Coordinators, 1995

Annenberg Center	Helen Santoro	898-6688
Annenberg School	Pam L. Robinson	898-7041
Athletics	Patrick Baker	898-2923
	George O'Neill	898-4815
Business Services	Banoo N. Karanjia	898-9155
Dental Medicine	Carol Cooper	898-5792
Dev. & Alumni Relations	Nancy James	898-5285
	Heidi Thiermann	898-8445
Engineering	Tanya R. Robinson	898-7224
Executive Vice President	Lisa Williams	898-1005
Facilities Management	Flo Freeman	898-5917
Finance	Lisa Williams	898-1005
Graduate Education	Lois MacNamara	898-7019
Graduate Fine Arts	Mati Rosenstein	898-8322
Hospitality Services	Dennis Deegan	898-2461
Human Resources	Gary Truhlar	898-5896
Info. Systems & Computing	Bonnie Gibson	898-4287
Law School	Rae DiBlasi	898-7484
Libraries	Chris Cataldo	898-7567
Medicine	Duncan Van Dusen	898-7007
Morris Arboretum	Terry Smith	247-5777, Ext. 150
Museum	Jill Ervais	898-4046
Nursing	Constance Carino	898-2994
	Dawn Gaines	573-3279
President	Mark Lloyd	898-2001
Provost	Manuel Doxer	898-6841
Public Safety	Judy Wojciechowski	898-0292
SAS	Larry Friedman	898-1686
Social Work	Pamela Sanders	573-3195
University Life	Nancy McCue	573-DORM
	Marie Gallagher	898-6081
Veterinary Medicine	Chrisann Sorgentoni	898-6350
Wharton	Anna Bond	898-2892
Wistar	Mary Hoffman	898-3765

### The Campaign's Kick-Off

President Judith Rodin made the above remarks at the 1995 Penn's Way Campaign Kick-Off Celebration at the Faculty Club yesterday morning. She spoke to a group of hundreds of coordinators and facilitators from departments all over campus who assist with the campaign at the school and departmental level. For more information or additional materials contact the appropriate coordinator from the list at left.

Linda Hyatt, who was instrumental in the creation of the Penn's Way model, presented a slide show depicting many of the 16 partner organizations involved in the annual campaign.

Co-chair Steven Murray, vice president for business services, said that the booklet which contains the participation card and return envelope will be sent out to faculty and staff at their campus address this week. Co-chair Dr. Helen Davies, associate dean of the School of Medicine, pointed out that over the last three years, "Penn faculty and staff have contributed over one million dollars to organizations throughout the Delaware Valley." She added that she hoped a significant amount would be raised in this campaign.

The goal for the 1995 campaign is \$400,000. Last year nearly \$375,000 was raised. Participants may contribute via cash, check or payroll deduction which begins in January but must be pledged in advance. The campaign runs for six weeks but the sooner faculty and staff submit their participation cards the more chances they will have to win a prize in the weekly drawings. The prizes will be awarded in each of the units shown in the list at left. Drawings will be held throughout the campaign; prizes include free admission to the Class of 1923 Ice Rink, "My Favorite Tin"—mini muffins, Penn sweatshirt, lunch for two at PT's or any Dining Services facility, Penn Phonepass, one month's free parking in the 38th & Walnut Street garage and an Ivy Stone poster. They were donated by Business Services and My Favorite Muffin.