

# Almanac

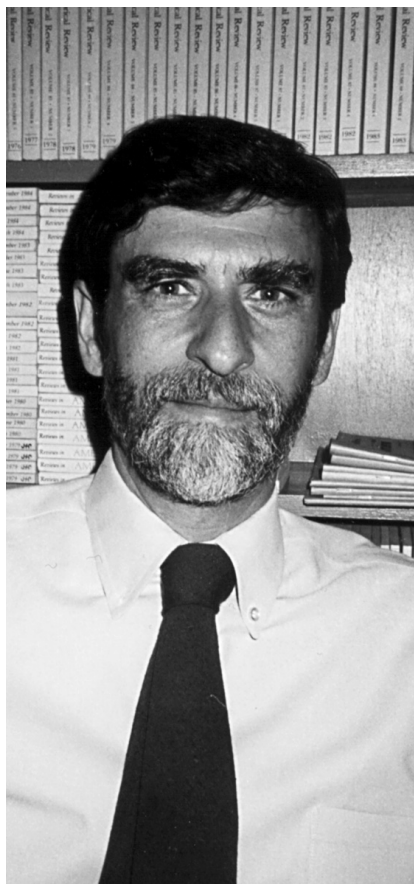
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## INSIDE

- The Other NYI; Death of Dr. Pritchett, p. 2
- 1996 Commencement Date Change, p. 2
- Council: The State of the University President Rodin's Overview, pp. 3-4
- Academic Medicine, p. 4
- Fund-Raising, Cost Containment, pp. 5-6
- Restructuring Penn: A Preview of the Coopers and Lybrand Report, p. 6
- Holiday Transit; CrimeStats, Update, p. 7
- Making Connections: Principles for Administrative InfoTechnology (Of Record), p. 8



Graduate Dean: Dr. Licht

## SAS Graduate Dean: Dr. Walter Licht of History

Dr. Walter M. Licht, professor of history, will take office January 1 as Associate Dean for Graduate Studies in the School of Arts and Sciences, Dean Rosemary A. Stevens has announced. He succeeds Dr. Donald D. Fitts, who served as associate dean for the past 16 years and is now returning to professional activities full time as professor in chemistry.

"Walter Licht is a superb teacher and scholar who will command great respect in this position, both from SAS faculty and from our 2000 graduate students," Dean Stevens said. "I am enormously pleased he will join the leadership of this great school."

Graduate education within the School of Arts and Sciences is conducted within 36 Graduate Groups, 33 of which have Ph.D. programs. The other three are specialized master's-only programs. Dr. Licht offers extensive experience administratively, the Dean said, having successfully served as Undergraduate Chair of the History Department for four years and as Graduate Chair for six. He has been a member of many department, school, and University Committees as well.

Dr. Licht is a 1967 alumnus *magna cum laude* of Harvard College, who received a master's degree in sociology from the University of Chicago, and a master's and Ph.D. in history from Princeton. He joined Penn in 1977 as an assistant professor. A 1984 winner of SAS's Ira Abrams Memorial Award for Distinguished Teaching, Dr. Licht is also a prize-winning author whose books illuminate the world of work in America. His 1983 book, *Working*

*for the Railroad: The Organization of Work in the Nineteenth Century* (Princeton University Press), received the Philip Taft Labor History Prize in 1984. He is the co-author of *Work Sights: Industrial Philadelphia, 1890-1945* (Temple University Press, 1986), and the 1992 Harvard University Press book *Getting Work: Philadelphia 1840-1950*. Coming in March from the Johns Hopkins University Press is *Industrializing America: The Nineteenth Century*.

Dr. Licht is currently concluding research on a project funded by the National Endowment for the Humanities and the Ford Foundation, studying the impact of industrial decline in the anthracite region of eastern Pennsylvania. "Walter Licht offers an outstanding record of exceptional ranking and high regard by colleagues and peers," Dean Stevens summed up.

### Another NYI....

Three Penn scholars, not two, have won National Young Investigator awards this year. The one missing from last week's front page is Dr. Sabine Iatridou of linguistics (right). See page 2 for more information.



Almanac photo/Mary Scholl



Davies Professor: Dr. Leboy

## Davies Chair: Dr. Phoebe Leboy of Dental Med

Dr. Phoebe S. Leboy, professor and chair of biochemistry at the School of Dental Medicine, has been named the first recipient of the new term professorship established last year in honor of Professors Helen C. and Robert E. Davies.

The Davies Chair was established by the Trustees Council of Penn Women and is awarded by the Provost, after a University-wide selection process, to one who "has followed the example of Professors Helen and Robert Davies in achieving excellence in research and teaching while at the same time working actively, through formal and informal channels, to enhance the role and status of women at the University of Pennsylvania."

Dr. Leboy is a leading scientist noted for the application of advanced molecular biology techniques to other areas of biochemical research, her colleague Dr. Irving Shapiro said. Recently she has been elucidating the changes that occur in gene expression that are linked to the formation of skeletal tissues, and has been very active

in identifying the path by which osteoblasts differentiate from bone marrow stem cells. She has also related the changes that occur in expression of specific genes that result in the mineralization of the extracellular matrix of cartilage.

She has chaired the University's graduate group in molecular biology and is course director for molecular biology in her school. Her undergraduate teaching has focused on mammalian molecular biology and on the biological basis of nutrition.

Phoebe Starfield Leboy Nathanson took her B.A. with honors at Swarthmore in zoology, and her Ph.D. at Bryn Mawr in biochemistry. In 1963 she joined the School of Medicine as a research associate in biochemistry, and taught at the dental school for a year (1965-66) before taking up her NATO postdoctoral fellowship at the Weizmann Institute's Department of Experimental Biology.

Returning to Penn as an assistant professor in the dental school, she was promoted to associate  
(continued next page)

*From time to time Almanac announces an award and then learns belatedly that more than one member of the University has received the same honor. This occurred with a Packard Award two weeks ago, and again last week when we noted the National Young Investigators Karen Winey and Tandy Warnow—then found out about Dr. Sabine Iatridou (photo, page 1). We are trying to find ways to be more systematic in announcing awards, but with the indulgence of readers we hope to keep giving the good news even if it is piecemeal.—Ed.*

### The (Other) NYI and the IRCS

We would like to add our voices to congratulating the winners of the National Young Investigator Award, and remark that two of them, Dr. Tandy Warnow of CIS, and Dr. Sabine Iatridou of linguistics, are affiliated with the Institute for Research in Cognitive Science. As the site of the National Science Foundation's Science and Technology Center for Research in Cognitive Science, we foster the development of the science of the mind through the interaction of several different disciplines. That not just one, but two of our affiliated faculty have received such an honor is, we believe, a recognition of the importance of such a multidisciplinary effort.

Over the past year, Dr. Iatridou, an expert in syntax and semantics, has continued her work on the cross-linguistic comparative syntax of counterfactual conditionals; specifically, the semantics and pragmatics of subject-verb inversion in the antecedent. Dr. Warnow, in collaboration with Sampath Kannan of CIS and IRCS, has recently discovered new algorithms for the reconstruction of phylogenetic trees from molecular characteristics or from other observable traits. She is now working with members of the linguistics department to apply the same techniques to the evolution of languages from charting historical evidence.

As co-directors of IRCS, we are delighted to represent our affiliated faculty in bioengineering, computer and information science, linguistics, mathematics, philosophy, and psychology in offering a hearty congratulations to all the recipients of this prestigious citation.

— Lila Gleitman and Aravind K. Joshi  
Co-directors, Institute for Research in Cognitive Science

### Davies Chair from page 1

professor in 1970 and full professor in 1976. She has since been a visiting professor at the University of California at San Francisco, and a visiting fellow of Wolfson College, Oxford.

On her election as Faculty Senate Chair for 1981-82, Dr. Leboy became the second woman to hold that post at Penn. Her many other service roles have included membership on school and University academic freedom committees, budget/planning committees, the University Research foundation review panel, and faculty liaison to the Trustees' budget and finance committee.

Dr. Leboy was a member of the University Council Committee on the Status of Women (Cohn Committee), which conducted the first official study on the status of women at Penn (*Almanac* April 13, 20 and 27, 1971). She was

later on President Meyerson's Task Force on Women and was a founder of WEOUP (Women for Equal Opportunity at the University of Pennsylvania). She has served on numerous boards and committees involved with women's education and opportunity at the University, including the advisory board of the Women's Studies Program, Penn Women's Center, and President's Council on Affirmative Action.

She is also a member of the John Morgan Society at Penn, and of numerous national professional bodies including the American Association for the Advancement of Science and the Association of Women in Science.

The new Davies chair is named for the late Dr. Robert E. Davies, who was a Benjamin Franklin Professor here, and for his wife, Helen Conrad Davies, a current member of the medical faculty.

## Death of Dr. Pritchett, Pharmacology/Pediatrics

Dr. Dolan B. Pritchett, assistant professor of pharmacology and pediatrics, died on December 11, at the age of 37.

Dr. Pritchett, of Gibbsboro, N.J., received his B.A. in chemistry from Brigham Young University in 1982 as a Dean's Scholar. He received his Ph.D. in biochemistry from Columbia University in 1987, then completed a post-doctoral fellowship at The University of Heidelberg in 1989 and came to Philadelphia the same year.

He held joint appointments in the department of pharmacology at Penn and in the Division of Child Development in the Department of Pediatrics at the Children's Seashore House/Children's Hospital of Philadelphia. He was awarded the Alfred P. Sloan Fellowship for the Department of Pediatrics in 1990.

Dr. Pritchett was an internationally recognized authority in the fields of neuroscience and molecular biology, with particular expertise in the ways in which nerve cells communicate with each other. His work has major implications for the development of new therapeutic strategies for neurological illnesses such as epilepsy and stroke. He published more than 35 scientific articles in a variety of journals including seven in the prestigious journals *Science*, *Nature*, and *Proceedings of the National Academy of Science*.

In his brief career, Dr. Pritchett made seminal contributions to our understanding of receptors, particularly those which function as ligand-gated ion channels.

As a post-doctoral fellow, he was the first person to clone the serotonin-2 receptor. Dr. Pritchett was also the first person to isolate a

clone for the subunit of the GABA receptor which confers sensitivity to benzodiazepine drugs to this receptor. He used molecular biological approaches to identify the specific amino acids in this receptor which comprise the benzodiazepine recognition site. While at Penn, he studied the subunit composition of the NMDA glutamate receptor, helping to characterize the different structural and functional subtypes of this receptor. In addition, he developed a method for imaging and quantifying calcium in cells, and adapted this method for use in transgenic animals, providing an exciting new methodology for the *in vivo* imaging of calcium.

His contributions do not end with these achievements. Dolan was beloved and respected for his mentorship and teaching of students and colleagues alike. His unique style of approaching life and science with humor, enthusiasm, and integrity were an inspiration to all who knew him. He will be deeply missed.

Dr. Pritchett is survived by his wife, Sharon (nee Newton); his sons, Hunter, Trevor and Seth; his parents Jed and Jackie Pritchett of Idaho; his brothers, M.J. of California, Lant of Virginia, and Troy of Utah; his sister, Tara Sheehan of Idaho, and his grandparents, Melrose and Lois Pritchett, and Grace Hayward of Utah. Friends are invited to attend funeral services at 12 noon on Tuesday, December 13, at the Church of Jesus Christ Latter Day Saints, 260 Evesham Avenue, Cherry Hill, New Jersey.

— Dr. David Lynch, Pfizer Fellow,  
on behalf of Dr. Pritchett's colleagues  
in the Department of Neurology

### Commencement 1996: New Date

Another change has been made in the 1995-96 academic calendar. Secretary/Vice President Barbara Stevens has announced the moving of Commencement from Monday, May 20, to *Tuesday, May 21* as shown in italics at right. Other dates remain the unchanged.

Those who frequently consult, post or distribute the Three-Year Academic Calendar published in *Almanac* March 1, 1994, should make a note of the change on all copies circulated. In addition, on PennInfo *Almanac* has revised the on-line version of this calendar in both the text-only edition and in the graphic *Almanac Highlights* for March 1.—Ed.

### 1996 Spring Term

|  |                  |             |
|--|------------------|-------------|
| Registration for undergraduate transfer students   | January 11-12    | Thurs.-Fri. |
| Spring semester classes begin                      | January 15       | Monday      |
| Add period ends                                    | January 26       | Friday      |
| Drop period ends                                   | February 16      | Friday      |
| Spring recess begins at close of classes           | March 8          | Friday      |
| Classes resume at 8 a.m.                           | March 18         | Monday      |
| Advanced registration for fall and summer sessions | March 25-April 7 | Mon.-Sun.   |
| Spring term classes end                            | April 26         | Friday      |
| Reading days                                       | April 29-May 1   | Mon.-Wed.   |
| Final Examinations                                 | May 2-10         | Thurs.-Fri. |
| Alumni Day   | May 18           | Saturday    |
| Baccalaureate                                      | May 19           | Sunday      |
| Commencement                                       | May 21           | Tuesday     |

*At the University Council Wednesday, December 7, the President and Provost reported on the State of the University under a new by-law that is being implemented in anticipation of its ratification. The President's statement, and those of three of the four senior administrators she called upon for individual reports, are published in these pages. The Provost's report and one other will appear next week, along with a summary of the Q & A that followed all of the presentations.*

## The State of the University: The President's Overview

I am pleased that Council's new by-laws provide us with this annual opportunity to talk about the state of our university. We should begin by recognizing that any such appraisal is of necessity arbitrary and incomplete. The real state of our University is defined by what is happening in hundreds of classrooms and dozens of laboratories, in library carrels and on Blanche Levy Park, in our athletic facilities and where all of us congregate to share ideas and friendship.

But incomplete as this effort may be, it is important for you to know how I and my administrative colleagues see the state of our University and for us to hear your reactions, comments and questions to the picture we will present to you this afternoon. As the Council's by-laws suggest, our intent will not be so much to summarize the "state of the University," as to highlight for you those areas in which we face major challenges.

Those of you who read or heard my inaugural address will know that at that time I reviewed what I called the University's "genetic material"—our tradition of challenging orthodoxy, our commitment to the interdependence of theory and practice, our many "firsts," and the centrality of intense human interactions to realizing our University's educational missions.

We are fortunate in these institutional origins and we are thrice-blessed with our faculty, students, and staff: your excellence, your commitment and your diversity are our real strengths.

Now we must take advantage of our excellence. We must wisely use our resources and distinctive institutional character to position our University for competitive advantage in the 21st century. And we must bring to the challenges of today the lessons and insights of our past and present which make us special and make Penn great.

It is already clear that changes in Washington, in Harrisburg, in the media, the economy, and in the larger society will make Penn's unique ability to integrate theory and practice more relevant and important than ever before. But though it is part of what has created a special niche for Penn in this City, in Washington, and in higher education, we can only fill that niche if individuals get involved. Neither government nor the University administration can do what individual students, faculty and staff can do: discover through individual activism and engagement how theory and practice are linked in the classroom, in the laboratory and on the streets.

That is what we are doing in some of the major initiatives which we have already set in motion to fulfill the promise of Penn's "genetic material." Among these priority tasks are the following:

- We must realize over the next three years a vision of what the undergraduate experience at Penn should be: institutionally distinctive, intellectually rigorous and engaging, experientially rich and research-oriented, and characterized by a seamless integration across

academic disciplines and schools, co-curricular experiences, residences, and student services.

- Second, we must ensure that every Penn student, whether graduate or undergraduate, professional or liberal arts, is prepared upon graduation to live and work not just in a region or a city, in a nation or a country, in a profession or a discipline, but in global communities—communities of scholars, of professionals, and of citizens. The recent passage of the NAFTA and GATT free trade agreements merely confirms what global communications and travel make more evident every day: we are already living in the "global village" and Penn's graduates must be prepared to work and to lead globally.

- Third, we must maintain and deepen our historic engagement with technology which is day-by-day transforming the worlds in which we live, work, and play. "Surfing the Internet" is only the most dramatic sign of how such changes affect every aspect of our daily lives, our studies, and our research.

- Fourth, we must continue to do everything humanly possible to assure students, staff and faculty of their physical safety so that they can commit themselves to the academic and administrative tasks that bind us to one another and given us reason for being here together.

- Fifth, we must put our commitment and our many talents to work to make this community a better place: for all of us and for our neighbors. We are not an island, nor a walled city. We have chosen to be part of urban America, with all its challenges, vitality, problems, and opportunities, and we must seek new ways to engage it to our mutual benefit—as volunteers, through our academic programs and research, and as an institution.

- Sixth, we must ensure that we use our always-limited resources in the best ways possible to fulfill our central educational missions, and that we contain costs and allocate resources so as to continually strengthen our academic programs and research.

As you know, we have undertaken initiatives in each of these areas, and I will from time-to-time report to this Council on our progress and seek your advice.

Another area in which we are making progress is towards the strengthening of our campus community in many ways, including working through the implementation of the detailed recommendations set forth by the Commission on Strengthening the Community last spring. The Committee on Pluralism will report their independent assessment at the January Council meeting, and at that time, we will also update the administration's response to the Commission report. Much has been accomplished, and I will take a moment to comment on a few of them.

The state of our University is also defined by some of the major challenges we face, and it is on these that I would like to spend most of our time this afternoon. Genetics is only the beginning of our institutional story. Whether Penn will survive and grow is also determined by the environment in which we find ourselves. How we grow is

dependent on the fit between our genetic heritage, our current health, and the challenges presented by our environment.

And our environment is challenging, indeed.

No part of our environment has changed more rapidly—even suddenly—than the prospects for government support of our central educational missions through research funding, student loans, and support for the arts and humanities. These are the life-blood of some of our most important research activities and educational programs. Without them many students would be unable to achieve the level of aid needed for their education, and faculty would be unable to pursue the investigations that inform their teaching and identify Penn as one of the great research institutions.

The recent election results suggest the possibility of fundamental change in the relationship between the Federal government and American higher education. Stagnant Federal research support may be further threatened. Our ability to recover the indirect costs of research—the costs of facilities, libraries, computer systems, and the administrative infrastructure of the University—may again be threatened. That would have direct impact on every member of the University community. And the suggestion has already been heard in Washington to terminate or privatize the National Endowments for the Arts and Humanities, which provide crucial support for research, training and education in fields that do not always have the obvious utility to donors that draws funds to the professions, health sciences, and social sciences. Our new Vice President for Government Relations, Carol Scheman, could not be with us today, but I will ask the Council Steering Committee to invite her to a future meeting to describe the crucial challenges that we face in this area.

Another of the major challenges before us as a University is the enormous uncertainty about the future of health care delivery in the United States. We must always remember that we are one of the largest and most important providers of health care services in the Delaware Valley and that those services are essential to supporting our research and professional training programs in the health and biomedical sciences. Gordon Williams, Vice President of the Medical Center, Vice Dean of the School of Medicine, and Senior Vice President of the University of Pennsylvania Health System, will give us an overview of the challenges and opportunities faced by the Medical Center. (See page 4.)

Responding to changes in Washington affecting health care, research, and support for museums, libraries, and public education will require resources. No matter how successful we are at averting radical change in government support, it is already clear that the responsibility for supporting what we want to do as a University and as individuals will fall more and more on our own shoulders. (continued next page)

The recent completion of the record-breaking Campaign for Penn is an important sign of our capacity to meet that challenge, but as any development professional will tell you, it is a challenge that is never met once and for all. It must be constantly renewed and Vice President for Development Virginia Clark will tell us about the plans and opportunities before us for securing the resources upon which everything else depends. (See page 5.)

No matter how successful we are in obtaining support from the Federal government, from Harrisburg, from donors and alumni, and in the media, we will always be faced with the challenge of managing our resources—financial resources, facilities and especially human resources—to maximize our educational programs. Acting Executive Vice President Jack Freeman oversees that task, and he will give us an overview of our successes, our continuing challenges—and some very real problems—in those areas. (See page 5.)

Meeting each of these challenges will require that we have confidence in ourselves and that we

convince others that our confidence is justified. We must let others—and ourselves—know how good we are, if we are to gain their support for the things we want to do. That requires good communication.

Penn's media visibility is higher today than ever before. That is, of course, very much a mixed blessing. It means that when things go well, individuals across the country and literally around the world know about path-breaking research by Penn faculty. On the other hand, when things do not go well, we must expect the media to give that equal attention. This is a challenging and very different media environment for higher education and for Penn.

Learning to live in this sort of media environment is one of the most important challenges we face, and it will have major impact on our ability to recruit and retain the best students, faculty and staff, on the support we can attract from alumni, individual donors, foundations and corporations. I have asked the Vice President and Secretary of the University, Barbara Stevens, to share with you her assessment of our public persona and the

challenges we face in our media and communications activities. (See next week's *Almanac*.)

I believe passionately in Penn and in its future prospects. But we will not achieve our best unless all of us believe in ourselves and in our University here in the present. We must learn to celebrate who we are as well as what we will become. We must educate those outside of Penn about who we are, what we do in research, in teaching, in public service, in professional and graduate training and in managing ourselves, and where we are leading American higher education. This is our challenge, and our opportunity.

Though we have focused on the challenges ahead, I think any objective observer would conclude that this is an extraordinarily exciting moment for our University. We have the people, the programs, the heritage, the reputation, the management skills and the opportunity to do great things in the years ahead. But it will take all of us working together—and taking individual responsibility where we can—to achieve the goals we have set for ourselves.

— Judith Rodin, President

## The State of the University: Positioning Academic Medicine to Face Change

On behalf of Dr. William Kelley, who is out of town and unable to attend, I am pleased to participate in this State of the University discussion. Academic medical centers are facing a huge challenge, and that challenge is to maintain academic excellence, in terms of education and research in a rapidly changing healthcare marketplace. The question at hand today is how is the University of Pennsylvania responding to that challenge.

In June of 1993, the University formally approved the establishment of the University of Pennsylvania Health System. The goals of the Health System are very straightforward. They are to sustain academic excellence while providing comprehensive healthcare that is of high quality and at the best possible price. All of these are major characteristics of healthcare reform.

The components of the Health System include the Medical Center, which has been in existence for a number of years. The Medical Center includes the School of Medicine, in which responsibility for academic programs reside, the Clinical Practices of the University of Pennsylvania and the Hospital of the University of Pennsylvania. Added to the Medical Center are the components that we believe are necessary to allow us to be successful in the coming healthcare paradigm. Included is a primary care physician network. In any model, primary care physicians will be the primary gatekeepers to the healthcare system. In other words, in order to access healthcare, one must first see a primary care physician who will channel the patient to the appropriate level of care given the complexity and severity of the illness and the costs involved.

The Health System will include a system of specialty and sub-specialty satellites located strategically in the marketplace to allow ease of access for patients. We are developing a series of relationships with community hospitals, again designed to allow patient care to occur in the most appropriate setting. And we are putting in place the administrative infrastructure to allow the entire Health System to function appropriately.

In terms of education, the challenge is to provide our medical students with the best pos-

sible training to allow them to not only prosper in the coming healthcare environment, but to be the leaders in medicine as we move into the next century. We are developing a curriculum that will place increased emphasis on primary care. This means our medical students will learn in primary care physician offices, in satellites, in community hospitals, as well as the Hospital of The University of Pennsylvania and our major affiliates on this campus, Children's Hospital of Philadelphia and the Philadelphia Veterans Affairs Medical Center.

In terms of research, the School of Medicine has ranked in the top five in National Institutes of Health rankings for the past several years. NIH support is a useful index to measure the quality of one's research program. In fact, over the last five years, sponsored program activity for the School of Medicine has increased over 65%, placing us among the leaders in the nation in rate of increase in sponsored program activity. The challenge for us is to provide our faculty with the appropriate tools to allow our research enterprise to prosper. This, for example, means to provide adequate facilities for faculty to conduct research. In July of 1994, we opened Biomedical Research Building One, which brought on line 100,000 net square feet of absolutely superb research space. In addition, we are providing the infrastructure to support and facilitate our faculty's conduct of research. We established an office to facilitate sponsored program activity. The goal is to relieve as much as possible the burden of doing research from the faculty. The office emphasizes facilitating the submission of large program project grants by performing all of the administrative details that are normally very burdensome for faculty. In addition, they provide seed money to stimulate the submission of additional grants. They screen literature to identify funding opportunities.

We are also providing a comprehensive system of core facilities. State of the art technology is critical to support research activity. We are enhancing support for our biomedical graduate program in terms of doctoral and post-doctoral training and additional support

for our MD/PhD program. All of these are key components of a solid underpinning to a successful research program.

I should pause for a moment and indicate that none of what I have been talking about is possible without an outstanding faculty. We can't have outstanding educational programs, a successful research enterprise and be provide quality patient care without an excellent faculty. The successes to date are a great tribute to our faculty.

Another challenge is to put in place the programs that will help the University of Pennsylvania Health System respond to many of the changes that are on the horizon. This is being done with the establishment of centers, institutes and departments. We have for example established the Center for Bioethics. There are literally a myriad of ethical issues facing medicine today. These range from physician assisted suicide, the Dr. Kevorkian controversy, to the ethical obligation of this country to provide healthcare to all of its citizens. We believe it is our obligation to provide a solid, ethical foundation for our medical students as they go forth and become practicing physicians. They must be able to analyze issues and develop a sound, ethical position. We also believe that this institution should be among the leaders in defining ethical positions on major issues that are both defensible and rational. We have established the Institute for Human Gene Therapy. It offers a great hope in a very innovative way to deal with human disease. We have established the Department of Family and Community Medicine and the Department of Emergency Medicine. Both are key components to the healthcare reform activities and we have recently recruited the Director to the Institute on Aging. It is no secret that all of us are facing an aging population.

Bill Kelley is fond of saying that for academic medical centers there are always storm clouds on the horizon. Institutions that will be successful are those that are positioned to anticipate and to react to change rapidly. In short, that is our challenge.

— Gordon Williams, Senior Vice President  
University of Pennsylvania Health System

## The State of the University: 'Our Needs Will Not End on December 31'

Before I comment on the future, I would like to reflect upon the Campaign—its accomplishments and what it signals for the future. With but a few short weeks left—

- We have raised over \$1.36 billion in new gifts and pledges from 175,000 donors. To date we have raised more than any other institution.

- More than \$580 million has been received or pledged to endowment, bringing it to about \$1.5 billion.

- 148 new endowed professorships have been given, including deanships in Nursing, Veterinary Medicine and directorships of the Museum and Arboretum. Our goal is 150 and I fully expect to make that. Over \$50 million in endowed and term scholarships for undergraduates and \$96 million for Ph.D. fellowships and other graduate degrees.

- Nearly \$35 million has been raised for minority permanence—more than any other school in a campaign—has helped Penn establish fellowships and program support for minority scholars.

- Through the Campaign our physical campus has been enhanced: examples are the Fisher Fine Arts Library, Jaffe History of Art Building, Lauder-Fischer Hall, Tanenbaum Hall and Biddle Law Library and the Penn Club in New York.

This is not an inclusive list and does not even address what has been specifically accomplished in the schools. The ingredients that made this Campaign so successful are the same that are required as we move forward:

- 1) A committed body of alumni, friends, corporations and foundations. During the Campaign over 1,400 alumni served as volunteers and 173,000 gave to the Campaign. In order to sustain this level of support we must continue to reach out, communicate and engage our constituents. Our programs to do this will continue bringing alumni to campus, going out to meet them, communicate with letters and newsletters. In addition, we have asked the General Alumni Society to work with us to assess and recommend ways in which we can continue to engage the broadest group of alumni while increasing their sense of pride in the institution.

- 2) A clearly articulated set of goals and needs for this institution as a whole and its schools and centers. Successful fundraising is based on institutional needs. This Campaign was built around a set of needs for the individual schools with at its core a set of common needs.

We are pleased and proud that practically all participating units have reached or will come close to reaching their goals as well as meeting

the broad goals I articulated earlier.

Our needs will not end on December 31. Several schools and centers have already articulated and are engaging in expanded/extended fundraising programs. There are programs like the Revlon Center, IAST and financial aid which we will continue to raise money for. For example, this year the classes of '65 and '70 have set as class projects the student center for a total of \$1 million.

President Rodin and Provost Chodorow have begun to articulate a program for enhancing the undergraduate experience which will require significant new resources for the entire campus. With the gift of over \$8 million we have already begun the process. We look forward to assisting in this endeavor.

Which brings me to my last point. We have succeeded to this extraordinary level because of leadership and teamwork—among ourselves on campus and with our alumni.

We have the leadership in the schools, in the administration, within our trustees and alumni. I feel confident that we can continue to attract the resources we need to make Penn better and further enhance the pride our alumni feel in Penn.

— Virginia B. Clark, Vice President for Development and Alumni Relations

## The State of the University: Challenges in Cost Containment and in Public Safety

As President Rodin has noted, a major challenge to all of us is how to contain costs and to free resources from administrative and support activities in order to nourish and sustain the University's primary mission of teaching and research. One major initiative that we have undertaken is a broadly-based assessment of ways in which we can restructure our administrative processes.

**Administrative Restructuring:** Since my arrival in August, a major focus of my activities and that of our senior staff has been to work with the Coopers and Lybrand consulting team and the Cost Containment Committee to address opportunities to reduce costs while improving the quality, efficiency and effectiveness of selected administrative operations.

That effort, which began last Spring, is now coming to fruition. We expect to receive later this month the final C&L recommendations. We are currently developing implementation plans to address their findings, all of which should be completed by mid-January.

We are confident that the implementation of the Coopers & Lybrand recommendations will result in significant cost saving while improving the effectiveness of administrative services to the University community.

We also recognize, however, that the C&L Study deals with a rather limited albeit important array of activities. We believe, therefore, that the University must establish a more strategic framework for evaluating all administrative operations and processes over the next two-three years to identify additional opportunities for sustained cost savings and qualitative improvements, to curtail the growth in administrative costs and to permit reallocation of resources to the central academic programs of the University.

Accordingly, we intend to present for consideration by mid-January a set of guiding principles that can provide a consistent frame-

work for university-wide restructuring initiative. This should entail, we believe, a thoughtful and thorough review and assessment of virtually all administrative activities and processes to identify opportunities to achieve additional cost savings and operational efficiencies through process re-engineering, outsourcing, organizational redesign, information systems enhancement, staff development and training, and policy and procedural changes.

**Project Cornerstone:** A related project of vital importance to improving University management and future restructuring efforts is Project Cornerstone.

This project, as many of you will recall, involves the re-engineering of certain key administrative processes such as purchasing and accounts payable, and the replacement of our antiquated financial information systems with a new state of the art hardware and software systems that can provide us with the information infrastructure to meet the management needs of both the schools and the central administration and to support our on-going restructuring efforts.

Last year, the re-engineering of the procurement and accounts payable processes was completed, and this fall we purchased a new main frame computer and the Oracle software system which provide the foundation for Project Cornerstone. The first stage of the project, which is targeted for implementation on July 1, 1995, involves the creation of three central components of the financial management system:

- A new general ledger accounting system, designed to meet fully the defined management needs of the schools and the central administration.
- A new purchasing and accounts payable system, to permit more efficient processes for procurement and payments to external vendors.

- A new Data Warehouse, to provide a convenient means to collect, access and analyze University data to support planning, management reporting, and analysis.

Although some key policy decisions must be made in the next month in order to meet our target date for implementation of this project, we remain quite hopeful that we can go on line with these three components by July 1. Although this is a costly project, requiring substantial reinvestment in hardware and software, those costs will be fully covered by sustained cost savings in financial administration that will be generated through re engineering. That is a model that we expect to follow throughout the administrative restructuring effort. (For more on Cornerstone, see page 8.—Ed.)

**Public Safety:** A third major focus has been our efforts to enhance both the reality and the perception of security and safety on and near the campus. We all share President Rodin's commitment to ensure the safety of our students, faculty and staff.

This fall, the Department of Public Safety, in cooperation with the Vice Provost for University Life, undertook a number of initiatives to educate the University community on ways to enhance their personal safety; to improve the equipment and deployment of our patrols on and near campus, to enhance safety in our residence halls, to extend our working relations with the Philadelphia police, and to enhance the system of Blue Light Phones on and off campus.

We have also selected Commissioner Kuprevich to develop for our consideration a new Master Plan for Campus Security to improve the safety and security of University students, staff and faculty, both on and off campus. When that report has been reviewed internally, I will invite a panel of four to five distinguished and experienced law enforcement officials familiar with the

issues of urban and campus security visit Penn to review the proposed Master Plan, evaluate our public safety operations, and give us the benefit of their advice on how we can make the campus and surrounding neighborhoods safer for all.

Through these efforts, I am confident that we can achieve our overriding objective, which is

to make Penn the safest and most secure urban campus in the country.

We are, of course, continuing to address a broad range of other important issues in areas such as facilities planning and construction, investments and real estate, policies related to indirect cost recovery, human relations issues,

and managing our relations with city and state government. But we expect that over the next several months, our activities will continue to focus heavily on safety and on administrative restructuring.

— Jack E. Freeman  
Acting Executive Vice President

## Restructuring Penn: A Preview of the Coopers and Lybrand Study

An outside study that contains recommendations for University-wide administrative restructuring will be released to the Penn community in January.

The report, prepared by the higher education practice of the professional service firm of Coopers & Lybrand, is the first phase of an ongoing restructuring effort to enhance administrative effectiveness and cost efficiency, thereby strengthening Penn's core mission of academic excellence.

A preliminary version of the report was presented to the President's Advisory Group and to the Cost Containment Committee of the Faculty Senate. The preliminary report contained several important findings, such as the need to redefine the role of the Human Resources department, from one of an enforcement function to one that is a service-driven organization. The report also found surprises, such as inconsistent standards in purchasing administrative computer hardware and software, which increase the costs of purchasing and maintaining computer systems University-wide. In addition, the report found that services offered by maintenance programs in other divisions duplicate those offered in Facilities Management.

The goal of administrative restructuring is to provide better services while at the same time reducing costs. The University has already reduced costs during the past two years, and now seeks to establish an overall strategy for administrative cost reduction for the future. Implementation of the strategy will enable Penn to invest in targeted academic and administrative areas.

Among the initiatives already underway at Penn is Project Cornerstone, a structured approach to reengineering administrative process facilitated by information technology. (See page 8 of this issue.—Ed.)

Coopers & Lybrand was retained last year by Interim President Claire Fagin to study Penn's administrative operations. When President Rodin took office, she expanded the firm's mandate to include a strategic look at the University's business and administrative processes, to establish a consultation process that ensures that the firm's work addresses the needs and concerns of the Penn community, and to develop an action plan with practical recommendations that can be implemented within a realistic timetable.

Coopers originally expected to complete the report before the end of the fall term, but the report was delayed. Therefore, the University decided to wait until the entire campus community had returned from winter break before releasing the report. Shortly after the report is made public, the University will provide a description of restructuring principles that will drive implementation plans.

In developing the report, Coopers & Lybrand worked in conjunction with the Cost Containment Oversight Committee, which was created two

years ago in cooperation with the Faculty Senate. The Committee, co-chaired by Provost Stanley Chodorow and EVP Freeman and comprised of deans, faculty and administrators, worked closely with Coopers & Lybrand in studying administrative restructuring at Penn.

Working closely with the Cost Containment Committee and University staff, Coopers & Lybrand conducted a series of interviews and examined the University's operational and financial processes. The firm focused its analysis on the departments of Human Resources, Public Safety, Information Systems and Computing, Facilities Management, Finance, Business Services, School-based administration, and Project Cornerstone.

Following are selected recommendations from the preliminary draft of the Coopers' report:

- The EVP Center should commit to deliver relevant, tailored administrative services responsively and cost-effectively as well as to maintain a sound set of management policies, business rules, and flexible systems to guide

### Bookstore Shopping by e-mail

The Bookstore has developed an e-mail "mailing list" to keep customers informed of sales, special pricing, new products, and changes in services for both the Bookstore and Computer Connection.

To join the mailing list, to inquire about new releases or titles in stock, and to place orders, customers can now e-mail [generalbook@al.benhur.upenn.edu](mailto:generalbook@al.benhur.upenn.edu).

When placing orders, include name and daytime phone number, title and author of book, ISBN (if possible), preference of paperback or hardback, and quantity. Do not include credit card numbers. The account will be checked daily at 10 a.m. and all messages will receive a response within 24 hours.

— Mike Knezic, Bookstore Director

### Wrong Number?

Currently the Business Services office is working on the supplement for the University Faculty/Staff 1994-1995 telephone directory. Please send any additions and changes in the White pages (individual listings) and Yellow pages (departmental listings) by Friday, January 20, 1995. You may submit entries for the green pages, but they will not be in the supplement. Mail entries to: Banoo Karanjia/ Meredith Krych; Telephone Directory Section, Business Services, Suite 521A, 3401 Walnut/ 6228; or fax them to 898-0488. If you have questions, please call 898-9155. Thank you.

— Banoo Karanjia and  
Meredith Krych, Business Services

the activities of the responsibility centers. The schools and departments should in turn refrain from developing their own freestanding services and systems which replicate what the EVP Center should provide.

- There should be agreed-upon service levels, and central service should be subject on a periodic basis to regular free-market comparisons similar to a for-profit client service operation. Similarly, responsibility centers should be accountable for the administrative service that they are expected to perform for their own students, faculty and staff.

- Information Systems and Computing should restructure its organization and delivery of computer support to enhance efficiency for all schools and departments.

- The Division of Finance should restructure Student Financial Services to eliminate duplication, which would substantially reduce costs.

- The Department of Human Resources should establish consistently applied compensation practices that include merit increase guidelines for managers, a single annual pay increase period, and a formal and mandated job evaluation program. Further, the department should renegotiate its Blue Cross contract so that administrative expenses are in line with national norms.

- The Division of Public Safety should enhance its current efforts to improve campus security services, including greater use of roving patrols, increased lighting in public spaces, improved escort services, and a stronger public education campaign. Over the long term, Penn should consider making structural improvements to security operations in the areas of University-wide access alarm and monitoring systems, trained security officers to supplement the campus police force, Public Safety facilities improvements, coordination and cooperation with the Philadelphia Police Department, increased attention to off-campus security issues, and stronger ties to local community organizations.

- Business Services should undertake a program to improve profitability in the Penn Tower Hotel that includes leasing space to third parties, leasing food and beverage operations to a professional restaurant management company, and undertaking an administrative cost reduction program. The University should also consider enhancing the hotel's catering function of Dining Services.

Although the Coopers study focused primarily on central administration, the firm did review administrative operations in the School of Arts and Science, and the School of Engineering and Applied Science. The report recommended that the University consider restructuring school and departmental administrative processes to reduce costs, simplify procedures, and improve service.

— Office of the Executive Vice President

## Transportation Support: Christmas/New Year Holiday Break

Penn Transit Services will provide *full service* through Friday, December 23, 1994 and then discontinue regular service until Tuesday, January 3, 1995, as published in the transportation brochures. All Transit Stops will be closed during this period.

*Limited transportation service* during the holiday period between Saturday, December 24, 1994 and Monday, January 2, 1995 will be provided by Penn Transit Services in conjunction with the Department of Public Safety.

No service will be available on Christmas Night and New Year's night.

If you require transportation during the holiday period:

- Please call the Penn Police at 898-7297 and give the dispatcher your current location and your destination.
- Door to door transportation services will be provided within established Escort Service boundaries between the hours of 6 p.m. and 3 a.m. to any member of the Penn Community holding a valid PennCard.

Penn Transit Services will resume regular service on Tuesday, January 3, 1995.



—Department of Transportation Services

**About the Crime Report:** Below are all Crimes Against Persons and Society listed in the campus report for the period **December 5 to 11, 1994**. Also reported were Crimes Against Property, including 27 thefts (including 5 burglaries, 1 of auto, 7 from auto, 1 of bikes & parts); 10 incidents of criminal mischief & vandalism; 1 of trespassing & loitering. 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 *December 5 through 11, 1994*. The University police actively patrol from Market Street to Baltimore Avenue, and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on Public Safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

### Crimes Against Persons

**34th to 38th/Market to Civic Center:** Robbery (& attempts)—1, Simple assault—1, Threats & harassment—4

|          |          |                   |                              |
|----------|----------|-------------------|------------------------------|
| 12/05/94 | 2:23 PM  | 3744 Spruce St.   | Assault                      |
| 12/07/94 | 3:39 PM  | Levy Park         | Threat received              |
| 12/09/94 | 4:48 AM  | Furness Bldg.     | Robbery at knife point       |
| 12/09/94 | 9:04 AM  | 3400 Blk. Spruce  | Juveniles pushed complainant |
| 12/09/94 | 1:20 PM  | Stouffer Triangle | Dispute between students     |
| 12/11/94 | 11:51 AM | Stouffer Triangle | Prank phone calls received   |

**38th to 41st/Market to Baltimore:** Aggravated assault—1, Simple assault—1, Threats & harassment—3

|          |          |                  |                                      |
|----------|----------|------------------|--------------------------------------|
| 12/05/94 | 1:54 AM  | Harnwell House   | Guard received unwanted calls        |
| 12/06/94 | 2:40 AM  | 3900 Blk. Walnut | Attempted stabbing by male/arrest    |
| 12/06/94 | 10:29 PM | Harrison House   | Numerous hang up calls received      |
| 12/10/94 | 2:14 AM  | 3900 Blk. Locust | Complainant knocked down/no injuries |
| 12/10/94 | 7:52 AM  | Chestnut Hall    | Harassing phone calls received       |

**41st to 43rd/Market to Baltimore:** Simple assault—1

|          |         |               |                              |
|----------|---------|---------------|------------------------------|
| 12/05/94 | 4:17 PM | 100 Blk. 42nd | Complainant assaulted/arrest |
|----------|---------|---------------|------------------------------|

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

|          |          |             |                                |
|----------|----------|-------------|--------------------------------|
| 12/08/94 | 10:01 AM | Towne Bldg. | Harassing phone calls received |
|----------|----------|-------------|--------------------------------|

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

|          |         |                   |                      |
|----------|---------|-------------------|----------------------|
| 12/11/94 | 2:28 PM | 34th Hamilton St. | Robbery by two males |
|----------|---------|-------------------|----------------------|

### Crimes Against Society

**34th to 38th/Market to Civic Center:** Disorderly conduct—3

|          |          |                 |   |
|----------|----------|-----------------|---|
| 12/07/94 | 12:15 AM | 3744 Spruce St. | Male cited for disorderly conduct             |
| 12/07/94 | 10:04 AM | 3744 Spruce St. | Male cited for disorderly conduct/on warrants |
| 12/09/94 | 9:48 AM  | Houston Hall    | Male cited for disorderly conduct             |

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

|          |         |                  |                                      |
|----------|---------|------------------|--------------------------------------|
| 12/06/94 | 6:42 PM | 3900 Blk. Locust | Male yelling/acting disorderly/cited |
|----------|---------|------------------|--------------------------------------|

## Crime Alert: Suspicious Vehicles

On Monday, December 12, 1994, at 10 a.m., a female jogger was apparently followed by the occupants of a two-tone vehicle, possibly a Chevrolet Cavalier with a mauve roof line and window posts, orange body panels and heavily tinted window. If you spot this vehicle in the area *do not take any actions against the occupants*.

If you can provide *any* information regarding this incident, or see the vehicle in the area, please contact the Campus Police 898-7297 or Campus Detectives 898-4485.

### Safety Tips:

As always, we encourage you to continue to utilize safety precautions, to be aware of your environment and to promptly report any suspicious activity.

- Use the outdoor blue-light telephones: Open the box and lift the receiver for direct connection to the Campus Police;
- Use Penn's Escort Services (898-RIDE or 898-WALK);
- Use Penn's 24-hour Victim Support/Crime Prevention Unit (898-6600).

—Division of Public Safety

# Update

DECEMBER AT PENN

## ON STAGE

**15** *Open auditions for Marygold Theatre*; for non-Equity actors and "techies" for spring production of Mary Bellamy's *Presents*; 7:30 p.m.; St. Mary's Church.

## TALKS

**14** *Research, Diversity, and Success*; Anita Borg, DEC; 4 p.m.; Alumni Hall, Towne Bldg. (SEAS).

**16** *Nephrolithiasis*; Alan Wasserstein, medicine; noon; Agnew-Grice Auditorium, Dulles (Medicine).

**20** *How the Clinical Immunology Lab Can Help the Physician*; Burton Zweiman, medicine; 8 a.m.; Med. Alumni Hall, Maloney (Medicine).

## New Multi-Site PMS Study

Researchers at the Medical Center are looking for women who have premenstrual syndrome to participate in one of several new medication studies. It is hoped that the treatments will relieve the monthly symptoms of PMS, which include water retention, headaches, depression, anxiety, and severe food cravings.

Women ages 18 to 45 who have regular menstrual cycles may volunteer. Studies last four to six menstrual cycles; participants will receive medications, lab tests, office visits and parking free of charge. Offices are located at HUP, at Penn Medicine in King of Prussia, Willingboro, N.J., Linwood, N.J., and New Castle, Del.

For more information, call the PMS Program at 662-3329 or 1-800-662-4487.

—Cheryl Irving, *Obstetrics/Gynecology*

## Hypertension Study at HUP

The Hypertension Section of the Department of Medicine at HUP is conducting a research study on the effects of salt intake and the response to blood pressure medicines.

This study is open to men and women 18 years of age and older who are in relatively good health but have high blood pressure. The study will take 20 weeks to complete. Subjects who complete the study will be reimbursed up to \$680 for their efforts.

For more information, please call 662-2780 and ask for Dr. Townsend or the undersigned.

—Virginia Ford, *Department of Medicine*

## Almanac Holiday Schedule

*Almanac* will be published on December 20 and then resume weekly publication next semester after the holidays on January 10. The deadline is *January 3*.



*Almanac*

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# Making Connections: Principles for Administrative Information Technology at Penn

For the first twenty years of the computer revolution, the architecture of information systems was defined by the limits of the technology. The resulting systems—many of Penn's current systems—are hard and brittle. We call them "software," but they aren't flexible. When we try to bend them or tie them together, they break. We have been forced to ask people to accommodate their work habits to these inflexible systems.

Computing technology has recently begun to evolve according to a new, more flexible model. We at Penn have the opportunity over the next few years to rebuild our aging administrative systems to take advantage of this evolution, streamlining administrative activities and providing people with better information for daily work and for planning.

Toward that end, Project Cornerstone was begun in FY1993. It is sponsored by the Provost and Executive Vice President and led by the Vice President for Finance, Steve Golding, and the Vice Provost for Information Systems and Computing, Peter Patton. Cornerstone's objective is to streamline Penn's administrative processes and put in place information systems that help make those processes more effective. The first step was to find out in a comprehensive way how information is handled, how it *should be* handled, and how information technology and support can bridge the gap between the two.

Starting with a vision drawn from interviews with faculty, deans and others, the team took draft principles to discussions with hundreds of people from Penn's schools and administrative centers. Under the oversight of Cornerstone's advisory group, composed of associate deans for administration and senior Penn budget and planning officials, the team distilled the principles shown at right. Those labeled *General* apply across all the other categories. The *Data* principles concern the information assets of the University, and the *Applications* principles the software and systems that process data. *Infrastructure* principles are concerned with the underlying technologies that support data and applications, while *Organization* refers to people and administrative structures.

Each principle addresses an area that experience had shown to be important. As each principle was suggested and reviewed, people articulated its rationale and thought ahead to imagine some of its implications, then stated the principles in a form that could guide useful action and indicate ways to measure the results. To cite just one example:

General Principle 3, *Cost-effectiveness*, states that "Information technology must contribute to the cost-effectiveness of the functions it supports and must be cost-effective from the perspective of the University as a whole."

Its *rationale*: Penn seeks to minimize administrative costs so that savings can be applied to research and instruction.

Some *implications*: Improving an administrative process before making an information technology investment to support that process will yield greater return on investment.

*Actions* to be taken: Establish cost/benefit guidelines and methods for establishing objective measures, quantifying and weighing selection criteria, etc. Consider all life-cycle costs of acquisition, development, maintenance, use, training, support, and retirement.

*Measurement* tools are needed to measure captured savings from information technology investments so these savings can be properly redirected.

Taking these principles seriously will in some cases mean changing the way Penn does things. It will mean new standards, policies, and procedures, and new ways of measuring progress. Penn's new administrative desktop hardware standards are based on the principles, for example. The principles have also guided Penn's acquisition of the first two Cornerstone systems—purchasing and general ledger accounting—and the development of a "data warehouse" for easy access to management information.

—Office of Information Systems and Computing

**Special Note:** Leaders of Penn's academic computing community are developing a complementary set of principles about the use of computing for research and instruction. When these have had full discussion and revision, they will take their place beside the administrative principles outlined here.

**More Information:** ISC's direction statement, *Making Connections: Building Penn's Electronic Future*, is available from the Office of Information Systems and Computing. For fuller commentary on the principles below: Cornerstone Program Manager Robin Beck, [beck@umis.upenn.edu](mailto:beck@umis.upenn.edu) (215/898-7581).

## OF RECORD

*The following principles represent an important step in Penn's administrative development. Not only will these principles guide Project Cornerstone and other structured efforts, but they will be helpful to anyone using information technology at Penn.*

—Stanley Chodorow, Provost, and Jack E. Freeman, Acting Executive Vice President

### Principles for Information Technology in Administration

#### General

1. *University assets.* Information technology infrastructure, applications, and data must be managed as University assets.

2. *Functional requirements.* University priorities and functionality determine investments in administrative information technology.

3. *Cost-effectiveness.* Information technology must contribute to the cost-effectiveness of the functions it supports and must be cost-effective from the perspective of the University as a whole.

4. *Policies, standards, and models.* Policies, standards, models, and methodologies—based on the principles outlined here—govern the acquisition and use of data and information technology. Regular update and communication are required.

5. *Investment criteria.* Investment decisions (even those not to take action) must be based on University needs, cost-effectiveness, and consistency with standards and models.

6. *Training and support.* Penn must put sufficient effort into ongoing support of its information technology assets. Skills and experiences from across the University must be leveraged and communication channels opened.

#### University Data

7. *Accuracy.* University administrative data must be accurate and collected in a timely way.

8. *Security and confidentiality.* University administrative data must be safe from harm and, when confidential, accessible only to those with a "need to know."

9. *Ease of access.* University administrative data must be easy to access for all groups of authorized users regardless of their level of technical expertise.

10. *Multiple uses.* Penn must plan for multiple uses of University administrative data, including operations, management decision making, planning, and ad hoc reporting.

11. *Purposeful collection.* A given set of data should be collected once, from the source, and only if there is a need for the data.

12. *Common base of data.* A common base of data must be created to facilitate sharing, control redundancy, and satisfy retention requirements.

13. *Documentation.* Detailed information about University administrative data must be created, maintained, and made available.

#### Administrative Applications

14. *Ease of use.* Applications must be easy to use for both novice and expert users. Interfaces

should be similar enough to present a reasonably consistent "look and feel."

15. *Adaptability.* Applications must be easily adaptable to changing administrative and technical requirements.

16. *Data sharing.* Applications must use a common base of well-defined University data and reference a common repository.

17. *Ensuring data quality.* Applications must help ensure valid, consistent, and secure data.

#### Infrastructure

18. *Common communications infrastructure.* Academic functions and administrative systems must share common data, voice, and video communications infrastructures.

19. *Connections within the University.* The communications infrastructure must be standardized to allow reliable, easy interaction among individuals, work groups, departments, schools, and centers.

20. *Connections outside the University.* The communications infrastructure must comply with national and international standards that allow reliable, easy interaction with those communities.

21. *Hardware and software choices.* Administrative hardware and software will be limited to a bounded set of alternatives. This applies to desktop computing, application servers, communications components, application development tools, and data management tools.

22. *Emerging technologies.* Penn must devote appropriate, coordinated effort to evaluating and piloting emerging technologies.

#### Organization

23. *Data stewards.* Data stewards are responsible for ensuring the appropriate documentation, collection, storage, and use of the administrative data within their purview.

24. *Process owners.* Process owners are responsible for developing and maintaining the standards, structures, and applications that ensure the quality and cost-effectiveness of specific administrative processes.

25. *Information Systems and Computing (ISC).* Information Systems and Computing provides leadership, infrastructure, standards, services, and coordination that permit Penn to take full advantage of its information technology assets.

26. *Schools and administrative centers.* Schools and centers are responsible for creating data and using information technology to meet the objectives of their organizations.