

# UNIVERSITY of PENNSYLVANIA *Almanac*

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## Baccalaureate: Andrea Mitchell

Andrea Mitchell, the Penn alumna and trustee who is NBC's Chief Foreign Affairs Correspondent, will be the 1998 Baccalaureate speaker Sunday afternoon, May 17.

Ms. Mitchell, program director at WXPB during her undergraduate days, started her career in commercial broadcast journalism on graduation from Penn's College for Women in 1967, covering City Hall for KYW until 1976 when she joined WDM-TV (then WTOP), the CBS affiliate in Washington, D.C. In 1978 she moved to NBC News as a Washington-based correspondent.

After covering the White House for NBC from 1981 to 1988, she was named chief White House correspondent in 1988. As Chief Foreign Affairs Correspondent since 1992, she appears regularly on *NBC Nightly News*, the *Today* program—where she is also called upon as political analyst—and on MSNBC, NBC, and Microsoft's new cable network. She has also appeared frequently on *Meet the Press*. Ms. Mitchell is especially noted for her pursuit of evolving foreign policy issues in the U.S. and abroad. She covers the political implications of foreign policy and international crises from a post that includes world hot spots, summits, Presidential trips, and the State Department. Her coverage of momentous events has included the famous handshake between Yasser Arafat and Yitzak Rabin, President Clinton's journey to Russia, and the historic economic summits of the G-7 nations.

At Penn Ms. Mitchell serves on the Trustees' Executive Committee and on its the academic policy, external affairs, and honorary degrees and awards committees. She is also chair of the Annenberg School Advisory Committee and a member of the Trustees' Council of Penn Women. In 1996 she established the Andrea Mitchell Term Chair in English, now held by Dr. Peter Conn. Ms. Mitchell is also a member of the Advisory Council of the Girl Scouts of Washington, D.C.



Andrea Mitchell

## Secretary of the University: Rosemary McManus

Rosemary McManus, Vice President for Housing Impact at Fannie Mae, the Congressionally-chartered, shareholder-owned company that is the nation's largest source of funds for home mortgages, will become the Secretary of the University of Pennsylvania on March 16, President Judith Rodin has announced.

"A number of impressive candidates were interviewed over the past several months," the President said, "but more than anyone else, Rosemary has the exceptional qualities needed in a new Secretary. She has extensive, successful experience as an administrator; a keen understanding of large, disparate organizations; and a deep respect for higher education and the challenges we face."

Ms. McManus succeeds Dr. Barbara Lowery, who since last summer has been Interim Secretary in addition to her post as Associate Provost. "Barbara has done an outstanding job," added Dr. Rodin. "We are all in her debt."

Rosemary McManus holds a B.A. in government and foreign affairs from the University of Virginia and an MBA from George Washington University.

She joined Fannie Mae in 1986 and moved through various posts in research, communications and Congressional relations to become director and assistant to the chairman of Fannie Mae. In that position she was advisor the chairman on key internal and external issues while managing the creation and adoption of a corporate-wide diversity initiative. She became director of housing impact policy in 1992, and in this role she laid the groundwork for a structure and network to expand homeownership opportunities to underserved markets, while also managing Fannie Mae's external Housing Impact Advisory Council.

After holding two other Washington-based positions—director of policy and public affairs in 1993-94, and then director of housing impact—Ms. McManus came to Philadelphia in 1995 as Vice President for Housing Impact.

Here she has been responsible for what is known as the Trillion Dollar Commitment to provide targeted mortgage finance to underserved communities in the ten-state Northeast region. She has also handled long-term investment strategies in Boston, Hartford and New York, totalling almost \$10 billion; community partnerships in Jersey City and Philadelphia; and the region's communications and public affairs operations.



Rosemary McManus

## Penn's Way: \$250,000 for 1998

Faculty and staff have pledged a total of \$250,000 to charity through Penn's Way for 1998, according to Barbara Murray of Business Services. Her breakdown of the pledges received by the two organizations involved in the University's "side by side" campaign:

United Way	\$201,500
Center for Responsible Funding	\$48,500

The \$48,500 raised via the Center for Responsible Funding was earmarked for five partners as follows:

AIDS Fund	\$ 4,900
Black United Fund	7,100
Bread & Roses	13,800
Environmental Fund	5,400
Women's Way	17,300

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At Council on January 28, the Interim Provost reported briefly on progress in the college house system, and on the emerging topic of Distance Learning. His remarks on the latter:

## Steps Toward Distance Learning at Penn

by Michael Wachter

As you may recall, *Information Science, Technology and Society* is one of the University's six academic priorities (*Almanac Supplement* September 24, 1996). We have enormous strengths in these areas that we are trying to build upon. One of the important aspects of *Information Science, Technology and Society* is that technology will be truly transformational in the way we deliver educational services.

An important example of this is Distance Learning.

Distance Learning broadly refers to any time that a student and faculty member are not in the same room at the same time as part of the learning experience. What we are finding is that a large number of universities have already started introducing either Distance Learning degree programs or Distance Learning certificates. Indeed, in our twelve schools, most have initiatives of one sort or another—although not typically at the degree level at this point.

I've been chairing a committee that was appointed in December and has been meeting for the last several months to look into the issues posed by Distance Learning. There are very complex, interesting, exciting issues to deal with. There is no question but that this university must lead in Distance Learning—but we must also do it in a *smart* way. Most of you have heard of Phoenix University; there are other examples of that kind. We are in no way looking to lower our standards to that level or to dilute fundamentally the kinds of courses and degrees that we offer. We believe that ultimately—and shortly—all of our peer institutions will provide some kind of Distance Learning certificates or degrees. Duke already has one, for example, in an MBA program. So we are looking into this very carefully and working with the schools on their initiatives.

At all times, our intent will be to present premier quality distance learning programs. To that end, a number of questions will need to be answered:

*Who are the students who will be in these programs?  
How will they be chosen?  
How will they be admitted?  
Who will teach the courses?  
Who will monitor the quality of the programs offered, to ensure that the standards of the University are maintained?*

In addition, there are a number of significant legal and accreditation issues raised by Distance Learning, and we are looking into those as well.

And finally, there are complex issues involved in the funding, development, distribution and marketing of Distance Learning programs. Certainly one of the important aspects of it is that while we are used to thinking of our courses in terms of their academic content, most Distance Learning will also involve a *visual* content that will also have to be high quality. We have to make sure that the kinds of programs we develop not only have the substantive, outstanding merit that are typically found in our programs, but also are delivered effectively in whatever form they take to make the most of the new technologies.

### Ivy League: Athletic Eligibility Case Closed

On January 26, Ivy League Executive Director Jeff Orleans notified the League by fax that "...the NCAA has accepted the University of Pennsylvania's report regarding its recent eligibility matter, as well as this office's concurring report, and has closed this matter as a secondary violation on the basis of those documents." (The University's report appeared in *Almanac* January 13.)

## Membership and Charge of the Special Committee on Consultation

### To the University Community

At a special meeting of University Council on November 5, 1997, a resolution was passed by a show of hands with no dissenting votes in which the Council recommended "appointing a committee composed of faculty, students, administrators, and support staff, which is charged to examine the problems that have been raised about the consultative process, and to make recommendations by April 1, 1998, to facilitate improvements."

The Steering Committee of Council determined the number of representatives from each constituency. Development of the charge and appointment of a chair to the committee was delegated to the President and Provost of the University and the Chair, Past Chair and Chair-elect of the Faculty Senate. Each constituency of Council submitted the names of the requisite number of members to represent their constituency to the Chair of the Faculty Senate, acting in her capacity as Chair of the Steering Committee of University Council. The charge and list of recommended committee members was presented to and accepted by the Steering Committee at its February 3, 1998 meeting. The recommendation by the President that the Chaplain of the University serve as an ex officio member of the committee was approved by Steering. The committee has been charged to return its report and recommendations to Steering in time to be presented to Council at the April 22, 1998 meeting.

The charge to the *ad hoc* committee on consultation appears below, followed by the list of committee members. We understand that the committee invites input from the University Community. Please direct all comments to the chair of the committee.

We wish to thank the chair and the members of the committee for agreeing to serve the University in this most important task. We look forward to receiving the report and its recommendations.

— Judith Rodin, President  
— Vivian Center Seltzer, Chair of the Faculty

### Charge to the Ad Hoc Committee on Consultation

Consultation is a central dimension of the life of the University and critical to the well-being of our community. To maintain a consultation policy which is both dynamic and functional, it is necessary to assess current practices and to design additional initiatives. Within this framework the charge to the University Council Ad Hoc Committee on Consultation is to:

1. Identify the current vehicles for consultation. Could they be more effectively deployed?
2. Develop a continuum of consultation models in different contexts broad enough to encompass the major kinds of issues and circumstances the University is facing.

Anchoring one extreme of the continuum of consultation is information by an authorized decision maker to the authorized head of one or more other constituencies so that person or persons is not "blind-sided." Anchoring the other extreme of the continuum is genuine collaborative work from the beginning for which effective problem solving requires hearing a wide-range of voices.

3. Develop specific models of consultation appropriate for each location on the continuum.
4. Identify the appropriate offices/persons from the relevant constituencies to participate in the consultation process.

### Membership of the Ad Hoc Committee on Consultation

<i>Chair:</i>	Howard Lesnick (law)
<i>Faculty:</i>	John Keene (city & regional planning) Lynn H. Lees (history)
<i>Administration:</i>	John J. Heuer (human resources) Barbara J. Lowery (provost's office)
<i>GAPSA:</i>	Matthew Ruben (GAS 1999)
<i>UA:</i>	Bill Conway (College 2000)
<i>PPSA:</i>	James Bean (mail service)
<i>A-3 Assembly:</i>	Donna Arthur (data systems, law)
<i>Ex officio:</i>	William Gipson (chaplain)

The following statement is published in accordance with the Senate Rules. Among other purposes, the publication of SEC actions is intended to stimulate discussion among the constituencies and their representatives. Please communicate your comments to Senate Chair Vivian Seltzer or Executive Assistant Carolyn Burdon, Box 12 College Hall/6303, 898-6943 or [burdon@pobox.upenn.edu](mailto:burdon@pobox.upenn.edu).

## Actions Taken by the Senate Executive Committee Wednesday, February 4, 1998

### 1. Items from the Chair's Report.

a. SEC appointed Erling Boe as chair of the Senate Committee on the Economic Status of the Faculty.

b. The faculty members—chair, Howard Lesnick, John Keene, Lynn Lees—and other members of the University Council Ad Hoc Committee on Consultation were announced.

c. Frank Goodman's subcommittee on strategic planning is studying faculty involvement in design of the school plans. Faculty were invited to communicate their comments to Frank Goodman or members of the subcommittee of the Senate Committee on Administration.

d. School reports on intellectual property are coming in to the Faculty Senate Office for review by Ralph Ginsberg's subcommittee of the Senate Committee on the Faculty.

e. John Keene reported that architects for the new Faculty Club have redesigned a section of the plan so as to provide an additional meeting room accommodating 12-14 people. A special subcommittee of the Faculty Club Board of Governors is working with architects on selection of interior materials. The Senate Chairs have requested Executive Vice President John Fry publish an *Almanac* piece detailing the Faculty Club move. They asked that the University community be invited to express their views on the Faculty Club move.

f. It was originally intended that savings realized through cost containment were to go into educational programs. The Senate Chairs have requested the Executive Vice President provide information on where savings have occurred and where they are being used. Some SEC members expressed concern that for two years the University budget has not been published in *Almanac*. SEC requested the Chair to make inquiries.

g. SEC members had reported at the last meeting efforts by some school deans to undertake a post-tenure review process. Other schools continue an annual faculty review tied to salary increases. The chair stated that neither the President nor the Provost had called for post-tenure review. The chair mentioned that the President encourages a developmental view, looking at academic career stages and functions with emphasis on professional and academic development as well as variation in responsibilities. Several SEC members reiterated concerns expressed at the last meeting, particularly that any review procedure needed faculty discussion and approval. SCAFR Chair Larry Gross announced that SCAFR will meet shortly to discuss post-tenure review and recent events. He invited faculty to contact him or a SCAFR member with any information.

h. The chair noted she received an e-mail from the local AAUP Chapter regarding concerns about increased pressures and the teaching climate in the Medical School. Several SEC members said there are increased pressures to bring in more grant dollars and for clinical faculty to work harder. There is less time to study about what faculty do and it is increasingly difficult for clinician educators to assemble an academic career. At this point there is not yet concern that the teaching mission has begun to suffer but proliferation of other types of faculty will displace clinician educators who are competing for the same grants. Another SEC member held the view that the cost will be not to teaching but to the tenure system and that this point is related to post-tenure review, e.g. more initial hires are in ranks not leading to tenure. Another SEC member pointed out that the increased use of part-time faculty is a widespread national concern.

### 2. Continued discussion on proposed changes in medical plan caps.

John Egner of Towers Perrin said the proposed change in the cap on out-of-network benefit under PENNCare from \$2M to \$1M is intended to encourage patients with high-cost illnesses to receive their care in-network. The proposed in-network uncapping fits competitive norms in an unmanaged environment. SEC member and Council Personnel Benefits Committee Chair David Hackney clarified that under Blue Cross Plan 100 the \$1M cap is on Major Medical of Plan 100, the rest of Plan 100 is not capped. He went on to say the you could switch plans into any other health option offered by the University if you were approaching the cap and when approaching the cap in the second plan you could switch to a third plan, and

so on. A SEC member pointed out that while switching plans is permitted now, that may not be the case in the future. It was also pointed out that if changing the dollar cap produced no savings while imposing management rigor that it was a poor decision and sends the wrong message. This change alone does little of significance while plan switching and million-dollar lifetime caps remain. The long-term question is if we are pushing people into managed care is that where we want to go? If so, will we have to push much harder (by sharply reducing the out-of-network caps, eliminating plan switching, or by other means) to get them there.

The following motion was adopted: *The Senate Executive Committee endorses the proposed change in medical plan in- and out-of-service caps and authorizes a Senate committee to examine the long-term issues for discussion at a future SEC meeting.*

**3. Informal discussion with Interim Provost Michael Wachter.** In response to an issue raised by the chair, Interim Provost Wachter began by stating that there has been no request to the schools from the President or Provost to carry out a post-tenure review process and that any material change in faculty procedures should be brought before the Faculty Senate for review. Several SEC members described post-tenure reviews ongoing in their school while others stated that for some time there had been in place an annual review of faculty connected with salary increases. The chair pointed out that last year SEC recommended that deans/departments chairs annual salary/review letter include criteria on which the raise was based. Several SEC members raised the issue that the Faculty Senate had approved an increase of clinician educators in the Medical School to 40% but that cap has by now exceeded 50%. A SEC member stated the maximums should be adhered to and should be tracked in the Provost's Office. The Interim Provost said he had only been at the job one month and would look into the matter and get back to SEC.

Interim Provost Wachter described his priorities to accomplish University goals and to move forward efforts begun when he was Deputy Provost. These include: the College House system and establishing a firm structure for it to operate and succeed; the Six Academic Priorities; budgets of the Provost's Center and other center budgets. He said the University is very healthy and getting stronger in important areas of education. A subcommittee of the Academic Planning and Budget Committee will have a report on distance learning in a few months. Interim Provost Wachter was convinced that students will want to come to Penn and participate in programs in residence and that distance learning will be ancillary to that education. Distance learning has enormous risk and promise but will be channeled in a productive way.

**4. Committee on Students and Educational Policy Progress Report.** Committee Chair David Williams presented an interim, working report. Existing mechanisms for faculty oversight of new credit-bearing courses function well. Less clear are oversight mechanisms for non-degree and certificate programs. Special attention was given to the potential impact of instruction centered in the new College Houses where it appears current procedures will be followed for all credit-bearing courses. For non-degree and certificate programs the preliminary impression is that these do not yet appear to draw a substantial student clientele, do not dilute faculty involvement in degree-granting programs and seem well-conceived and responsibly delivered. The committee's concern with non-degree programs is linked to the group's focus on the instructional impact of the electronic revolution and information technologies. There is a great deal of information available on Web pages; administrative support for faculty involvement is available and helpful. The committee also focussed major effort on issues of educational policy in a time of market challenge and irresistible technological change. Comments and suggestions were invited.

**5. *Almanac* publication procedures.** *Almanac* Editor Karen Gaines gave an overview of how an issue is planned, set up and printed. It was noted that the Faculty Senate Committee on Publication Policy for *Almanac* also serves as the faculty component of the *Almanac* Advisory



## SEC Actions *from page 3*

Board. Illustrating ways that physical realities of printing affect the editorial process, she distributed Almanac's *Guide for Readers and Contributors* and asked feedback on current and future uses of its web editions to meet faculty priorities. Responding to a question on the absence of routine publication of the University budget, Ms. Gaines stated it was last published in *Almanac* in 1995, and that publication slipped during a change in administrative personnel. A SEC member suggested that SEC ask the annual University budget be routinely published in *Almanac*. The Senate Chair thanked Ms. Gaines for her hard work and cooperation.

**7. Other new business.** Jack Nagel outlined a vendor policy meeting he attended recently on behalf of SEC.

**8. Deferred items.** Past Chair's Report on activities of the Academic Planning and Budget Committee and Capitol Council was carried over to the next meeting, along with benefits proposals on mental health and long-term disability.

## Authorship Credit in Student-Faculty Publications

*Following discussions with the Council of Graduate Deans and with graduate group chairs, the Graduate Council of the Faculties has unanimously approved a resolution that requires all graduate groups at the University to prepare written guidelines clarifying the criteria that should be used to determine authorship credit in faculty-student collaborations for the disciplines represented in the graduate group. Interested faculty and graduate students should speak to their graduate group chair about plans for preparing and disseminating the guidelines within their graduate group.*

### Why is a Policy Needed?

1. For students who intend to pursue academic and/or research careers, scholarly publications that reflect the product of their research work are essential to being considered for a job and establishing a career.
2. Faculty members are almost always directly involved in the student's scholarly work as mentors, employers, collaborators, or consultants.
3. When publications emerge from collaborative faculty-student effort, it is not always clear who should be given authorship credit, and in what order the authors' names should appear on the published work.
4. The Vice Provost, the Council of Graduate Deans and the Graduate Council of the Faculties have been made aware over the years that there is widespread uncertainty among graduate students about what constitutes fair practices for the determination of authorship. Practices vary widely between and within departments at Penn.
5. Graduate students are understandably reluctant to raise issues of authorship at the beginning of projects, and skeptical about the efficacy of raising issues once the work has been completed. Students feel that authorship credit is a difficult issue to raise, because their questioning of the arrangements can be interpreted as a challenge to the mentor on whom the student depends for intellectual and/or financial support as well as future letters of recommendation.
6. The lack of clarity concerning fairness in authorship is evident not only among graduate students. Faculty members, too, are often uncertain about fair practices. Some feel that their intellectual and written contribution to a student's published work has not been sufficiently acknowledged.
7. As part of their appropriate professional education, young scholars need to learn about how questions of joint-authorship are decided. Guidelines can facilitate discussions between students and their faculty mentors which further such learning.

### Diversity of Practices in Different Disciplines and Departments

In considering the task of formulating a university-wide policy on Fairness in Authorship Credit, the Graduate Council of the Faculties is aware that different traditions of joint authorship exist in different disciplines and departments.

- In some fields, the Principal Investigator of the lab is first author of all publications.
- In some fields faculty members rarely or never receive authorship credit on student publications, no matter what their contribution to the project or the product.
- In some fields, authorship depends on intellectual leadership and actual contribution to the ideas for the project and the written product.
- In some fields, authorship rules are clear; in others they are subject to negotiation.
- In some fields, research assistants and research fellows are automatically included as authors when the outcome results from paid work. In other fields, these students are automatically excluded as authors when the outcome results from paid work.

### A University-wide Process for Establishing Authorship Credit

In light of the variability, ambiguity, and uncertainty regarding faculty-student authorship of published work, there are no specific rules that can be enunciated by the Graduate Council of the Faculties that will address the situation in all departments and academic disciplines. Instead, the Graduate Council of the Faculties is mandating a set of processes within each graduate group that will clarify expectations concerning authorship for each student and faculty member.

Graduate groups are being asked to publish and publicize general guidelines concerning authorship and make them available to all graduate students, with a copy to the Dean of the School and Janice F. Madden, Vice Provost for Graduate Education.

— Janice F. Madden, Vice Provost for Graduate Education

## Council February 11: Forum on Police Relations

Among the items on Council's agenda Wednesday, February 11, are interim presentations by the chairs of three committees—Bookstore, Facilities, and International Programs—and a forum on relations between the University Community and the Police, organized by the Undergraduate Assembly. The meeting, 4-6 p.m. in McClelland Hall, The Quad, is open to observers. To register intent to attend: Office of the Secretary at 898-7005.

## Trustees Stated Meeting: February 20

The winter meetings of the the full Board of Trustees, February 18-20, culminate in the Stated Meeting at 2 p.m. Friday, February 20, in Alumni Hall of the Faculty Club. Observers may register their intention to attend with the Office of the Secretary, 898-7005.

## Vending: Session at City Hall

At presstime, Councilwoman Jannie Blackwell was scheduled to meet Monday morning at City Hall with representatives of the University and the community, including the University City Vendors Alliance (UCVA), to discuss the proposal she will take to City Council to regulate vending at Penn.

Three plans have been submitted to Councilwoman Blackwell—Penn's initial proposal and those of the UCVA and the Penn Consumer Alliance.

## Speaking Out

*The following was received too late to appear with the letter it responds too, Dr. James Primosch's "Music: A Mixed Message," in Almanac February 3.*

### Response on Vending/ Consultation

After an exchange of several voice mail messages, a member of my staff met with Dr. Primosch on Monday, February 2, 1998, to discuss his concerns relative to the proposed vending ordinance and Fresh Air Food Plazas. The level of concern and interest in proposals to revamp vending on and around Penn's campus has been an important learning experience for me. I believe I understand much more fully the importance of significant and ongoing conversations about plans that affect us all. I also hope that we as a community can get to the "operational" stage—and implement changes that will make vending better, cleaner, safer, and more available.

— Carol Scheman, Vice President,  
Government, Community and  
Public Affairs

*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.*

## Benefits Program of the University of Pennsylvania

### 1997 Review and Recommendations

*To the University Community:*

This report is published in *Almanac* so that all Penn faculty and staff will be aware of the continuation of the benefits redesign process and the rationale for the development of additional recommendations. It also provides an opportunity for the community to give us feedback via e-mail at [benefits@pobox](mailto:benefits@pobox) or by campus mail to the committee chair.

The recommendations outlined in this report have been discussed and endorsed by the Academic Planning and Budget Committee and the Personnel Benefits Committee of the University Council.

We anticipate that the President, Interim Provost and Executive Vice President will make a final decision with respect to these recommendations in March 1998, with implementation effective July 1, 1998.

#### The Benefits Advisory Committee

*Dr. Barbara Lowery, Chair, Associate Provost*  
*Mr. Alfred Beers, Associate Vice President for Finance*  
*Debra Fickler, Esq., Associate General Counsel*  
*Dr. David Hackney, Chair, Personnel Benefits Committee; Professor of Radiology/Medicine*  
*Dr. Robert Hornik, Professor of Communications, Annenberg School*  
*Mr. Gavin Kerr, Vice President Human Resources and Strategic Planning,*  
*University of Pennsylvania Health System*  
*Dr. David Kozart, Past-Chair, Medical School Faculty Senate Steering Committee; Associate*  
*Professor of Ophthalmology/Medicine*  
*Mr. Michael Masch, Executive Director, Budget and Management Analysis*  
*Dr. Olivia Mitchell, Professor of Insurance and Risk Management/ Wharton*  
*Ms. Betty Thomas, A-3 Assembly; Administrative Coordinator, Office of Student Financial Services*  
*Dr. Michael Wachter, Interim Provost*  
*Ms. Marie Witt, Penn Professional Staff Assembly; Associate Vice President for Business Services*

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## Benefits Program of the University of Pennsylvania

### 1997 Review and Recommendations

#### I. Introduction and Executive Summary

In order to conduct a careful, thorough review of Penn's benefits package and to receive advice from the University community, a Benefits Advisory Committee was appointed in 1996. In its first set of recommendations, which were implemented on July 1, 1997, the Benefits Advisory Committee focused on the following goals: maintaining an attractive benefits package that meets the professional and personal needs of University employees; realizing a competitive benefits package; adopting plans that conform to the best practices of benefits design; maintaining affordable benefits for lower-wage employees; retaining those benefits that are most valued by employees; and simplifying and clarifying the benefits package. It attempted to achieve these goals while at the same time contain costs of the program. Those costs were averaging an annual 8.1% rate of growth and diverting resources that might otherwise be used to maintain competitive salaries, invest in Penn's strategic priorities, enable researchers to effectively compete for sponsored research grants, and assure a competitive tuition policy.

The Committee recommended greater employee cost sharing over a wider range of health insurance plans and introduction of prescription drug coverage in the HMO plans; changes to life insurance to provide one-times annual benefits base pay and return of flex dollars to employees; a single paid-time-off accrual schedule and elimination of reduced summer hours; retention of undergraduate tuition benefits and graduate tuition benefits for employees and development of special qualifying programs for employees whose admission to Penn is deferred for academic reasons; and expansion of the options for part-time employees to participate in the Health Care Pre-Tax Account. These changes permit the University of Pennsylvania to continue to offer an attractive and competitive employee benefits package that helps the University to attract and retain excellent faculty and staff.

The Committee also recommended that consideration of changes to health insurance lifetime maximums, retirement, long-term disability, and mental health plans and additional options for long-term care, and vision care be considered this year. Although the committee reviewed a voluntary vision care benefit, there is not yet closure on such a plan. Thus, its implementation will not occur in the next fiscal year. This report focuses on recommendations regarding the other benefits listed.

#### Summary of Proposed Changes

##### Health Care Insurance

- **PENNCare lifetime maximum benefit**—The Committee recommends replacing the \$2,000,000 combined in-network and out-of-network lifetime maximum benefit with an unlimited lifetime maximum for in-network care and a \$1,000,000 lifetime maximum benefit for out-of-network care.

- **Mental health benefits in Plan 100, PENNCare and the UPHS/Keystone POS**—The Committee recommends that annual and lifetime mental health benefit limits be expressed in days rather than dollars and that separate lifetime limits on outpatient mental health benefits be eliminated.

##### Retirement Plan

Penn's Tax-Deferred Annuity Plan has passed IRS nondiscrimination testing this year using a methodology appropriate to 403(b) plan testing that excludes pre-tax employee contributions from the testing. However, the Plan must be amended effective July 1, 1998 to restrict eligibility to employees who are at least age 21 and have completed at least one year of service. The Committee also reviewed certain cash-out features of the retirement plans.

The Committee recommends that:

- The TDA plan be made available to employees who are at least age 21 and have completed at least one year of service. Current participants with less than one year of service should be grandfathered.

- TDA plan participants who terminate prior to age 55 be permitted to withdraw the full balance in their Tax-Deferred Annuity accounts (including University matching contributions).

- The mandatory cash-out amount from the Retirement Allowance Plan be increased from \$3,500 to \$5,000.

##### Long-Term Disability

The Committee recommends:

- Increasing the maximum monthly benefit to \$7,500.
- Eliminating the three-year waiting period for A3 and certain A1 employees so that all benefits eligible faculty and staff will participate on their first day of employment. (As is currently the case, benefits will begin after six months of continuous disability).

- Setting the amount the University pays for medical coverage at the HMO premium for individual or family coverage depending upon the employee's coverage at the time of disability. (Disabled employees who want to remain in a plan other than an HMO may do so by contributing the premium differential. Employees who are currently disabled will be grandfathered under the old policy.)

##### Long-Term Care Insurance

The Committee recommends that the University offer to employees, retirees, spouses/domestic partners, parents, parents-in-law, grandparents and grandparents-in-law the option to purchase individual long-term care coverage.

## II. Detailed Description of Changes

### A. Health Care Insurance

#### *Overview*

The range of Penn's health care options and the flexibility those options provide is an important and highly valued component of Penn's benefits package. For the 1998 fiscal year, the Benefits Advisory Committee expanded the range of plan choices, implemented a prescription drug plan in the HMOs, expanded UPHS discounts and revised an errant employee contribution system.

In keeping with the principles of the Committee, Penn will continue to simplify and clarify health and welfare plans to help employees better understand their benefits and use them wisely. Penn will also continue the ongoing review and benchmarking of its medical plan options to improve cost management, maintain affordable benefits, and ensure that the plans remain competitive.

The medical plan options and benefit levels will remain largely unchanged in FY 99, with two exceptions. PENNCare's lifetime maximum benefits will be revised and mental health benefits under PENNCare, Plan 100 and UPHS/Keystone POS will be modified to comply with the Mental Health Parity Act of 1996. There will be no change in the design of the dental plan.

#### **Lifetime Maximums**

##### *Background and Issues*

Medical plans typically have lifetime maximums to control costs and limit an organization's catastrophic risks. For most participants and plan sponsors, lifetime maximums have little impact because participants infrequently reach the maximum and those approaching the maximum in one plan may switch to another.

HMO and POS plans generally do not impose lifetime maximums when the care is managed by a network or provider. In industry, a plurality of plans (41%) impose a \$1,000,000 lifetime maximum; 40% of plans have no maximum; the remaining 19% report under \$1,000 or other arrangements. Seventy-one percent of indemnity and PPO plans have a lifetime maximum of \$1,000,000 or more while 51% of POS plans impose a limit of \$1,000,000 or more.

Among peer institutions, most indemnity plans have a \$1,000,000 to \$2,000,000 lifetime maximum. HMO and POS plans surveyed had unlimited in-network benefits; POS plans generally had a \$1,000,000 out-of-network limit.

Care is unlimited in all of Penn's in-network plans except PENNCare. That plan has a \$2,000,000 lifetime maximum for in-network and out-of-network care combined. The POS plan has a \$1,000,000 maximum on out-of-network care only. Plan 100 has a \$1,000,000 limit on Major Medical claims with unlimited Blue Cross and Blue Shield claims.

The Committee considered the results of the benchmarking, the need for plan members to have access to care, and the use of lifetime maximums to encourage in-network care.

##### *Recommendations*

The Committee recommends:

- No change in Plan 100's Major Medical \$1,000,000 lifetime maximum. If a Plan 100 participant were to exhaust the \$1,000,000 Major Medical allowance, the participant could switch to another plan during open enrollment and be eligible for benefits.
- Replacing PENNCare's combined in- and out-of-network lifetime maximum benefit of \$2,000,000 with unlimited in-network care and a \$1,000,000 out-of-network lifetime maximum benefit.

#### **Mental Health Benefits**

##### *Background and Issues*

The Mental Health Parity Act of 1996, requires employers to eliminate annual or lifetime dollar limits for psychiatric benefits that are more restrictive than limits for other medical services. The Act does not require that plans cover mental health services, nor does it prohibit the use of limits on the number of covered days or visits. The law also does not address treatment of substance abuse. If compliance causes an employer's total health plan cost to increase by more than one percent, the plan is exempt. Penn's health plans must comply with the new law by July 1, 1998.

A survey of mental health benefits indicated that Penn's mental health benefits are, for the most part, competitive with peer institutions. It also revealed that there is no trend among local employers or peer institutions to increase mental health benefits to comply with the Act. Most employers are replacing dollar limits with restrictions on the number of days of care or the number of covered visits.

Limits and maximums in health-related benefits are often established in the areas of plan design where conditions are chronic or care is maintenance oriented. Examples of non-mental health care limits include chiropractic treatment, immunizations, therapy services, hospice care and private duty nursing. Such limits are designed to encourage efficient utilization of services and to help control cost. Almost all employer plans apply limits to mental health and substance abuse treatment that are more restrictive than for medical care. Penn's HMO plans impose day and visit limits but contain no dollar limits and thus are in compliance with the Mental Health Parity Act. Plan 100, PENNCare and UPHS/Keystone Point of Service (POS) currently contain annual and lifetime dollar limits for outpatient visits and inpatient treatment. The dollar limits must be removed to comply with the Act. (*See Figures 1 and 2, next page*).

Analysis of use indicated that only a small proportion of plan participants (7%) use mental health services, while the costs associated with this type of treatment are very high. The total cost of mental health treatment in Plan 100, PENNCare and the Comprehensive Plan for FY 97 was about \$1,000,000, or 5% of total claims cost. Further analysis of mental health utilization indicated that the majority of mental health claims (74%) were for treatment performed on an outpatient basis. Less than .04% of all inpatient claims in the medical plans were for mental health treatment.

The Committee examined the cost of amending current mental health benefits to create full parity. An estimate of the projected cost of full parity, which would have to be shared by everyone in the plan and not just those using mental health benefits, indicated that current mental health expenditures would double; however the full cost of parity could not be accurately quantified because there are no plans on record with full parity. Several studies attribute the substantial cost increase of full parity to the increased benefit value and the increase in utilization.

##### *Recommendations*

The Committee recommends:

- No changes in annual limits for inpatient and outpatient care or lifetime limits for inpatient care, other than to comply with the Mental Health Parity Act—i.e., a cost-neutral conversion of dollar limits to day/visit limits as illustrated in *Figures 1 and 2 on page 8*.
- Elimination of the lifetime outpatient visit limits since annual limits will prevent a significant cost increase to Plan 100, PENNCare and UPHS/Keystone POS.

**Figure 1: Current mental health benefits (non-complying are in boldface)**

	Plan 100	PENNCare		UPHS/Keystone POS	
<u>Inpatient</u>		<u>In-network</u>	<u>Out-of-network</u>	<u>In-network</u>	<u>Out-of-network</u>
Deductible	None	None	\$200	None	\$200
Reimbursement	100%	100%	80%	100% \$120 copay	80%
Annual Limit	30 days (reset each year)	30 days		35 days	35 days
Lifetime Maximum	<b>\$25,000</b> Major Medical combined in- & out-patient paid at 80% inpatient	<b>\$90,000</b>		None	<b>\$100,000</b> combined in- & out-patient
<u>Outpatient</u>					
Deductible	\$200	None	\$200	None	\$200
Reimbursement	50%	80%	50%	\$25.00	50%
Annual Limit	<b>\$2,000</b>	<b>\$1,250</b>		20 visits	<b>\$1,500</b>
Lifetime Maximum	<b>\$25,000</b> Major Medical combined in- & out-patient paid at 50% outpatient	<b>\$10,000</b>		None	<b>\$100,000</b> combined in- & out- patient

**Figure 2: Proposed changes to comply with the Mental Health Parity Act  
(proposed changes are in boldface)**

	Plan 100	PENNCare		UPHS/Keystone POS	
<u>Inpatient</u>		<u>In-network</u>	<u>Out-of-network</u>	<u>In-network</u>	<u>Out-of-network</u>
Deductible	None	None	\$200	None	\$200
Reimbursement	100%	100%	80%	100% \$120 copay	80%
Annual Limit	30 days (resets each year)	30 days		35 days	35 days
Lifetime Maximum	<b>40 days</b> Major Medical paid at 80% inpatient	<b>150 days</b>		None	<b>150 days</b>
<u>Outpatient</u>					
Deductible	\$200	None	\$200	None	\$200
Reimbursement	50%	80%	50%	\$25.00	50%
Annual Limit	<b>30 visits</b>	<b>30 visits</b>		20 visits	<b>30 visits</b>
Lifetime Maximum	<b>Same as medical</b>	<b>Same as medical</b>		None	<b>Same as medical</b>

Note: Above charts reflect individual benefits that are based on UCR rates and may be subject to pre-certification.



## B. Retirement Plan Benefits

### *Background and Issues*

#### **Internal Revenue Service (IRS) Nondiscrimination Requirements**

The IRS requires that retirement plans do not discriminate in favor of highly compensated employees (i.e., those earning at least \$80,000 a year in 1997). For discrimination testing purposes, the entire University controlled group, including the UPHS (the Hospital, Presbyterian Hospital, Clinical Care Associates and any other hospitals the Health System acquires) must be included in the test. After study of testing alternatives with advice from TIAA-CREF and legal counsel a testing methodology, widely used by other educational institutions with 403(b) plans, was employed. This methodology excludes pre-tax employee contributions from the test. Using this method, Penn's Tax-Deferred Annuity Plan passed the nondiscrimination test. In addition, absent unusual circumstances, the University can rely on this test for at least the next two years. However, the testing method assumed that the plan would be amended to require faculty and staff to be at least 21 years of age and to have completed at least one year of service to be eligible to participate in the plan.

Another issue with Penn's Tax-Deferred Annuity Plan is that participants in the plan who leave Penn before age 55 are currently permitted to withdraw only their own contributions to the Plan. The University's matching contributions may only be withdrawn after age 55. The current trend among universities is to allow the withdrawal of both employee and employer contributions following termination of employment.

The third issue on retirement applies to the staff Retirement Allowance Plan and a provision of the Taxpayer Relief Act of 1997. This provision permits plans to increase the threshold for mandatory cash-outs from \$3,500 to \$5,000. Change to conform with this act benefits mobile employees and reduces administrative costs and premiums paid to the Pension Benefit Guaranty Corporation.

### *Recommendations*

The Committee recommends the following:

- Effective July 1, 1998, faculty and staff must be at least age 21 and have completed at least one year of service to be eligible to participate in the Tax-Deferred Annuity Plan. (The staff Retirement Allowance Plan currently has a one-year eligibility requirement in place.)
- Effective July 1, 1998, employees in the Tax-Deferred Annuity Plan who leave Penn should have full withdrawal rights over their TDA benefits.
- Effective July 1, 1998, the mandatory cash-out from the Retirement Allowance Plan will increase from \$3,500 to \$5,000. Any participant who leaves Penn, receives a lump sum cash-out and is subsequently re-employed, will become a participant upon re-employment. However, no credit for service before termination of employment will be reinstated. Benefits payable on later termination will be based on service after the rehire date.
- The Committee also recommends that discussions on the retirement plans continue from perspectives other than compliance. This will include examining long-term objectives for the plans, concerns of faculty and staff, and benchmarking studies.

## C. Long-Term Disability

### *Background and Issues*

Penn provides a Long-Term Disability (LTD) Plan for eligible faculty and staff who become totally disabled. "Total disability" means the inability to perform the duties of any occupation, as confirmed by Penn's Disability Board. The LTD plan in combination with other sources of income provides 60% of base salary up to a maximum benefit of \$5,000 a month. Other sources of income that may comprise the 60% of base salary include social security; workers compensation; other government disability, retirement or unemployment plans; any settlement or damage award received from the University related to the disability; 50% of income from part-time or rehabilitative employment and income from any other employer. Non-exempt (A3) and certain exempt (A1) staff must complete a three-year service requirement to be eligible for the LTD plan.

LTD benefits begin after Penn's Disability Board determines that the criteria for disability have been met; all sick pay, paid time off and extended sick leave/short-term disability allowances have been used; and the disability has been continuous and total for six months. Penn pays the full cost of the LTD plan, making benefits subject to income taxes. Penn also pays the full cost of medical and dental premiums for employees on long-term disability and continues to make contributions to the Tax Deferred Annuity Plan (TDA), whether or not the disabled employee contributes. The overall annual cost of the LTD plan is approximately \$1.2 million.

Because a comprehensive review was not possible given the time constraints in FY 1996, the Committee recommended that the Long-Term Disability Plan and the various components that impact it (sick time, short-term disability, integration with other Penn and external benefits) be studied in FY 1998. A thorough review of Penn's Long-Term Disability Plan was conducted and the Plan was evaluated against the plans of the Ivy League universities and seven local employers. When compared to these organizations in the areas of eligibility, income replacement levels, benefit amount, employer subsidy and benefit flexibility, Penn's plan ranked above the mean. However, there are specific provisions that are generally inconsistent with prevalent employer practices, including the three-year waiting period for non-exempt (A3) and certain exempt (A1) employees; the \$5,000 maximum monthly benefit; and Penn's full subsidy for health care coverage and continuing contributions to the Tax-Deferred Annuity Plan without requiring employee contributions. Most employers and peer institutions treat disabled employees the same as active employees—i.e., disabled employees continue to share in the cost of medical, dental coverage and retirement plans at the same rate as active employees.

### *Recommendations*

The recommended changes described below are designed to ensure that the plan helps to ease the hardship created by a long-term disability bring it in line with competitive practice.

- Retain the current income replacement level of 60% of base salary.
- Eliminate the three-year eligibility waiting period for non-exempt (A3) and certain exempt (A1) employees by extending coverage to all full-time employees on date of hire. The six-month waiting period before LTD benefits begin will continue to apply.
  - Increase the monthly maximum benefit from \$5,000 to \$7,500. The current maximum benefit is significantly below the average benefit level of peer institutions.
  - For employees receiving LTD benefits, continue to pay the full cost of the dental benefit and set the amount the University pays for medical coverage at the HMO premium. (Premiums will be paid at the individual or family level depending on enrollment at the time of disability.) Disabled employees who elect coverage other than an HMO will pay the premium differential. Employees who are currently disabled are grandfathered under the old policy.
  - Continue University contributions for employees in the Tax-Deferred Annuity plan whether or not the disabled employee continues to contribute.

## D. Long-Term Care Insurance

### *Background and Issues*

Changes in society and family life, longer life expectancies, and the rising cost of health care make long-term care (LTC) insurance a growing part of financial planning. Three out of five people age 65 and over may need some form of long-term care in their lifetime. However, the need for long-term care is not limited to the elderly. While 57% of long-term care recipients are elderly (7 million), 40% are working age adults (5 million). The cost of long-term care has risen dramatically – a year of nursing home care is projected to climb to \$48,200 in 2001. In the Philadelphia area, daily nursing home rates range from \$110 to \$200 or more, and the average length of stay is more than four years.

Group medical plans and Medicare pay for some long-term care expenses on a very limited basis and may not pay for any day-to-day custodial care. Home health care offers an alternative to institutional care and, if certain criteria are met, may be reimbursed by Medicare on a limited basis. Medicare does not reimburse adult day care, care in an assisted living facility, or care in an Alzheimer's care facility. Medicaid provides benefits at Medicaid-approved facilities but only for individuals who are impoverished or who have depleted their savings and income. Children of long-term care recipients are affected, as well. In the last six months of a parent's life, 31% of families report spending their life savings to provide for their parent's care.

Long-term care insurance provides an opportunity to protect a family's assets and increase the options available for care. A Health Insurance Association survey reports that individuals purchased long-term care insurance to avoid dependence (25%); to avoid losing savings and assets (23%); to protect their standard of living (15%); to guarantee affordable services (12%); and for other reasons (25%).

Seven of the 13 peer universities surveyed have long-term care plans, all of which are fully paid by employees, and several others are considering implementing programs in the next year. The survey also revealed that the percentage of participants enrolled in long-term care is small, averaging only 5%.

### **Long-Term Care Insurance Provisions**

Long-term care insurance plans generally include the following:

- Non-forfeiture of benefits—the plan continues to provide some benefits even if the insured stops paying the premiums. This feature provides the flexibility to tailor continued participation in accordance with specific economic and health needs. However, it costs more than a plan with a forfeiture provision.
- Coverage for nursing home care, adult day care, care in an assisted living facility, community based care and custodial care. Community based care is provided by homemaker agencies and consists of non-medical services, such as light housekeeping, shopping, meals and companionship. Custodial care can be received in the home or an institution and is performed by skilled or unskilled medical personnel, such as therapists or aides. Personal care, such as bathing and dressing or assistance with medical equipment are considered custodial care. Long-term care insurance provides benefits toward the daily cost of care in a facility or about four hours of daily care at home, but it does not provide for the cost of 24-hour home care.
- Additional benefits—may include an “alternate plan of care” that provides coverage for home alterations (e.g., a ramp or stair lift); a “bed-reservation benefit” to reserve space in a nursing home if a participant is hospitalized for a brief period; “waiver of premium” that frees the participant from having to pay the premium when receiving plan benefits; and “respite care” which provides for a substitute care giver for a family member needing a rest from providing care.

- Long-term care premiums are based on the amount of coverage elected and age at entry and generally remain stable. Coverage may include inflation protection. Other factors which may affect premium rates, include the daily maximum benefit, the waiting period for benefits, and the lifetime maximum benefit.

The daily nursing home benefit options generally range from \$50 to \$150 a day. Lesser types of care, such as adult day care, are usually covered at 50% of the nursing home benefit. The waiting period for benefits is typically 90 days. The lifetime maximum benefit is generally a dollar amount equivalent to five years of the full daily nursing home benefit.

The Health Insurance Portability and Accountability Act of 1996 (HIPAA) clarified the tax treatment of long-term care coverage. The long-term care premiums are by employees with after-tax dollars. However, the law provides that benefits of up to \$175 a day are nontaxable. Long-term care premiums are treated, for tax purposes, the same as medical expenses. A participant can deduct them if all deductions in that category exceed 7.5% of adjusted gross income.

Many vendors, including TIAA-CREF, sell individual long-term care policies, which can be tailored to meet individual needs. A group plan offers many advantages, including:

- case management
- premium payment by payroll deduction
- availability to individuals of all ages
- higher benefit levels at a lower price
- guaranteed insurability for active employees during open enrollment (no medical evidence required).

The Committee acknowledged that there are saving devices that are superior to buying long-term care insurance, but it concluded that the implementation would make Penn more competitive in the market place. For a small subset of employees wanting such insurance, it would support work/life initiatives and help address the needs of an aging population.

To determine the features of the plan, the Committee analyzed the long-term care plans of peer institutions and local employers. The Committee also used benchmarking and best practice advice from knowledgeable consultants. Quotes were requested from several long-term care industry leaders. The Committee recommends CNA Insurance. CNA offers guaranteed insurability for employees who are actively at work and who enroll during open enrollment and competitively priced coverage.

### **Recommendations**

The Committee recommends introducing a voluntary, employee-paid long-term care plan with an optional non-forfeiture feature. An overview of the proposed plan's features is in [Appendix A](#). A chart of proposed monthly premiums is in [Appendix B](#).

## III. Summary

It is the consensus of the Committee that the proposed changes to current benefits and the addition of a new optional benefits will provide Penn employees with a strong, competitive benefits package while at the same time help to contain the cost of benefits to the University. We believe that the Committee's recommendations satisfy the articulated principles of the benefits redesign process and that they will ultimately advance the University's mission as well as the quality of life and well-being of its employees.

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Appendices are on page 11.

# Appendices

## A. Long-Term Care Plan Design

<b>Eligibility</b>	Regular full-time, part-time and limited service faculty and staff, their spouses, domestic partners, parents, parents-in-law, grandparents, grandparents-in-law, retirees and spouses of retirees. Coverage is guaranteed for actively at work employees during open enrollment; all others must provide proof of good health.
<b>Benefit Commencement</b>	Eligibility for benefits commences when a member can no longer perform two out of six of the following activities of daily living: bathing, dressing, toileting, transferring, continence, and eating; or when severely cognitively impaired.
<b>Benefit Options</b>	Daily maximum benefit options of \$125, \$150 and \$175.
<b>Benefit Waiting Period</b>	90 days
<b>Inflation Protection</b>	Guaranteed option to elect inflation protection every three years on average, compounded for the last three years.
<b>Non-forfeiture Protection</b>	One-time option to elect non-forfeiture protection effective in the fourth year of participation. A percentage of the lifetime maximum is accrued each year the non-forfeiture protection is in effect.
<b>Waiver of Premium</b>	Once the waiting period is met, premium payments will be waived while the insured is receiving benefits.
<b>Lifetime Maximum</b>	Lifetime maximum benefit is equal to a factor of 1825 (365 days times 5 years) times the daily maximum benefit selected, or at least five years of benefits. The lifetime benefit will exceed 5 years if lesser amounts of benefits are paid daily.
<b>Institutional Care</b>	Skilled nursing home, intermediate care, assisted living facility or hospice care will be paid at 100% up to the daily maximum.
<b>Community-based Care</b>	Home health care, adult day care, adult foster care, or home hospice care will be paid at 50% of the daily maximum benefit.
<b>Companion Care</b>	Will be paid at 25% of the daily maximum benefit for up to 30 days per year.
<b>Alternate Plan of Care</b>	Special needs considered; plan can pay for caregiver services, modifications to the home at 100% up to the daily maximum benefit.
<b>Bed Reservation Benefit</b>	Up to 21 days.
<b>Termination of Employment</b>	Coverage will be completely portable.
<b>Benefit Payments</b>	The Plan will reimburse you or the providers directly.

## B. Long-Term Care Monthly Premium Rates

### Rate A (Without a Non-Forfeiture provision)

Age	\$125 Daily NHC Benefit	\$150 Daily NHC Benefit	\$175 Daily NHC Benefit
<25	\$6.78	\$8.14	\$9.49
25-29	\$7.95	\$9.53	\$11.13
30-34	\$9.61	\$11.54	\$13.46
35-39	\$13.03	\$15.64	\$18.25
40	\$15.89	\$19.06	\$22.24
45	\$21.78	\$26.13	\$30.48
50	\$28.95	\$34.74	\$40.53
55	\$43.43	\$52.12	\$60.81
60	\$66.71	\$80.06	\$93.40
65	\$95.72	\$114.87	\$134.01
70	\$143.95	\$172.75	\$201.53
75	\$243.20	\$291.85	\$340.49
80	\$412.42	\$494.90	\$577.37
85	\$652.62	\$783.14	\$913.65

### Rate B (With Non-Forfeiture provision)

Age	\$125 Daily NHC Benefit	\$150 Daily NHC Benefit	\$175 Daily NHC Benefit
<25	\$11.07	\$13.29	\$15.50
25-29	\$12.71	\$15.24	\$17.78
30-34	\$15.04	\$18.05	\$21.07
35-39	\$19.91	\$23.90	\$27.88
40	\$23.89	\$28.66	\$33.44
45	\$31.73	\$38.08	\$44.42
50	\$40.34	\$48.40	\$56.46
55	\$57.17	\$68.60	\$80.03
60	\$84.77	\$101.74	\$118.69
65	\$119.74	\$143.69	\$167.64
70	\$177.92	\$213.51	\$249.10
75	\$295.00	\$354.01	\$413.02
80	\$490.86	\$589.02	\$687.18
85	\$761.74	\$914.08	\$1,066.41

NHC=Nursing Home Care benefit  
The above rates should be used along with the information on plan inclusions and exclusions before enrollment in the plan.

## Addendum to Rate B:

% of lifetime maximum paid to qualifying members is reflected in the chart below.

Duration (years)	% Lifetime Maximum
3-Jan	0.00%
4	2.00%
5	2.50%
6	3.00%
7	3.50%
8	4.00%
9	4.50%
10	5.00%
11	5.50%
12	6.00%
13	6.50%
14	7.00%
15	7.50%
16	8.00%
17	8.50%
18	9.00%
19	9.50%
20	10.00%
21	11.00%
22	12.00%
23	13.00%
24	14.00%
25	15.00%
26	16.00%
27	17.00%
28	18.00%
29	19.00%
30+	20.00%

## Reminder: Staff Paid Time Off

### To the University Community

As you are aware, the University adopted a new Paid Time Off policy that went into effect July 1, 1997 (*Almanac* June 17, 1997).

This is a reminder that we are more than halfway through our transitional year which will end June 30, 1998. During this period between July 1, 1997 and June 30, 1998 staff members are able to use the Paid Time Off distribution received on May 1, 1997 or July 1, 1997 under the old policy, and the Paid Time Off now earned monthly. There is no restriction on the maximum balance of Paid Time Off days during this transitional year.

Please remember that effective July 1, 1998, staff members, regardless of years of service, may only maintain a maximum balance of 24 Paid Time Off days. As of July 1, 1998, if a staff member has a balance

of 24 Paid Time Off days, he/she will not earn any additional days until the balance is less than 24 days.

Staff members are required to obtain prior supervisory approval for paid time off unless there are other departmental procedures. Additionally, staff members are encouraged to continue to track and plan their own Paid Time Off. If you have any questions concerning your Paid Time Off balances, please discuss them with your supervisor. Staff members in collective bargaining units should refer to the terms and conditions of their specific contracts.

Additional information regarding the new Paid Time Off Policy is available at [www.upenn.edu/hr/](http://www.upenn.edu/hr/).

— Office of the Vice President for Human Resources

## The Importance of Emergency Medical Coverage and Other Health Precautions when Traveling Overseas

Before traveling abroad, it is important to be aware of the health and safety risks you may encounter and take precautions to ensure that you have adequate coverage in an emergency. Travel in some countries may expose you to disease, hazardous transportation, or high rates of crime; the risk may be even greater if there is inadequate medical care. One of the many precautions travelers can take is to purchase emergency medical assistance and medical insurance plans that provide coverage for short trips and longer stays abroad.

The Benefits Office, Travel Office and the Office of International Programs (OIP) have materials on companies that offer evacuation and emergency aid insurance. You can purchase insurance for the cost of evacuation and treatment during evacuation, or you can buy complete medical coverage for your trip abroad. Policies for overseas medical insurance offer a range of travelers assistance services, including one or more of the following: legal assistance, lost document assistance, weather forecasts, passport requirements and emergency cash advances. Many credit card companies feature travelers assistance programs for their cardholders. These programs can make reservations, replace lost or stolen items and arrange for emergency medical transportation.

### Medical Coverage

Before you travel abroad, check health advisories in the region where you will be traveling. Also be aware of immunization requirements, the quality of water, and laws governing the import of medications and medical supplies including contraceptives. Information about health conditions abroad can be obtained at the Penn campus by visiting the Travel Medicine and Immunization Service at the University of Pennsylvania Medical Center, which offers people traveling abroad counseling and immunizations. The clinic is located at Hospital of the University of Pennsylvania, Ground Floor, Silverstein Building. For information or an appointment call 215- 662-2427 or call PennHealth at 800-789-PENN (7366). Other sources of information include your family physician, Penn Student Health Services at <http://pobox.upenn.edu/~shs/>, and the Centers for Disease Control and Prevention at <http://www.cdc.gov/travel/travel.html>.

Continuing your medical insurance when you travel is important, but you may consider purchasing additional medical insurance to cover the immediate payment of medical bills while abroad. In a medical emergency, most plans will reimburse reasonable charges for emergency medical assistance, as long as members follow the health plan's procedures for notification during a medical emergency. As a safety precaution, you can learn how to get medical assistance in the country you are visiting before the need arises. Blue Cross (Plan 100 or PENNCare) members can check with Blue Cross to see if they have contracted with a hospital near their travel destination. A list of Blue Cross participating hospitals abroad is also available in Penn's Benefits Office.

### Prescriptions

You should determine if the prescription medications you are currently taking are available abroad. Travelers who get medications refilled abroad may find themselves unexpectedly over medicated because doctors in Europe and abroad sometimes prescribe stronger doses than doctors in the United States. If you use a prescribed self-injected medication, you may need to bring your own needles and syringes. Foreign customs may require

a physician's prescription for medications and medical supplies, and having your prescription in more than one language is useful.

### Emergency Medical Coverage Options

Emergency medical coverage and evacuation insurance is an important precaution for anyone who travels. However, if you are traveling in developing or third world countries, evacuation insurance may be especially important. If you get seriously sick, you may not want to be treated at a local hospital; in some developing countries, people are advised to stay at home and wait for a house call, because their homes may have more acceptable surroundings than the hospital.

Penn's Travel Office and the Office of International Programs have information and applications for emergency medical coverage for students, faculty or staff who are working, studying or traveling abroad. One insurer suggests purchasing at least \$50,000 of medical evacuation coverage. You may also want to consider a policy that makes a payment directly to the provider instead of reimbursing you for expenses later. Another important feature to look for when purchasing medical emergency insurance is repatriation of remains.

The International Student Identity Card (ISIC) may be provided to Penn students studying abroad. The ISIC card includes basic insurance coverage, and limited emergency medical coverage of up to \$25,000 for evacuation and \$7,500 for repatriation of remains. Students who are vacationing or traveling abroad can purchase the ISIC through the Council on International Educational Exchange, which can be reached at <http://www.ciee.org> or call their West Philadelphia office at (215) 382-0343.

The purchase of medical and evacuation insurance for travel is considered a personal expense by the University and is not reimbursable. Faculty and staff requiring medical assistance abroad during the course and scope of employment may be eligible for the benefits provided under the Pennsylvania Workers' Compensation Statute and University HR Policy Number 714. Workers Compensation benefits include assistance in securing medical attention or evacuation, or a hospital deposit or guarantee up to \$5,000. If you need to use the benefit, call the CIGNA International Assistance Alarm Center 800-542-5911 or call collect to 215-244-2211. Identify yourself as a faculty or staff member of the University of Pennsylvania; the CIGNA Plan Number is 01 SP585 and the University contact is the Office of Risk Management at 215-898-4327.

If you have a Corporate American Express Card through the University, you can purchase medical transportation insurance through the American Express Global Assist Plus Program. The cost is approximately \$130 per person and insures you for an entire year. For more information, you can contact American Express Global Assist Plus Program at 800-767-1403. The American Express Platinum Card includes this coverage and costs \$300 a year.

American Express and many other credit card companies provide a service that arranges for emergency medical care and transportation but does not actually pay for it. The service is accessible to all card holders, regardless of how travel tickets are purchased. However, travelers may be faced with some surprisingly high bills once they arrive home. Contact your credit card company to learn what types of travelers assistance it provides.

— Personnel Benefits Committee/  
Human Resources Office



# OPPORTUNITIES at PENN

## Where to Find the Job Opportunities—Here and Elsewhere

Dear Penn Community,

With this issue of *Almanac*, you will see a new format for the Job Opportunities. This change was prompted by several realities. One, usage of the Penn Jobs website has been increasing enormously (for example, approximately 16,000 hits the week of January 24th), and at the same time printing costs have escalated. Our department and others continue to manage our budget with cost containment in mind. Two, access to the Internet is available via desktop and/or via campus computer labs to all Penn staff. In addition, virtually all public libraries in the Delaware Valley provide Internet access. Finally, as the job market and work environment change,

internet exposure is becoming a valued competency. Therefore, please note the following changes:

- Printed in *Almanac* will be titles, and other minimal information for new positions for the week as space permits.
- Full job descriptions and qualifications will be on the Penn Jobs website:  
[www.upenn.edu/hr/](http://www.upenn.edu/hr/)
- Copies of full postings of new jobs will continue to be available no later than each Wednesday morning in the Penn Job Application Center, located in the Funderberg Information Center, ground floor, 3401 Walnut Street. The Job Application Center is open from 9 a.m.

to 1 p.m., Monday through Friday.

- We will continue to mail the new postings to approximately 50 community organizations each week, and will ask these organizations to post the jobs wherever possible.
- New positions will continue to be posted in the following locations: School of Medicine, (Blockley Hall), School of Dental Medicine, and the Wharton School.

We are sensitive to the fact that this may impact and/or inconvenience some staff and community members. Questions or comments can be directed to [askhr@pobox.upenn.edu](mailto:askhr@pobox.upenn.edu).

— Alicia Brill, Manager of Recruitment Services, Division of Human Resources

## New Jobs for the week of February 2-6, 1998

### ANNENBERG CENTER

Contact: Alicia Brill

**OFFICE ADMINISTRATIVE ASSISTANT I** (0100-90AB) **GRADE:** G9; **RANGE:** \$17,614-21,991; 2-2-98 Annenberg Center

### ANNENBERG SCHOOL

Contact: Alicia Brill

**MANAGEMENT RESEARCH ANALYST** (1220-33AB) 12 month re-appointments for 3 years; end date 12-31-2000. **GRADE:** P10; **RANGE:** \$48,822-64,066; 2-2-98 Annenberg School

### SCHOOL OF ARTS & SCIENCES

Contact: Anna Marcotte

**ADMINISTRATIVE ASSISTANT III** (010138AM) hours possibly 10 am to 6 pm. **GRADE:** G11; **RANGE:** \$20,497-26,008; 2-4-98 Special Programs  
**LANGUAGE SPECIALIST** (010142AM) **GRADE:** P3; **RANGE:** \$24,617-31,982; 2-3-98 English Language Program

### EXECUTIVE VICE PRESIDENT

Contact: Sue Hess

**BENEFITS ACCOUNTANT** (010137AB) **GRADE:** P4; **RANGE:** \$26,986-35,123; 2-2-98 Human Resources/Benefits

### GRAD SCHOOL OF EDUCATION

Contact: Anna Marcotte

**PROJECT MANAGER I, PART-TIME** (24-25 HRS) (010125AM) position contingent upon grant funding. **GRADE:** P5; **RANGE:** \$21,188-27,626; 2-3-98 Graduate School of Education

### MEDICAL SCHOOL

Contact: Anna Marcotte/Lynn Nash-Wexler

**ADMINISTRATIVE ASSISTANT III** (40 HRS) (010122AM) **GRADE:** G11; **RANGE:** \$23,425-29,723; 2-2-98 Family Medicine  
**NURSE II** (020149LW) car & valid driver's license essential; position contingent upon grant

funding. **GRADE:** P4; **RANGE:** \$26,986-35,123; 2-5-98 Psychiatry

**PROJECT MANAGER II, PART-TIME** (28 HRS 1<sup>st</sup> year, 21 HRS 2<sup>nd</sup> year, 17.5 HRS 3<sup>rd</sup> year) (020141AM) **GRADE:** P7; **RANGE:** \$28,840-37,451; 2-4-98 CCEB

**RESEARCH LAB TECH II** (010134LW) **GRADE:** G8; **RANGE:** \$16,171-20,240; 2-2-98 Neuroscience  
**RESEARCH LAB TECH III** (010133LW) **GRADE:** G10; **RANGE:** \$19,261-23,999; 2-2-98 Neuroscience

**RESEARCH SPECIALIST JR** (010135LW) **GRADE:** P1; **RANGE:** \$20,291-26,368; 2-2-98 Physiology

**RESEARCH SPECIALIST JR** (020148LW) **GRADE:** P1; **RANGE:** \$20,291-26,368; 2-5-98 Psychiatry

**SECURITY SUPERVISOR, PART-TIME** (22 HRS) (010094AM) **GRADE:** G10; **RANGE:** \$13,836-17,239; 2-2-98; Architecture & Facilities Management

### NURSING

Contact: Sue Hess

**ADMINISTRATIVE ASSISTANT II** (40 HRS) (020150SH) **GRADE:** G10; **RANGE:** \$22,013-27,427; 2-5-98 Nursing

**ADMINISTRATIVE ASSISTANT II** (40 HRS) (020151SH) **GRADE:** G10; **RANGE:** \$22,013-27,427; 2-5-98 Nursing

### PRESIDENT

Contact: Sue Hess/Lynn Nash-Wexler

**ADMINISTRATIVE ASSISTANT I** (081407SH) **GRADE:** G9; **RANGE:** \$17,614-21,991; 2-4-98 Development & Alumni Relations

**ADMINISTRATIVE ASSISTANT III** (40 HRS) (020147SH) must be able to work nights & weekends in preparation of or at events. **GRADE:** G11; **RANGE:** \$23,425-29,723; 2-6-98 President

**BUSINESS MANAGER III** (020143SH) **GRADE:** P6; **RANGE:** \$32,857-42,591; 2-3-98 WXP

**EXECUTIVE SECRETARY (N/E)** (40 HRS)

(020145SH) **GRADE:** G12; **RANGE:** \$26,133-33,725; 2-5-98 General Counsel

**MAJOR GIFTS OFFICER I/II** (010140LW) ability to travel locally & nationally; valid driver's license required. **GRADE:** P7/P8; **RANGE:** \$36,050-46,814/\$39,665-52,015; 2-3-98 Development & Alumni Relations

**OFFICE ADMINISTRATIVE ASSISTANT III** (40 HRS) (020144SH) **GRADE:** G11; **RANGE:** \$23,425-29,723; 2-5-98 President

**SECRETARY III** (010139SH) **GRADE:** G8; **RANGE:** \$16,171-20,240; 2-3-98 General Counsel

### PROVOST

Contact: Sue Hess

**ADMINISTRATIVE ASSISTANT III** (37.5 HRS) (010136AB) **GRADE:** G11; **RANGE:** \$21,961-27,866; 2-2-98 International Programs

### VETERINARY SCHOOL

Contact: Lynn Nash-Wexler

**DIRECTOR VIII** (010127LW) **GRADE:** P11; **RANGE:** \$56,135-70,246; 2-2-98 Vet Info Tech  
**VET TECH I/VET TECH II** (40 HRS) (020157LW) rotating nights/weekends. **GRADE:** G8/G10; **RANGE:** \$18,481-23,132/\$22,013-27,427; 2-5-98 Small Animal Hospital

**VET TECH OR IVET TECH OR II** (40 HRS) (020156LW) will be assigned emergency on call, weekends & holidays. **GRADE:** G8/G10; **RANGE:** \$18,481-23,132/\$22,013-27,427; 2-6-98 VHUP - Surgery

### VICE PROVOST FOR UNIV LIFE

Contact: Alicia Brill

**ADMINISTRATIVE ASSISTANT II** (010126AB) **GRADE:** G10; **RANGE:** \$19,261-23,999; 2-2-98 ULFTIS

### WHARTON SCHOOL

Contact: Anna Marcotte

**DIRECTOR VII** (122053AM) **GRADE:** P10; **RANGE:** \$48,822-64,066; 2-2-98 Executive Education

# The W-2 Form for Calendar Year 1997

The University has recently mailed over 26,000 Calendar Year (CY) 1997 W-2 Forms to our employees' home addresses as they appear on the current Payroll File (Employee Database). Accordingly, it is now appropriate to publish an explanation of some of the amounts and other data that appear on your W-2 Form in order to assist you in preparing your Federal and State Income Tax Returns.

An explanation of the contents of the various boxes on the form is as follows:

**A. Wages, tips, other compensation:** this represents the total amount of Federal Taxable compensation paid or imputed to you during calendar year 1997 through the University Payroll System. This amount includes:

a. The value of your taxable graduate and/or professional tuition benefits, if you, your spouse and/or your dependent children have received such benefits;

b. The value of Group Life Insurance coverage for amounts greater than \$50,000. The premium payments for this excess coverage, if any, have been included as imputed income (see Excess Insurance Premium—below);

c. Certain other fringe benefits relating to imputed income are included here as well. If you have received any of these benefits, you will be or were contacted individually concerning their taxability.

Amounts which are excluded from this amount are:

d. Tax deferred annuity contributions (i.e., TIAA/REF);

e. Health and Dental insurance premiums that have been sheltered;

f. Amounts voluntarily contributed to a dependent care or medical reimbursement account.

**B. Federal income tax withheld:** this represents the amount of Federal Income tax which was withheld from your earnings during the year and paid to the Internal Revenue Service, on your behalf, by the University.

**C. Dependent care benefits:** this represents the total amount which you have voluntarily "sheltered" for dependent care expenses, regardless of whether you have been reimbursed by the University for the expenses associated with this "shelter" as of December 31, 1997.

**D. Social security wages:** this represents the total amount of compensation paid to you during calendar year 1997 which was subject to Social Security (FICA/OASDI) tax, including all of your tax deferred annuity contributions and excess life insurance premiums, if applicable, but excluding health and dental insurance premiums and any voluntary dependent care or medical reimbursement account contributions which you have "sheltered".

**E. Social security tax withheld:** this represents the total amount of Social Security (FICA/OASDI) tax which was withheld from your earnings during the year and paid to the Social Security Administration, on your behalf, by the University.

**F. Benefits included in box 1:** if you have received certain fringe benefits, the value of such benefits is shown here, and is also included in Box 1, Wages, tips, other compensation. These

<b>Form W-2 Wage and Tax Statement 1997</b>		<b>9</b> Advance EIC payment	<b>1</b> Wages, tips, other compensation <b>A</b>	<b>2</b> Federal income tax withheld <b>B</b>
<b>c</b> Employer's name, address, and ZIP code <b>The Trustees of the University of Pennsylvania Philadelphia, Pa 19104-6284</b>		<b>10</b> Dependent care benefits <b>C</b>	<b>3</b> Social security wages <b>D</b>	<b>4</b> Social security tax withheld <b>E</b>
		<b>12</b> Benefits included in Box 1 <b>F</b>	<b>5</b> Medicare wages and tips <b>G</b>	<b>6</b> Medicare tax withheld <b>H</b>
<b>13</b> See instrs. for Box 13 <b>I</b> <b>J</b> <b>K</b>		<b>e</b> Employee's name, address, and ZIP code		
<b>14</b> Other				
<b>15</b> Statutory employee <input type="checkbox"/> Decedent <input type="checkbox"/> Pension plan <input type="checkbox"/> Legal rep. <input type="checkbox"/> 942 emp. <input type="checkbox"/> Subtotal <input type="checkbox"/> Deferred comp. <input type="checkbox"/>		<b>b</b> Employer's identification number <b>L</b>		
<b>16</b> State <input type="checkbox"/> Employer's state I.D. number		<b>17</b> State wages, tips, etc. <b>M</b>	<b>18</b> State income tax <b>N</b>	<b>19</b> Name of locality <b>O</b>
			<b>20</b> Local wages, tips, etc. <b>O</b>	<b>21</b> Local income tax <b>P</b>
Copy 2 To Be Filed With Employee's State, City, or Local Income Tax Return				
Dept. of the Treasury - IRS				

benefits include the value of taxable graduate and/or professional tuition benefits and other benefits relating to imputed income. If you have received any of these benefits the University has recently advised you, individually and personally, concerning their taxability; please refer to those communications specifically.

**G. Medicare wages and tips:** this represents the total amount of compensation paid to you during calendar year 1997 which was subject to Medicare tax, including all of your tax deferred annuity contributions and excess life insurance premiums, if applicable, but excluding health and dental insurance premiums and any voluntary dependent care or medical reimbursement account contributions which you have "sheltered".

**H. Medicare tax withheld:** this represents the total amount of Medicare tax which was withheld from your earnings during the year and paid to the Social Security Administration, on your behalf, by the University.

**I. Excess insurance premium:** the Internal Revenue Service requires that the premiums paid by an employer for group life insurance coverage in excess of \$50,000 be imputed as income to the employee. The amount which appears in Box 13 and labeled (C) is the value of the premiums paid for this excess insurance coverage. This amount is based on an Internal Revenue Service (IRS) table which identifies premiums for different age groups.

**J. Tax deferred annuity contributions:** this represents the total amount of contributions made by an employee to a retirement plan on a tax deferred basis. The amount is shown in Box 13 and labeled (E).

**K. Excludable moving expense reimbursements:** this represents the nontaxable moving expenditures that were paid to you as a reimbursement or paid directly to a third party. The amount is shown in Box 13 and labeled (P). If any reimbursements or third party payments were deemed to be taxable income you were notified of these amounts under separate cover.

**L. Employee's social security number:** this is the number that the Federal and State Governments use to identify you with the tax returns that you file, so please review it for accuracy. If the number is incorrect, then the University Payroll system is also inaccurate and you should contact the Payroll Office, immediately, before you file your returns.

**M. State wages, tips, etc.:** this represents the total amount of compensation paid to you during

calendar year 1997 which was subject to Pennsylvania State Income Tax, including all of your deferred annuity contributions, if applicable, but excluding health and dental insurance premiums and any voluntary medical reimbursement account contributions which you have "sheltered".

**N. State income tax:** this represents the total amount of Pennsylvania State Income Tax withheld during calendar year 1997 and paid to the Commonwealth of Pennsylvania, on your behalf, by the University. If you do not live in Pennsylvania and if you submitted the "Employee Statement of Nonresidence in Pennsylvania" form to claim exemption from Pennsylvania State Income Tax, no amount will be reflected in this box.

**O. Local wages, tips, etc.:** this represents the total amount of compensation paid to you during calendar year 1997 which was subject to Philadelphia City Wage Tax, including all of your deferred annuity contributions.

**P. Local income tax:** this represents the total amount of Philadelphia City Wage Tax withheld from your earnings during calendar year 1997 and paid to the City of Philadelphia, on your behalf, by the University.

When you receive your W-2 form, please review it immediately to ensure that your name is spelled correctly and that your Social Security number is correct. If you feel that any information on your W-2 is incorrect, review your calculations carefully and compare the information on the form with your final 1997 pay stub. If you have availed yourself of certain taxable benefits please review any additional information which was provided to you, under separate cover, concerning these benefits and their impact on your tax status. If you still believe that your W-2 is in error, please contact the W-2 Office at 573-3277 or write to Ken McDowell, W-2 Office, Room 310, Franklin Building/6284.

You should have received, via the U.S. Postal Service, your Federal and State Income Tax Forms and related instructions for filing. Federal Tax forms are available at the Internal Revenue Service, 600 Arch Street, Philadelphia, or by calling (800)TAX-FORM. Pennsylvania Income Tax forms are available at the State Office Building, 1400 Spring Garden Street, Philadelphia, or by calling (888)PATAXES. Federal and State forms are also available at many libraries and U.S. Post offices.

—Marstin Alexander, Asst. Comptroller

# Update

FEBRUARY AT PENN

## FITNESS/LEARNING

**18** *Spring Landscape Classes at Morris Arboretum: Landscape Design Studio*; develop a conceptual design for a residential garden; no previous experience necessary; 7-9:30 p.m.; classes held at the Widener Visitor Center, 100 Northwestern Ave.; members: \$143, non-members: \$167. *Through April 1*. For info: 247-5777 ext. 156 or 125 (Morris Arboretum).

## TALKS

**10** *Career Profiles: Options for Scientists*; Anne Marie Inglis, SmithKline Beecham; topics: *What a Senior Clinical Research Scientist Does*; *Career and Personal Decision-Making*; *How One Scientist Combines Work and Raising Small Children*; 4-6 p.m.; Room 101, Goddard Labs (CPPS).

*Outrageous Form: Contemplating the Sublime in Music and Mathematics*; Edward Rothstein, chief cultural critic, *New York Times*; 4:30 p.m.; Room 302, Music Building (Mathematics, Music).

*A Demonstration of a Meeting Between Mathematicians and Artisans in 10th-Century Baghdad on the Transmission of Specialized Knowledge*; Alpaz Ozdural, Institute for Advanced Study, Princeton; 4:30 p.m.; Bishop Room 421, West Lounge, Williams Hall (Middle East Center).

**15** *Letters From the Front: Roman Soldiers Write Home*; Nick Griffiths, independent archaeologist; followed by special tour of *Roman Glass: Reflections of Cultural Change* exhibit; 2 p.m.; Rainey Auditorium, University Museum; reception 1:15 p.m. For info: Karen Vellucci, [vellucci@sas.upenn.edu](mailto:vellucci@sas.upenn.edu) (SAS, Archeological Institute of America).

*Planting and Caring for Roses*; Judy McKeon, rosarian; slide show and lecture; 2 p.m.; Widener Visitor Center; reservations: 247-5777 ext. 169 (Morris Arboretum).

**16** *The Global Inner City: US Urban Poverty and World Historical Change*; Carl Nightingale, University of Massachusetts, Amherst; 3-5 p.m.; Room 103, McNeil Building (Sociology).

**17** *Graduate Study Faculty Conversation: Maintaining Relationships with Advisers and Other Faculty Members*; E. Ann Matter, religious studies; and Roger Allen, Arabic; part of the *Faculty Conversations on the Academic Job Search and Academic Life* series; noon-1 p.m.; Room 285-86, McNeil Building (CPPS, Vice Provost Graduate Education).

*Ninth-Century Muslim Anarchists*; Patricia Crone, Institute for Advanced Study, Princeton; 4:30 p.m.; Bishop Room 421, West Lounge, Williams Hall (Middle East Center).

## Van Pool Openings

Penn Van Pool #9 has spaces available, making stops in Springfield, Morton, Secane, Glenolden, and Collingdale. Reasonable rates. If interested please call Rick Buckley at 898-5598 or at home, (610) 544-6424.

## Illuminating Rome

The loop-handled oil lamp from the late 4th century A.D. is one of

more than 200 ancient glass vessels

—bowls, cups, jugs, and ungent bottles—featured

in *Roman Glass: Reflections on Cultural Change* at the University Museum through November 1998.



**Deadlines:** The deadline for the April At Penn calendar is *March 17*. The deadline for the weekly update is the Monday before the week of publication.

## Classified

### VACATION

**Pocono Chalet**, 3BDR/1B, Near Jack Frost/Big Boulder. Firewood incl. \$375/weekend (215) 898-9928.

### VOLUNTEERS WANTED

#### Genetic Research Studies

- Healthy African American men and women 18 years of age and older are sought to participate as matched controls in a multiethnic research study. Eligible volunteers will be paid \$50. For more information about this study please contact Nancy at (215) 573-4583. University of Pennsylvania Health System.

- Volunteers are sought who have had Anorexia or Bulimia and who have a sibling, cousin, or other relative who also has had an eating disorder. Eligible participants will be compensated \$100. For further information about this study please contact Nancy or Chris at (215) 573-4583.

To place classifieds: (215) 898-5274.

## The University of Pennsylvania Police Department Community Crime Report

**About the Crime Report:** Below are all Crimes Against Persons and Crimes Against Society from the campus report for **January 26, 1998 through February 1, 1998**. Also reported were **Crimes Against Property: 24 total thefts & attempts (including 9 incidents of criminal mischief & vandalism, 4 thefts from autos, 2 thefts of auto & attempt, 4 thefts of bicycles & parts, 3 incidents of trespassing & loitering, 2 of forgery & fraud, and 1 incident of burglaries & attempts)**. Full crime reports are in this issue of *Almanac* on the Web ([www.upenn.edu/almanac/v44/n21/crimes.html](http://www.upenn.edu/almanac/v44/n21/crimes.html)).—Ed.

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 **January 26, 1998 through February 1, 1998**. The University Police actively patrols 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:** Threats & Harassment—1

01/28/98 1:31 PM 3401 Walnut St. Harassing e-mail received

**38th to 41st/Market to Baltimore:** Robberies (& Attempts)—1; Aggravated Assaults—1; Simple Assaults—2

01/29/98 11:53 PM 300 Blk. 40th Complainant struck in face

01/31/98 1:23 AM 3800 Blk. Spruce Purse taken from complainant/suspect fled

02/01/98 3:46 AM 4037 Spruce St. Complainant reports being assaulted by known person

02/01/98 4:19 PM 40th/Market subway Shot fired at complainant/no injury

**41st to 43rd/Market to Baltimore:** Robberies (& Attempts)—1

01/30/98 4:04 PM 4200 Blk. Osage Complainant reports being robbed by unknown suspect

**30th to 34th/Market to University:** Simple Assaults—1

01/31/98 5:30 PM 32nd & Market Complainant punched in face

### 18th District Crimes Against Persons

6 Incidents and 0 Arrests were reported between **January 26, 1998 and February 1, 1998**, by the

18th District, covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

01/26/98 3:00 PM 20 Blk. 48th Rape

01/26/98 9:00 PM 4000 Walnut Carjacking

01/28/98 12:00 PM 4700 Blk. Cedar Rape

01/28/98 6:35 PM 4818 Windsor Robbery

01/29/98 7:30 AM 4800 Spruce Robbery

01/29/98 10:30 PM 3900 Market Robbery



# Almanac

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URL: [www.upenn.edu/almanac/](http://www.upenn.edu/almanac/)

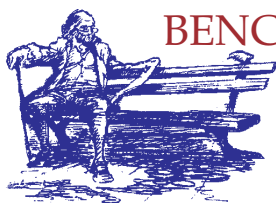
The University of Pennsylvania's journal of record, opinion and news is published Tuesdays during the academic year, and as needed during summer and holiday breaks. Its electronic editions on the Internet (accessible through the PennWeb) include HTML and Acrobat versions of the print edition, and interim information may be posted in electronic-only form. Guidelines for readers and contributors are available on request.

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## Who Runs the Wheel? by Alan Filreis

I like to think that Dennis DeTurck invented the Wheel—or perhaps re-invented it. When several years ago he and his colleagues in Mathematics chose to augment the teaching of calculus through the use of the MAPLE software program, they faced a dilemma that no faculty innovator at Penn will ever have to face again—now that, as of September 1998, our undergraduate residences will be organized as twelve College Houses. The dilemma: where to set up the program?

Dennis created an advising system that brought math help to students in their on-campus homes. A few years earlier, Peshe Kuriloff, Director of Writing Across the University, organized a service by which writing advisors, engaged in a year-long apprenticeship, distributed themselves across the residences at night and began offering walk-in appointments to students seeking help with a writing assignment. A few years ago, some computer-savvy students, working with the Residential Faculty Council and Penn's central computing group (ISC), invented residential computer support; it has revolutionized students' out-of-class access to information technology. A little later, the reference staff of Van Pelt Library, with support from the 21st Century Project for the Undergraduate Experience, created library advising for students in residence. This semester the office of Career Planning and Placement and the residential faculty are experimenting, in one college house, with career services advising.

These services of the Wheel Project have already been dramatically successful. To students on the receiving end, and to the members of Penn's academic community who live in our undergraduate residences—26 members of the schools' faculties, and a good many graduate and professional students—such success comes as little surprise. It brings home to our students a few basic aspects of their education. It is efficient every sense; it is academically viable; it extends teaching to times and places where teaching traditionally has not gone; it makes good use of an otherwise already paid-for computer network; it inspires academic leadership among our students.

But these qualities were not self-evident from the start. It is worth going back to Dennis DeTurck's quandary. Once he and his Math department colleagues chose to use a computer program to provide out-of-class help for students of calculus, they had to decide where the 2000 students enrolled in these math classes would get access to the required software and hardware. They also had to think about the direction in which supplemental academic advising should go in the future. Would it be located near where the faculty work and teach?

Consider what the options were, and you will come to share the view that the decision to create a comprehensive system of residential College Houses at Penn is essentially an academic one. Our colleagues in Math could not imagine outfitting David Rittenhouse Labs to serve, into the wee hours, as the place where students would come to use MAPLE and to be advised whenever they ran into problems with course material. It would have been far too costly to keep DRL open, equipped, and secure nights and weekends, which are of course times of the day and week (no way around it) when math students do their class assignments.

To the west, northwest and southwest of DRL have stood Penn's always open, always busy undergraduate residences—staffed, accessible, and secure at all hours, full of study space and computing labs. Committee after committee had issued reports observing that our student residences were academically underutilized. So Professor DeTurck went there. The software was loaded into the desktop computers of all the residential labs; house offices were made available for math advisors working evenings.

Residentially based math support, like the Wheel Project in writing advising, was created from the convergence of two movements:

- the coming of information technology; and
- the maturing, finally after twenty-five years of success, of Penn's undergraduate residential communities.

Electronic mail, used for asking and answering eleventh-hour academic questions; the web as a ceaseless, efficient deliverer of course assignments; and software programs like MAPLE—meant that the faculty could extend instruction outward beyond classroom time and space, and further around the clock than was ever covered by traditional “contact hours.” At the same time the concept of “academic programs in residence” was taking hold at Penn. In five “First Year Houses” and six “College Houses,” residential faculty, assisted by residence deans or administrative fellows, graduate fellows, undergraduate RAs, and activist student-run “house

councils” have been organizing study groups, house concerts, improv performances, reading circles, post-film discussions, faculty teas, art shows, dinnertime seminars, theatre series, literary clubs, webzines, community projects, “language tables,” tutorials, and mini-courses.

These two movements meet in the Wheel Project, which sponsors collaborations between schools, departments, and academic centers on the one hand and, on the other, the college houses where many of our students live and work. Trained advisors in core academic areas are “distributed” across the residential system. Students seeking help need only know how to call upon a Wheel advisor, who is usually a neighbor. Some initiatives—spokes of the Wheel, as it were—routinely offer “house calls.”

- Math Advising, already a winner, provided help to some 680 math students in the Spring 1997 semester. But under the aegis of the Wheel Project, the math faculty and student coordinator Laura Kornstein (C '99) moved their advisors into each of the houses. The same project, now fully “distributed,” suddenly put up big numbers: in the Fall 1997 term, 1427 students were helped in individual sessions, including 108 who sought assistance electronically ([mhelp@math](mailto:mhelp@math)).

- Working evenings in four residential locations, the Writing Advisors of the SAS Writing Program held 831 individual conferences in a single semester. Electronic Writing Advising ([writeme@english](mailto:writeme@english)), staffed by the same advisors (with back-up support from faculty in the Writing Program), posted an average response time of less than two hours—averaged over all twenty-four hours of all seven days.

- Through the Residential Computing Support program, computing help for undergraduates has been totally reorganized. Each College House has its own team of Information Technology Advisors (ITAs), directed by a student Computing Manager. Difficult problems are sent by the house-based teams to Computing Support Professionals (CSPs). Most problems—with hardware, software, networking, drives and storage, operating systems, printers, use of course materials by web and email, etc—are solved quickly right there in the residence. First responses from ITAs typically arrive within a few hours. In September 1996, when computing help for students on campus was still centralized, the percentage of all on-campus students who had connected their computers to the network (ResNet) by the first weekend after the classes began was 38%. Through the Wheel Project, by the same point in September 1997, ITAs and their professional back-ups, making house calls from within the house, had helped 55% of the students make the network connection. At a university where faculty now typically expect even new students to receive and send electronic mail and to read syllabi on the web right from the moment the term begins, this kind of service seems less a luxury than a requirement.

- Library Advising, a smaller and newer project, has proved similarly successful. Trained by Van Pelt's reference staff, Library Advisors in each house last semester assisted students in the use of Franklin, Lexis/Nexis, OVID, Medline, and the like. Those who took advantage of this advising got better, earlier starts on research projects. Questions ranged from that of one student who needed to find a style gallery for bibliographies to another who had been unable to complete homework for a bioengineering class that required using web-based library searches—to another who did not know which information databases to select as he refined a paper topic in South Asian studies. Librarians at Van Pelt were gratified to see 150 students from six College Houses participating in “College House Nights”—students brought to the library itself by their residential Library Advisors.

*Who runs the Wheel Project?* The answer is simple: faculty in academic departments and units that choose to take advantage of the College House system as the means by which to extend discipline-specific advising. The Math Advising program is directed, for example, by Undergraduate Chair Ted Chinburg of the Math Department. Math hires and trains the advisors, is responsible for needed improvements, and aptly takes credit for the project's pedagogical achievement.

Penn's 21st Century College Houses make it possible for the faculties of the schools to extend the reach of Penn's academic mission. “Student life,” a phrase that alas has come to mean, organizationally, everything that the schools don't do, is being redefined by the 21st Century Project for the Undergraduate Experience in this very basic way. When all else is said and done, student life is an academic life.

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