

UNIVERSITY of PENNSYLVANIA *Almanac*

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Photo by Tommy Leonardi

New Provost: Dr. Robert Barchi of Neuroscience

Award (among others) for research. He has also held administrative appointments (as director of his institute, and vice dean of his school), chaired the Medical Faculty Senate, and most recently taken the chair of the President's Task Force on Cognitive Neuroscience. He was the founding director of PennMed's David Mahoney Institute, which he led from 1983-1996, and founding chair of the Neuroscience Department.

"Bob Barchi is an extraordinary scientist and scholar who has become one of Penn's true luminaries in his quarter-century at the University," said Dr. Rodin. "He is a deeply respected faculty leader who has been at the forefront of the design and implementation of important multidisciplinary advances in teaching and research.

"I am truly delighted that someone who has so distinguished himself as an internationally-renowned scholar is eager to take on the challenge of Penn's academic leadership," she said. "I am also very, very pleased and grateful that our search committee considered so carefully the extraordinary academic leadership we have here at Penn in its international search to find just the right person to be the University's new Provost."

A 1968 alumnus of Georgetown University, where he was elected to Phi Beta Kappa, Dr. Barchi took his Ph.D. degree in biochemistry here in 1972 and an M.D. degree from PennMed a year later. He was a resident in neurology at HUP in 1973-75, joining the faculty in 1974 as assistant professor of biochemistry and biophysics. He became associate professor of neurology and of biochemistry and biophysics in 1978, and professor of neurology and of biochemistry and biophysics in 1981; and he took the endowed David Mahoney Professorship of Neurological Sciences in 1985. Since 1995 he has also been president of Penn NeuroCare, a regional neurological specialty network.

Elected to the Institute of Medicine of the National Academy of Sciences, he served as section chair for neuroscience and on the Institute's membership committee in 1995-98.

Dr. Robert L. Barchi, the 52-year-old David Mahoney Professor of Neurological Sciences who had just left the chairmanship of Neuroscience to head up Neurology, has been chosen as Provost of the University, President Judith Rodin announced last Thursday.

Dr. Barchi's appointment will go to the Trustees for approval December 11 and he will take up his duties February 1. Deputy Provost Michael Wachter, Interim Provost since Dr. Stanley Chodorow stepped down at year's end 1997, will return to the Law School where he is the William B. Johnson Professor and Director of the Institute for Law and Economics. (*For more on Dr. Wachter, please see page 2.—Ed.*)

Dr. Barchi is a PennMed alumnus whose 25 years on the faculty have been marked with a Lindback Award for his teaching and a Javits

He is a Fellow of the American Academy of Neurology, the College of Physicians and the American Association for the Advancement of Science; a member of Association of American Physicians; and a diplomate of the American Academy of Neurology and Psychiatry, with certification in neurology, and of the National Board of Medical Examiners.

The work in Dr. Barchi's laboratory has focused on the voltage dependent sodium channels that generate action potentials in nerve and muscle cells and current research explores the relationship between molecular structure and function in the skeletal muscle sodium channel.

He is the author of some 150 publications, including (with R.P. Lisak) "Myasthenia Gravis" (1982) and (with R. Rosenberg, S. Prusiner, S. DiMauro and L. Kunkel) "The Molecular and Genetic Basis of Neurologic Disease" (1993) and its second edition (1996). He is also on the editorial boards of numerous professional journals, including *Muscle and Nerve*, *Ion Channels*, *Current Concepts in Neurology and Neurosurgery*, *The Neuroscientist*, *Neurobiology of Disease* and *inSight*.

In addition to winning the Javits Neuroscience Investigator Award of the National Institutes of Health, Dr. Barchi has also won the Senior Investigator Achievement Award of the American Heart Association.

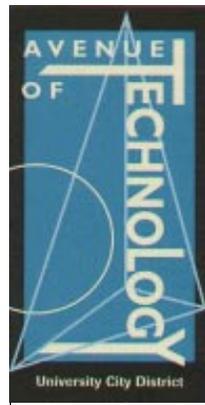
A member of the Dana Alliance for Brain Research, he also serves on the medical or scientific advisory boards of numerous companies, including Cephalon, Inc., and TransMolecular, Inc. Dr. Barchi has served on numerous committees of the American Neurological Association, including its board of councillors (1992-94), and on the National Medical Advisory Committee of the Muscular Dystrophy Association of America.

Dr. Barchi is married to Joan E. Mollman, M.D., who is an associate professor of neurology at the School of Medicine. They have two children.

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A New Name for Market West: the Avenue of Technology

Market Street from 30th Street west has been designated the Avenue of Technology to "signify the strategic importance of this area in regional efforts to develop new technologies through global partnerships such as those formed as part of the Commonwealth's recent trade mission to Israel and Ireland," announced sponsors Drexel, ISL, University City District, UCSC and Penn.

Mayor Ed Rendell made the official proclamation yesterday at a celebration at the Klein Gallery in the Science Center.

The western stretch of Market Street already has more than 200 high-tech organizations with 7,000 employees. "The cooperation and support of these organizations generate outstanding benefits for the community and the region while achieving national and international recognition," said and, according to Jill Felix, president of the University City Science Center. The Science Center, founded in 1963 by a consortium including Penn, has been identified as one of three international ports of technology for the state.

Coming soon: a banner, left, for the 3400-3800 blocks of the Avenue.

The following was sent to Interim Provost Michael Wachter, who as then-Deputy Provost took the interim post when Dr. Stanley Chodorow left office.

In Appreciation: A Letter to Michael Wachter

Dear Michael:

In the week since I returned from China, I have had an opportunity to consider your request to return to the Law School at the end of this semester. I know that when you assumed the position, we agreed it would not last longer than one year. Because I also know how tirelessly you have worked as Interim Provost over the past year, how anxious you are to return to your research at the Institute for Law and Economics, and how deeply all of us are in your debt, I will of course agree to your request. I do so with a sense of loss, however, and with tremendous gratitude for all you have done for Penn and for me personally over the past year.

I have known no provost here or anywhere who has had a better grasp of the complex realities of academic planning and budgeting. You have brought high intelligence, sound strategy and—not least—a keen wit to this important work. Logic, reason and fairness have been your trademarks in academic administration, and each of Penn's schools and resource centers has been your beneficiary. Each is in a stronger position, thanks to your efforts.

Among the wide range of things you have accomplished as Interim Provost, perhaps your greatest achievement is the establishment of the College House system. The College Houses are truly becoming jewels in Penn's crown, and they would not exist today without the vision, leadership, support and attention to detail you have displayed so continuously. I truly believe that generations of future Penn undergraduates will appreciate the successes of the system we have begun—and they will owe you a debt of thanks.

I want to thank you finally, and particularly, for the special role you have played in helping to craft and implement our *Agenda for Excellence*. Throughout the three and a half years in which you have served as Deputy and then Interim Provost, you have made a major and continuing contribution to the University's strategic planning. The results speak for themselves: Penn is achieving one of the most ambitious sets of goals in higher education today.

You have stayed on as Interim Provost for a longer term than we thought would be necessary, yet I have never heard you complain. You have been a great colleague, and your deep sense of responsibility, extraordinary work ethic and love for our University are examples to us all. Please accept my warmest thanks, and please allow me to continue to call on you, after December 31, for special assignments needing your wise and careful handling. You have my very best wishes.

Fondly,
Judith Rodin

A Roster of Provosts

Dr. Robert Barchi is the third of the modern provosts to come to office from the School of Medicine. His predecessors in the field were Jonathan Rhoads, now emeritus professor of surgery, the late Dr. Eliot Stellar, a psychologist who also served as chair of anatomy.

One medical faculty member, Dr. William Pepper, served as provost in the historical period when Penn did not have presidents (so that the provost was the highest officer in the University). All provosts since 1930 have been known as the chief academic officer.

At right is a roster of Penn's provosts—traditional, modern, acting and interim—based on that of the University Archives website.

The Reverend William Smith, 1754-1779
The Reverend John Ewing, 1779-1802
John McDowell, 1806-1810
The Reverend John Andrews, 1810-1813
The Reverend Frederick Beasley, 1813-1828
The Reverend William Heathcote DeLancey, 1828-1834
The Reverend John Ludlow, 1834-1859
Henry Vethake, 1854-1859
The Reverend Daniel Goodwin, 1860-1868
Charles Janeway Stillé, 1868-1880
William Pepper, 1881-1894
Charles Custis Harrison, 1894-1910
Edgar Fahs Smith, 1910-1920
Josiah Harmar Penniman, 1921-1939
George William McClelland, 1939-1944
Paul Howard Musser, 1944-1951
Edwin Bucher Williams, 1951-1955
Jonathan Evans Rhoads, 1955-1959
Loren Corey Eiseley, 1959-1961
David Rockwell Goddard, 1961-1971
Curtis R. Reitz, 1971-1972
Eliot Stellar, 1973-1978
Vartan Gregorian, 1978-1980
Benjamin Shen, 1980-81*
Louis A. Girifalco, 1981*
Thomas Ehrlich, 1981-1987
Michael Thomas Aiken, 1987-1993
Marvin Lazerson, 1993-1994*
Stanley Chodorow, 1994-1997
Michael Wachter, 1997-98*
Robert L. Barchi, 1999-

*Acting or Interim Provost

OF RECORD

Provost Search: Final Report of the Consultative Committee

The search committee, which was convened by University President Judith Rodin on January 23, 1998, was chaired by Thomas P. Gerrity, Ph.D., Reliance Professor of Management and Private Enterprise and Dean of the Wharton School.

The committee included Herman Beavers, Ph.D., associate professor of English and Director of the African-American Studies Program; Rasool A. Berry (through June 30, 1998), a student in the College of Arts and Sciences; Stephen B. Burbank, David Berger Professor for the Administration of Justice; William J. Donawick, D.V.M., Mark Whittier and Lila Griswold Allam Professor of Surgery; Owen D. Garrick, M.D. (through June 30, 1998), a student at the Wharton School;

Glen N. Gaulton, Ph.D., professor of pathology and laboratory medicine and Vice Dean of the School of Medicine; Eduardo D. Glandt, Ph.D., Heuer Professor of Chemical Engineering and Interim Dean of the School of Engineering and Applied Science; Rachael F. Goldfarb, a student in the College of Arts and Sciences; Larry Gross, Ph.D., Sol Worth Professor of Communications; Douglas J. Hagan (from Sept. 1, 1998), a student at the Wharton School;

Geoffrey C. Hazard, Jr., Trustee Professor of Law; Prem G. Kumar (from Sept. 1, 1998), a student in the College of Arts and Sciences and the Wharton School; Risa J. Lavizzo-Mourey, M.D., Sylvan Eisman Professor of Medicine and Director of the Institute on Aging; Marvin Lazerson, Ph.D., Carruth Family Professor of Education; Jeremy Sabloff, Ph.D., professor of anthropology and Charles K. Williams II Director of the University of Pennsylvania Museum of Archaeology and Anthropology;

Joyce E. Thompson, Dr.P.H., professor of nursing; Sandra K. Tilford, a student in the Graduate School of Education; and Rebecca Trumbull, *ex officio*, senior planning associate at the School of Medicine.

The committee pursued a consultative process that included broad-based discussions with faculty across the University, deans of the schools, and members of the University administration, both to understand the issues and challenges of the position and to begin the process of identifying and attracting a person of intellectual vision and with demonstrated leadership ability. The committee sought candidates with a record of distinguished scholarship, academic leadership and managerial experience. The committee solicited nominations from members of the faculty, the deans of the 12 schools and from peer institutions across the country. Advertisements for the position were included in the *New York Times*, the *San Francisco Chronicle*, the *Chronicle of Higher Education*, *Black Issues in Higher Education*, the *Economist* and *Hispanic Outlook*. The executive search firm of Heidrick & Struggles was retained to assist the committee. The committee held 24 meetings and considered more than 165 candidates, including those from within the campus community and others. The candidate pool included 37 women and 10 individuals identified as members of under-represented minorities. The committee interviewed 14 candidates.

Following careful consideration and deliberation on the merits of the candidates, the committee submitted its recommendations to Dr. Rodin, and she has announced the appointment of Robert L. Barchi, M.D., Ph.D., as Provost, effective February 1, 1999. The appointment will be submitted to the Executive Committee of the Trustees of the University of Pennsylvania for final approval at their meeting to be held on December 11, 1998.

— Thomas P. Gerrity, Chair

University Council Meeting

Wednesday, December 9, 1998, 4 - 6 p.m. • McClelland Hall, The Quadrangle

Penn I.D. required for entry to the Quad.

To attend as observer, call the Office of the Secretary in advance, 898-7005.

- I. Approval of the minutes of October 14, 1998 meeting (1 minute).
- II. Status Reports of the President, Interim Provost, and Chairs of the Steering Committee, Graduate and Professional Student Assembly, Undergraduate Assembly, Penn Professional Staff Assembly, and A-3 Assembly (Reports and clarifications: 15 minutes.)
- III. Open Forum: 60 minutes (See also message of Chair and Moderator, below)
 - A. Lack of field space
 - B. Safety of Women on campus
 - C. 1997-98 Pluralism Committee report on Asian American Issues
 - D. Needs of students for Asian American studies and faculty
 - E. Asian American staff and alumni development
 - F. Naming of University buildings and locales
- IV. Follow-up questions on October 14, 1998 extended report by the interim provost on the state of the University, including Professor David Brownlee's report on implementation of the College House system: 20 minutes.
- V. Discussion of 1997-98 year-end Facilities Committee report (*Almanac* November 10 and 24, 1998) (15 minutes.)
- VI. Adjournment by 6 p.m.

To: The University Community
From: John C. Keene, Chair, Council Steering Committee
William F. Harris, Moderator, University Council
Subject: University Council Open Forum 12/9/98

The issues for the University Council Open Forum in the order in which they will be addressed are:

1. Lack of field space
2. Safety of women on campus
3. 1997-98 Pluralism Committee report on Asian American Issues
4. Needs of students for Asian American studies and faculty
5. Asian American staff and alumni development
6. Naming of University buildings and locales

Presentations will be limited to 3 minutes. Issues that are not on the schedule will be accommodated if time allows. The University Council meeting is from 4 to 6 p.m. on Wednesday, December 9, in McClelland Hall, the Quadrangle. A PennCard is needed to enter the Quadrangle. The meeting is open to any member of the University Community who wishes to attend, subject to space limitations. We suggest that people interested in the Open Forum arrive at 4 p.m.

OF RECORD Rules Governing Final Examinations

1. No instructor may hold a final examination except during the period in which final examinations are scheduled; when necessary, exceptions to this policy may be granted for postponed examinations (see 3 and 4 below). No final examinations may be scheduled during the last week of classes or on reading days.

2. No student may be required to take more than two final examinations on any calendar day during the period in which final examinations are scheduled. If more than two are scheduled, the student may postpone the middle exam.

3. Examinations that are postponed because of conflicts with other examinations, or because more than two examinations are scheduled in the same day, may be taken at another time during the final examinations period if the faculty member and student can agree on that time. Otherwise, they must be taken during the official period for postponed examinations.

4. Examinations that are postponed because of illness, a death in the family, or some other unusual event, may be taken only during the official periods: the first week of the spring and fall semesters. Students must obtain permission from their dean's office to take a postponed

exam. Instructors in all courses must be willing to offer a make-up examination to all students who are excused from the final examination.

5. No instructor may change the time or date of a final exam without permission from the appropriate dean.

6. No instructor may increase the time allowed for a final exam beyond the scheduled two hours without permission from the appropriate dean.

7. No classes (excluding review sessions) may be held during the reading period.

8. All students must be allowed to see their final examination. Exams should be available as soon as possible after being graded with access ensured for a period of at least one regular semester after the exam has been given.

In all matters relating to final exams, students with questions should first consult with their dean's offices. Faculty wishing to seek exceptions to the rules also should consult with their dean's offices. Finally, the Council of Undergraduate Deans and SCUE urge instructors to see that all examinations are actively proctored.

—Michael L. Wachter, Interim Provost

PPSA/A-3 Assembly: Joint Meeting December 10

The Penn Professional Staff Assembly (A-1) and the A-3 Assembly will hold a joint meeting Thursday, December 10, from noon to 1:30 p.m. in Dunlop Auditorium at the School of Medicine's Stemmler Hall. (Penn I.D. is required for entry, and there will be light refreshments.)

Special guests is John Fry, Executive Vice President. The joint meeting will continue dialogues initiated at the Fall meetings of each organization, and will provide follow-up and responses to issues and concerns raised at those meetings, a joint announcement from the Assemblies said, but members are encouraged to raise new matters as well.

"This is an opportunity to address specific questions to John Fry or Jack Heuer," said the announcement by Chairs Terri White of PPSA and Donna Arthur of the A-3 Assembly. Members are asked to send their questions in advance: A-1 questions to Ms. White at twhite@pobox.upenn.edu, and A-3 questions to Ms. Arthur at darthur@oyez.law.

FinMIS: Upgrade Gap Alert

In January 1999, the University will be upgrading the underlying software that comprises FinMIS from version 10.5 to 10.7. This is primarily a technical upgrade to install Year 2000 compliant versions of Oracle's tools, database management and application software. In addition, this will allow us to position our hardware and software for future upgrades. There will be minimal changes to the look, feel, and functionality of FinMIS to end-users after the upgrade to version 10.7. More details on these minor changes will be communicated to end-users in the next few weeks.

However, there will be a significant impact on system availability. FinMIS will be unavailable beginning Wednesday, January 6 at 8 P.M. until Wednesday, January 13 at 8 A.M. The Purchasing, Accounts Payable and General Ledger applications will be unavailable for any activity during that period. This outage will only affect FinMIS; all other University systems such as Payroll, Salary Management, and Data Warehouse will continue to be available. We can assure you that the upgrade team will be working aggressively to complete the upgrade process as expeditiously as possible. In the event that the system becomes available earlier than the 13th, end-users will be notified via e-mail. For more specific information about schedules and availability, including cut-off dates for feeds from other systems to FinMIS, please check the Comptroller's home page at www.upenn.edu/comptroller.

We are asking everyone to plan ahead for this upgrade. Please review your purchasing needs, and for those that require purchase orders, please place them in advance in order to reduce the impact on your department or center. Use of the ProCard, where appropriate, is another good alternative to satisfy purchasing requirements while Fin-MIS is unavailable. If you have specific procurement-related concerns, please contact Ralph Maier in Acquisition Services at 898-1452 or maierr@pobox.

If you have any additional questions, please e-mail to comptrol@pobox or contact me directly at 898-7593.

—Kenneth B. Campbell, Comptroller

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 John Keene or Executive Assistant Carolyn Burdon, Box 12 College Hall/6303, 898-6943 or burdon@pobox.upenn.edu.

Actions Taken by the Senate Executive Committee

Wednesday, December 2, 1998

1. Chair's Report. The Chair noted that the open forum is scheduled at University Council on December 9 and urged SEC members to attend. (See Agenda, p. 3, and Chair's Memorandum, p. 3.)

2. Past Chair's Report on Academic Planning and Budget Committee and on Capital Council. The Past Chair stated that it is difficult to report to SEC each month on a confidential committee. At the last meeting reports were given on the search for a director of the Annenberg Center, and the new Endowment Office, and there were the first of two presentations on the School of Arts and Sciences, a presentation on 40th Street development, and discussion of the Hamilton Square project.

The Past Chair was unable to attend the last meeting of Capital Council.

3. SEC Ad Hoc Committee report on revision of the Proposed Consultation Policy. SEC debated the revisions presented by Professor Howard Lesnick on behalf of Professor William Harris and Harvey Rubin, the other ad hoc committee members. Following additional change, the report was approved unanimously with one abstention. (See right.)

4. Informal discussion with President Rodin and Interim Provost Wachter. President Rodin responded to a SEC question on major academic initiatives that advance the Agenda for Excellence. She went on to describe another area of commitment in the multi- and inter-disciplinary programs that will differentiate Penn. These programs emerged from the schools in response to the challenges of the *Agenda for Excellence*. The President then described funding for the University-wide items on the *Agenda for Excellence*, noting that substantial additional amounts had been raised for school-based initiatives. To a SEC member, President Rodin said that, in her view, all the University's expenditures are designed to promote academic objectives, broadly defined.

A SEC member asked about plans for the \$300 million renovation of residential buildings. President Rodin said that the proposal was intended to lay out ideas to stimulate thinking on such potential projects. She stated this is a necessary project. To a question on faculty development, the President said it is important to put resources there and she cannot imagine getting outstanding students without having outstanding faculty.

Responding to a SEC question, President Rodin said she had received a proposal for La Casa Latina on October 30, would analyze it, and hoped to have a thoughtful response in a few weeks.

A SEC member proposed there be a mental health symposium for undergraduates. President Rodin stated that the Alcohol and Drug Abuse Committee had recommended a core freshman course on related issues and an effort was being made to determine how best to spread out orientation over the year, to facilitate covering such matters. SEC members suggested these issues could be covered in a freshman seminar or by reinstating a modified physical education requirement.

A SEC member asked about the status of the Medical Faculty Senate motion to create parity in mental health benefits. The Interim Provost said that the Benefits Redesign Committee looked at this last year and decided on balance not to change the benefit. President Rodin said that other benefits were more important and the matter will not be reopened this year but may be reopened in the next year or two.

An inquiry was made as to the progress of the search committee for a provost. President Rodin she she was confident there would be an announcement before Christmas.

5. Other new business. Gregory Possehl, Chair of the Senate Nominating Committee, reminded SEC members to submit suggestions for the Senate Offices to be filled for 1999-2000 (see *Almanac* November 10, 1998).

On December 2, 1998, the Senate Executive Committee approved a Policy on Consultation Where the Administration has Primary Decision-making Responsibility. SEC proposes that it be adopted and placed in the Handbook for Faculty and Academic Administrators. In accordance with Senate Rules, it is published below.

— John C. Keene,
Chair of the Faculty Senate

Proposed Addition to the Handbook, on Policy on Consultation

VI.H. Policy on Consultation where the Administration has Primary Decision-making Responsibility

This statement sets forth the policy of the University on consultation between officers of the University and their representatives ("the administration") and persons or bodies who are members of constituent groups having an interest in the adoption, modification or implementation of various programs, actions and policies of the University in those areas of decision-making where the administration has final or primary responsibility and the faculty does not have a distinctive role.

Thus, this policy on consultation—which includes the standing faculty as one among several relevant constituency groups—does not pertain to those areas of decision-making where the standing faculty holds primary responsibility or where responsibility is held jointly by the administration and the standing faculty, under the University's system of coordinate powers and shared governance. Nor does it apply to those areas of primary administrative responsibility in which the standing faculty's distinctive role in the University would justify differential access to consultation as compared with the other constituency groups referred to in this policy.

1. Norms governing consultation policy

This policy shall be interpreted and applied in light of certain underlying premises and norms:

a. The University is a non-profit organization committed to the structuring of its work and educational activities so as to provide opportunities for all who live, teach, carry on research, work, or study here to be participants in the campus community.

b. Except where strategic concerns actually and reasonably counsel little or no public knowledge or awareness of emergent policies or actions, it is the administration's duty to allow for full and open discussion, that is consistent with the democratic aspirations of the University.

c. Faculty, students, and staff, both as individuals and as constituency groups, have a stake in the welfare of the community as a whole, typically make a major commitment of time and devotion to the common enterprise, and often possess skills, resources and perspectives critical to the making of decisions that improve the quality of life at the University and in the surrounding community.

d. As the largest private employer in Philadelphia, making its home in West Philadelphia, the University is an integral part of both the West Philadelphia community and the city as a whole, and has an important responsibility to take account of the effect of its decisions on those larger communities.

e. Consultation by the University administration should be understood as conferring on those who are consulted an invitation and a responsibility to respond, to respect confidentiality when it is promised, to report and represent accurately the views of constituents and superiors, and to report in a timely manner to their constituents.

f. In the decision-making areas to which this policy on consultation applies, ultimate decisional authority rests with the trustees and (pursuant to authority delegated by the trustees) the president, in order that they may fulfill their responsibility to ensure the institutional and financial health of the University, as distinguished from its academic and scholarly mission, where the faculty holds primary responsibility under the trustees or, in some cases, shares such responsibility with the administration. The consultative process itself may be considered separate from the outcomes of that process, and a democratic, substantive, interactive process of consultation is not a mechanism for ensuring specific outcomes or for suppressing disagreement on substantive issues.

2. Definition

Consultation includes, but goes beyond, the disclosure of information about emergent decisions and policies. It is a process that embodies the spirit of give-and-take, whereby information of all types—specific questions, concerns and methods, but also broader strategies, principles and frameworks—is exchanged and incorporated into the process throughout its duration.

3. The framework of consultation

a. Selection of consultation partners

It is for the most part in the administration's discretion to determine the identity of those bodies or individuals with whom to consult on specific matters. (Consultative procedures for use in the appointment, reappointment, or removal of academic administrators are specified elsewhere in this Handbook, and are not addressed here.) The University Council and Faculty Senate, and their appropriate committees, as well as the independent committees provided for in the bylaws of the Council, are the means of carrying on the process. They are readily available.

b. Structures facilitating consultation

The long-standing practice of the president and provost to meet regularly with several groups provides a flexible established mechanism for raising matters on which consultation is appropriate, including the further specification of consultation partners. Specifically (but not exclusively), the chair, past chair, and chair-elect of the Faculty Senate ("the three chairs") meet frequently, and the Senate Executive Committee meets periodically, with the president and the provost and, as needed with other senior administrators. Similar practices exist with respect to the chairs or other officers of the Undergraduate Assembly, the Graduate and Professional Students Assembly, the Penn Professional Staff Assembly, and the A-3 Assembly Executive Board.

c. Range and timing of consultation

(1) Range of decisions subject to consultation

The policies and decisions facing the University as an institution range along a continuum, from major developmental decisions, on one end, to narrower operational decisions, on the other. Broad consultation is needed most in the case of developmental decisions, and to a lesser extent with respect to operational decisions.

(2) Timing of consultation

A decision-making process contains a number of steps: (1) gathering of data; (2) formulation of goals; (3) development of major alternatives; (4) provisional evaluation of each alternative; (5) provisional selection of the most desirable alternative or set of alternatives; (6) implementation of the decision made; and (7) monitoring and adjustment of the action to be taken. The process is often sequential, but may be cyclical or overlapping rather than linear, with decision makers often revisiting some or all of the steps as they move toward a decision, refining and understanding it better with each cycle. The following norms shall guide the administration in applying the "steps" model to the question of the appropriate timing of consultation:

(a) Consultation is presumptively obligatory no later than the conclusion of Step 3, and should be considered earlier, and carried out, where the decision maker in fact believes it feasible or perceives its utility.

(b) Earlier consultation is presumptively obligatory in a particular case if, in the considered judgment of a reasonable person in the position of the decision maker, the momentum inherent in moving through steps 1-3 would be recognized as sufficient to significantly inhibit (even though not preventing entirely) genuine consultation at the conclusion of Step 3.

(c) Consultation may be deferred, notwithstanding it being presumptively obligatory under sections 3.c.(2) (a) or (b), where and only to the extent that, for concrete and specific reasons, the need for confidentiality is reasonably believed clearly and strongly to counsel against it; provided, that in such event it shall be the administration's responsibility to consult the three chairs, under a promise of confidentiality, to advise them of the matter in question, and to seek and take seriously their counsel whether, how and when any consultation, going beyond them, should take place. It shall be the responsibility of the three chairs to consider whether to suggest to the president that, in light of the specific issue at hand, it would be appropriate, still on a confidential basis, to bring the UA and GAPSA chairs, the PPSA and A-3 Assembly chairs, or both groups, into the discussion of a matter, or in any other manner to broaden the sharing of information. Where there has been such a deferral of a more open consultation with the constituencies themselves, the administration should be especially attentive to the need for consultation more broadly at the later stages.

4. Safeguards

a. When a constituency representative has been consulted in confidence about a matter thought by the administration not to be ripe for broader disclosure, the representative shall, at an appropriate later date, report the fact of confidential consultation to his or her constituency.

b. When those consulted by an administration representative believe that the issues involved are such that it is important that more senior administrators hear their views directly, it shall be their responsibility to bring that belief to the attention of the president or provost, utilizing the mechanisms described in section 3.b.

c. It shall be responsibility of the three chairs to advise the president or provost of any serious concerns that they have, or have come to their attention, regarding a matter that has not been disclosed to them by the administration, and to request the president to consider the timing and manner of consultation.

d. It shall be the responsibility of the leadership of student constituencies to take the necessary steps to orient the relevant student committees to the background and origin of a question, and to monitor the work of student committees to assure that their membership is active and increasingly informed and sophisticated about important matters.

e. It shall be the responsibility of a person, group of people, or committee or other body consulted by the administration on a matter, to consider whether that act suffices as consultation with the constituency itself, or whether it should share the information, propose that the administration itself share it, or (where the information has been given in confidence) seek administration approval to share it, with a broader range of membership within the relevant constituencies.

f. Where there is a need for consultation with a committee of Council or the Senate, or with officers of constituency bodies, the need is ordinarily not satisfied by consultation with an administrative committee that contains faculty, staff or student members among it.

Speaking Out

Notes on Faculty CDs

I was pleased to read about the new Marian Anderson recording in the October 27 *Almanac* but disappointed to see that the note regarding "More of Penn on CD" failed to mention that at least some of the in print CDs of music by past and present faculty composers are available at the Penn Bookstore. Currently there are CDs in print that include compositions by George Crumb, Richard Wernick, Jay Reise and myself.

I say "some" of the in print CDs because (according to my conversations with Bookstore staff members) Barnes and Noble's CD distributor does not carry several important labels for new music. The result is that you can't even special order two of the current CDs of my work. As far as Barnes and Noble is concerned, some of my published work does not exist—a good example of how the marketplace values of a major corporation conflict with the University's ideals and interests. (You can find all of my CDs at Tower, *Amazon.com*, or Classical Choice, a store that used to be on campus until it was forced to find a more affordable rent in Center City.)

— James Primosch,
Associate Professor of Music

Response to Dr. Primosch

The University of Pennsylvania Bookstore is the only store operated by Barnes & Noble College Bookstores that offers a music department. Since pre-recorded music is not our primary business, we have been able to realize certain economies of scale by purchasing and managing the inventory through Bassin Distributors. Unfortunately, Bassin does not stock CDs or cassettes from every label in the music industry.

We would be happy to look at alternative methods of making faculty recordings available in our department. Please e-mail me at dwyane@pobox, or call 898-4880.

— Dwyane F. Carter,
General Manager, Penn Bookstore

Following is a letter sent to John Fry, Executive Vice President, and to Almanac for publication.

Questions on United Way

I am writing to you in reference to the recent materials distributed to Penn Faculty and staff to promote the Penn's Way '99 Campaign. Included in this packet are brochures and forms from the United Way, soliciting charitable donations for this organization. I find myself somewhat troubled by the University of Pennsylvania's association with the United Way on two counts, and wish to allow you the opportunity to explain this cooperative agreement in light of the following information.

1) The United Way experienced a classic example of crisis mismanagement in recent times, whereby the CEO was being paid a very high salary and had created some for-

profit subsidiaries under the not-for-profit's umbrella. His son was CEO of one of the subsidiaries. The United Way, rather than being open and honest, tried to hide what was happening. They were raked over the coals for trying to destroy all kinds of documents. What has changed in this organization that can instill the kind of trust that the University should insist upon when involving interaction with its employees?

(Information source: EMMI, Inc., publisher of "Inside PR and Reputation Management", Tony Seideman's report May/June 1997)

2) The United Way uses donations to fund many well-deserved causes, yet also, at least in the Combined Federal Campaign it manages for federal employees, contributes to the People for the Ethical Treatment of Animals, an organization dedicated to eliminating animal research. This organization has been suspected of association with more militant groups advocating violent anti-research activities as well as the recruitment of computer hackers to penetrate research systems and destroy data. In this light, do the Trustees of the University feel that the United Way is adhering to the mission of the University?

(Information source: *National Animal Interest Alliance News*, January '97)

I would contend that the relationship of the University of Pennsylvania and the United Way needs re-examination to ensure that the activities of this charitable organization are both free from internal corruption and complement the mission of this institution. I am sure that most employees involved in research would find the charitable contributions of the United Way to PETA to be contradictory to their work effort.

I look forward to your response to these concerns,

— G. Brown, Manager, Institute for Human Gene Treatment Transgenic Core

Mr. Fry Responds:

The Penn's Way '99 Campaign continues the University's tradition of providing faculty and staff with the opportunity to support charitable organizations throughout the Delaware Valley. As was the case last year, the United Way of Southeastern Pennsylvania and the Center for Responsible Funding will assist us in managing the Penn's Way '99 campaign. We have chosen these two management organizations for their proven track records of maximizing funds raised through workplace campaigns.

Regarding the issue of the CEO of United Way, I have asked the organization to respond directly [see letter, right—Ed.].

On the second item, the United Way of Southeastern Pennsylvania does not support the People for the Ethical Treatment of Animals (PETA). Please see the position statement [right] outlining the types of institutions which are eligible for funding through the United Way of Southeastern Pennsylvania.

— John A. Fry, Executive Vice President

Attachments to Mr. Fry's Response

United Way of Southeastern Pennsylvania Position Statement:

Update on William Aramony

William Aramony, former president of United Way of America, is currently serving the fourth year of a seven-year sentence he received in April 1995 for conspiracy, fraud and filing false tax returns. Also serving jail time they received on similar counts are former United Way of America Chief Financial Officer, Thomas J. Merlo, and Partnership Umbrella, Inc. President Stephen Paulachak.

Each defendant was also ordered to pay a special assessment of \$50 on each convicted count, and to pay a forfeiture judgement in the amount of at least \$552,000.

United Way of Southeastern Pennsylvania (UWSEPA) is a local organization governed by community volunteers. Like other local United Ways, UWSEPA has its own Board of Directors, president and operating policies. It is not a chapter of a national organization.

Money raised by UWSEPA, serving Philadelphia, Montgomery, Delaware and Chester counties, is for local agencies serving people in need in our community. Strict financial controls ensure that donor contributions efficiently reach these organizations.

United Way of America is the trade association which provides marketing support, training, research and other services to local United Ways. Since 1992, the organization has a new Board, governance structure, code of ethics, president and management team.

United Way of Southeastern Pennsylvania Position Statement:

Agency Eligibility Determination

United Way of Southeastern Pennsylvania supports more than 2,800 health and human service organizations throughout the Greater Philadelphia Region. Donors each year make decisions on where they want their contributions to go. While the United Way works to be as inclusive as possible, guidelines have been established on eligibility of non-profits organizations.

For an agency to be eligible, each element of the following core criteria must be met. An agency must have a federal tax exempt/tax deductible status of 501(c)(3), and; be located within and provide services to the residents of Pennsylvania, New Jersey, or Delaware, and exist primarily to provide or support voluntary human health or social services, and; be registered with the State Bureau of Charitable Organizations of the Commonwealth of Pennsylvania, or be exempt from registration.

Ineligible fields of service include the following types of organizations: religious institutions; libraries; animal welfare; disarmament, nuclear weapons and peace groups; environmental; governmental agency service; economic development; cultural; and education.

Donors who designate an ineligible organization are advised, and asked to redirect their gift.

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

After the 25 Year Club Dinner

A Note to Members: The 1998 gift for members is a useful red and blue mug with the University Coat of Arms. If you have not received your mug please telephone Kathy Nace in the Comptroller's Office (Ext. 8-7274). May you have a great holiday season.

— *Duncan Van Dusen,*
Secretary, 25 Year Club

A Correction: There are two women named Mae Barnes in the University database, and neither should have been on the list of new 25-year-club members published November 14. We belatedly received notice of the July 1, 1998 death of the longtime employee from housekeeping who retired in 1966 after 18 years at Penn. The current Mae Barnes of Human Resources is in her ninth year with Penn. We regret the confusion. —*Ed.*

City Council: Sidewalk Bill Includes University City

On December 3, the Sidewalk Behavior Bill (Bill #980641) was passed by City Council. First introduced by Council President John Street in December 1997, the bill controls sidewalk activity on city streets. The University City District, previously excluded from the legislation, was included by Councilwoman Blackwell in an amendment in September 1998 through the urging of the University and the community. The legislation addresses quality-of-life concerns that include specific banning of aggressive panhandling, sleeping on the streets, overall appropriate sidewalk usage, and at least a dozen other provisions addressing appropriate conduct on city streets. The amendment specifying University City District includes the area bounded by the Schuylkill River on the East running West on Spring Garden Street to Fortieth Street, then South to Market Street, then West to Fifty-second Street, then South to Woodland Avenue, then East to University Avenue, then South to the Schuylkill River.

Please call Glenn Bryan, Director and Associate Vice President of the Office of City and Community Relations at 898-3565 for additional information. A Penn Resource Guide to organizations dealing with homelessness, panhandling, housing and hunger is also available from the Office of City and Community Relations. In addition, information can be obtained from the web site at www.upenn.edu/ogcpa/citycommunity.html.

—*Office of City and Community Relations*

Center for Community Partnerships: Summer Course Development Grants

The W.K. Kellogg Foundation has provided the University with a three-year grant to link Penn's intellectual resources with community needs in West Philadelphia. The grant supports University faculty to develop new undergraduate courses that combine research with cooperative community projects. In addition, the grant provides support for undergraduates to participate in research opportunities that will both benefit the community and be integrated into the curriculum.

The Kellogg Program focuses on three themes: *Culture and Community Studies* (faculty coordinator: Peter Conn, Professor of English); *Environment and Health* (faculty coordinator: Robert Giegengack, Professor of Geology and Director of the Institute for Environmental Studies); and *Nutrition and Health* (faculty coordinator: Francis E. Johnston, Professor of Anthropology).

The Kellogg Program has funds available for faculty members to apply for summer course development grants. Proposals should fall within the three project areas noted above. Grants will be for no more than \$3,000 per project. These funds can be used to provide graduate and undergraduate support, course implementation, course support, and/or summer salary (\$3,000 is inclusive of E.B. if taken as salary).

Criteria for selection will include:

1. Academic excellence
2. Integration of research, teaching and service
3. Partnership with schools, community groups, service agencies, etc.
4. Focus on Philadelphia, especially West Philadelphia
5. Evidence as to how the course activity will involve participation or interaction with the community as well as contribute to improving the community
6. Evidence as to how the course activity will engage undergraduates in research opportunities
7. Potential for sustainability

Proposals should include the following:

1. Cover Page
 - 1.1 Name, title, department, school, mailing address, social security number
 - 1.2 Title of the proposal
 - 1.3 Amount requested
2. 100-word abstract of the proposal (include a description of how the course will involve interaction with the community and benefit the community)
3. A one-page biographical sketch of applicant
4. A two to four page mini-proposal
5. Amount of the request and budget

An original and five copies of the proposal should be submitted to the Center for Community Partnerships, 133 S. 36th Street, Suite 519, Philadelphia, PA 19104-3246. The application deadline is *March 1, 1998*.

— *Richard Beeman, Professor of History and Dean of the College and Deputy Dean of the School of Arts and Sciences*

— *Ira Harkavy, Associate Vice President and Director, Center for Community Partnerships*

— *Juan Negron-Ayala, Academic and Administrative Coordinator, Kellogg Program to Link Intellectual Resources and Community Needs*

Call for Proposals: The Diversity Fund

In September 1996 President Rodin announced important new University initiatives to enhance diversity at Penn through the recruitment and retention of faculty and students from under-represented minority groups. The Diversity Fund was established as a new source of financial support to help foster the success of recruitment and retention initiatives as well as research on diversity in higher education. It is anticipated that funding for most projects will not exceed \$20,000.

The Diversity Fund supports:

- Implementation of schools' strategic plans to increase the presence of under-represented minorities (matching funds required).
- Research on diversity in higher education.
- Projects to diversify the campus environment.

Application Process

Proposals to the Diversity Fund are reviewed in the spring of each academic year. Applications are due on or before March 15th of each year. If the date falls on a weekend or holiday the deadline is the following business day. Proposals must include:

1. The Diversity Fund Cover Sheet*. Failure to complete the Cover Sheet or to comply with page limitations will risk disqualification from the competition.
 2. 100-word abstract of the proposal.
 3. Amount of current support for the project.
 4. Other pending proposals for the same project.
 5. List of related support received during the past three years.
- If the proposal was funded in the past by the Diversity Fund, a report on the use of those funds and an assessment of the project's impact should be included.
6. A one-page biographical sketch of each project director.
 7. A proposal of not more than ten single spaced pages giving the scope, rationale, significance, plan, and impact of the project.
 8. Budget (one page). Budget items should be listed in order of priority.

Proposals (an original and 10 copies with the Cover Sheet*) should be submitted to the Office of the Provost (110 College Hall/6303) for review. Criteria for review will include:

- Relation of the project to the *Agenda for Excellence* and the University's goals for recruitment and retention of under-represented minorities.
- Potential for generating new insights about diversity in higher education.
- Budget appropriateness.
- Current support.
- Projected/Committed amount of matching funds and/or School/Responsibility Center contribution.

— *Office of the Provost*

* Cover Sheet should include: Name of Principal Investigator, rank, phone number, e-mail address, department, School, campus address, mail code, Business Administrator name, phone and e-mail, title of proposal, and signatures of Dean, Department Chair and Principal Investigator.

With *Houston Hall* closed for renovations, and *Sansom Common* open, the configuration for campus shopping has changed more in the last year than in any year since *Almanac* began sampling the goods that faculty, staff, and students can find in walking distance. Here are some of the discoveries our students and staff made.

The Stores They Are A-Changin’

Sansom Common

Urban Outfitters

For those who were upset to see the original Urban Outfitters close down over a year ago ‘tis the season to rejoice. Since they’ve joined Sansom Common family, Urban Outfitters has certainly come a long way from that warehouse on 41st and Locust. Their new store is modern and sleek yet the funky, and eclectic feel of the warehouse is not wholly lost to its neon lights. The image the store conveys carries over into Urban Outfitters’ stock of clothing as well as their holiday merchandise. The look this season is cool metal, so if you’re ready for a disco Christmas, pick up a shiny aluminum table-top Christmas tree (\$12) and mini-ornaments (\$8/a set)—or mirror-balls (\$5-\$12) if you prefer—and get started! They’ve furnished their storefront with offerings of “alternative” tree ornaments from little martini glasses complete with synthetic pimento olives to delicate blown-glass orbs in varied colors and sizes (\$3-\$9/each). Eye-catching items such as brass- and silver-colored card display trees (\$20), boxes of “Cheesy Poofs” from TV’s South Park fame (\$5) and inflatable armchairs (\$35) are only a few of the things Urban sells exclusively. Some practical gift items which suit even the most difficult “gifttees” are: the Jumbo Cup and Saucer set (\$5) available in a multitude of colors; and silk-bound, embroidered, hard cover diaries (\$14). With their clever floor displays, Urban Outfitters has really made it easy for its shoppers to keep their gift ideas fresh and diverse. Walk through and pick up a diary; pair it up with a picture frame or a jewelry box or candle or earrings or even cosmetics and you have a different gift each time! —T.B.

Douglas Parfumerie

Don’t let yourself bypass the sights and scents of Douglas Parfumerie this season. At one of the hot new shops on campus, you will find many hidden treasures amidst the colors and fragrances—there is something for everyone! Don’t let the fancy name deter you from setting foot inside its glass doors. It is a budget friendly store that offers 10% to students and staff of both the University of Pennsylvania and Drexel and gives free gift wrapping and complimentary baskets for gift sets, as well as free shipping. You’ll find everything from fragrances to skin care and hair accessories, aromatherapy to slippers.

Some of the unique aspects of Penn’s Douglas Parfumerie are its computer assisted shopping. The Clinque cyberface offers cosmetic suggestions for skin type and shape; at the arôme machine you can sample different perfume scents; and there is an i-MAC conveniently available where you can visit the store’s homepage.

A Douglas exclusive is its exquisite ornament collection or hand blown glass balls imported from Germany. They sell for \$12.50 and the proceeds benefit the United Way. There is also a variety of ornaments that sell from \$1.95.

This year’s holiday theme is celestial. There are angel, star, and moon candles, also made in Germany, that sell from \$7.50 to \$12.50.

There is a wide range of fragrances for a wide range of people and pocketbooks. “L’Air du

Temp” by Nina Ricci is one of the more popular perfumes that sells 1/4 oz. for \$78. In addition, “Opium” Yves Saint Laurent is \$90 for a 1/4 oz. and “Coco” by Chanel, 1/4 oz. for \$88.00, while Clinque’s “Wrappings” sells 1.7 oz. for \$32.50 and Lancome’s “Oui” 1.7 oz. for \$37.00. And if you are in need of unique or rare fragrances that you just can’t find anywhere, Douglas is more than willing to try and track them down at one of their other stores. There are also many lovely gift boxes of such items as perfume, cologne, body lotions and soap from Liz Claiborne, Clinque, and Estee Lauder to name a few. They range in price from \$35 to \$45. The only Origins counter in the Philadelphia area offers an sensory therapy gift box for \$32.50 and aromatherapy gift balls for \$18.50.

Among them even have personal care items for kids, such as a dinosaur bubble bath and body brushes in the shape of animals. —M.S.

Eastern Mountain Sports

A new addition to University City, this store is a haven for those who love the great outdoors. Indeed, shopping at this store is a pleasurable experience, as the atmosphere is down-to-earth and the service is friendly and knowledgeable. Though it caters to some very specific interests, the store also carries a wide selection of sportswear that everyone can enjoy. Though there are shirts, sweaters and pants, the main emphasis in the store is on the outerwear, as it offers all varieties of jackets and pullovers that are particularly appropriate for the cold weather season. For instance, a ladies’ waterproof Gore-Tex jacket sells for \$169.50, while a men’s fleece vest is \$69.50. To make these high-quality goods even more appealing, all Eastern Mountain Sports (EMS) brand name outerwear is currently 20% off.

For the serious nature enthusiast, the store offers equipment for a variety of activities, such as camping, hiking, and rock-climbing. Some of the items include backpacks, blankets, hiking boots, binoculars, cookware, and even snowshoes! In particular, EMS carries a wide selection of Northface products, such as tents and sleeping bags, that will outfit any camping trip.

On a more playful note, the store also offers the National Parks edition of Monopoly (\$34.50); the Swiss “Lugz” Tube (\$12.50), an inflatable sled for kids; and the Instant Blues Harmonica (\$16.50), “created especially for people who’ve tried before without success,” to cite just a few examples. —R.G.



The Penn Bookstore

The new Penn Bookstore is so much bigger than the old one—and with so much more to choose from—that no quick thumbnail sketch will do it justice.

Books take front and center, of course. From the bright rotunda entry at 36th and Walnut, the long diagonal spine of the store stretches diagonally toward the center of the block to end in The Penn Shop. It’s a little like walking through a very small town: From the central boulevard, aisles branch left and right to subdivisions organized by subject. Tall pillars display especially handsome volumes on the arts and architecture, some of them specific to Penn or to the region. Among the things that catch the eye here are: catalogs from the shows at the Arthur Ross Gallery and the ICA, and an impressive 3-D tour of architecture over the centuries. The Architecture Pack (\$50) by Ron van Der Meer and Deyan Sudjic. Among the dozens of titles singled out by the store for this area are Oprah Winfrey’s *Journey to Beloved* (\$40) and the audiobook of *Beloved* itself, read by Toni Morrison (\$39.95).

One long wall has magazines and newspapers from near and far, and during normal seasons the only bric-a-brac in sight is mostly book-related (see more on gifts below.)

About midway there are escalators to a second level where in addition to more books there’s a coffee bar with sweets, with seating on a kind of balcony where munchers can look out over the busy crossroads 36th and Walnut has become. At the far end of this level is the relatively modest music section (as noted in a Speaking Out response on page 6, music retailing is a new venture for Barnes & Noble, who manage the Bookstore). As *Almanac* noted earlier, the University Library’s CD of rare recordings by Marian Anderson is there; and as one of our students asked us to note, so is the Boss’s new 4-CD set (\$69.99).

What books are good for giving this year? Too many choices for this space. But this Sunday’s *New York Times Book Review* list of 300 recommended titles, and the new Bookstore is likely to have most of them in stock (or can order if asked expeditiously). Not in the *Times*, but noteworthy for campus booklovers:

- On the second floor, both the University of Pennsylvania Press Penn faculty have vastly larger and better-stocked displays than ever before. (If a given faculty member’s book is not there, manager Dwyane Carter wants to know.)

- On the first floor, toward the Walnut Street side, is a bright pastel nook called *Penn & Me* (subtitled The Funderburg Community Bookstore). This is where to find children’s books, science kits and pint-sized Penn clothing. A strong inventory for kids and the parents who read to them, interspersed with variations such as *An American Girl’s Family Album* (\$7.95), where girls of today can write down memories of their grandmothers, their mothers and themselves. This is also where future stockbroker gets his/her Wharton Junior MBA bib (\$5.95).

For more Penn regalia, The Penn Shop has its traditional Penn insignia’d sweats, hats, t-shirts and socks, and ties—and some unexpected Penn silk nighties (\$32.98). The Class of 2000 millennium t-shirts and hats are also new to this line, and the reverse-weave sweatshirts are 20% off now.

(story continued next page)

Speaking of discounts and other special things:

- NYTimes Best Seller List books are 30% off at all times.

- Two special dates are coming up:

December 10, 1-2 p.m., there will be free photos with Santa, and

December 16-19 is a Holiday Spree, with 20% discounts off selected items, in the spirit of the Sale-a-Bration of yesteryear.

Gifts: The book-minded giver will get ideas from stocking-stuffer "Bookmarks from the World Over" to well-made bookends (Rodin's thinker, gargoyles, cats, Winnie the Pooh catch the eye). There are witty and elegant mugs to hold drinks, Boston Museum of Fine Arts totes to hold books and things, fancy frames to hold photos, and umbrellas to hold over your head when it rains. Not ordinary umbrellas: they're mostly oversize; and besides the Red and Blue bumbershoot with the Penn shield there are, for art lovers, elegant reproductions of famous paintings to stay dry under (\$36).

Some stuff in the bookstore is pure fun (How do you carry a tune? Why, with musical sox, of course. The supply is short for these Santa socks, which play a medley as you walk wearing them. Hanukkah sox are (\$6.50.) Or you could celebrate two traditions with a sweatshirt that says *Deck the Halls with Lox & Bagels* (\$14.95). Real food includes both Christmas candies and bags of tricolor Star of David pasta (\$5.48); muffin mixes and mulling spices; Godivas in many sizes (some with teddy bears) and the chocolates packaged just for Penn, called *A Sweet Taste of Achievement*.

— M.F.M./K.C.G.

Computer Connection

In its new larger quarters in Sansom Common, the Computer Connection now has a wider selection of software than it did in its Locust Walk location. And, in conjunction with the Bookstore's Holiday Spree December 16-19, the Computer Connection will also have a sale with 10% off selected games, mousepads and computer accessories. (Currently, children's titles and entertainment software are 10% off.)

Some miscellaneous browsings on CD:

The gift for the family genealogist, *Family Tree Maker*, is (\$59.95) for Mac or Windows. There's a 1999 *Britannica* CD with 73,000 articles (\$89.95), and 108 years of *National Geographic* (\$149.95) and the third edition of the *Oregon Trail—Celebrating 150 Years, 1848-1998*, (\$45). *Ages of Myst* comes with *Riven* and the *Making of Riven* (\$50). And software is available to learn foreign languages such as Arabic, Spanish, German and Latin.

For those who've been waiting for the cost of saying "Cheese!" to come down can finally try it: The QuickCam color camera that attaches to a computer is now \$125. The Palm III organizer (\$349) comes with a coupon for a free travel pack.

Those who need space to store their great American novel as it unfolds can get Zip Drives (\$149). If the graphics turn you on (\$1215 worth) there's the 15" flat panel monitor, 1024 x 768 pixels, Mac and Windows compatible. If that's pi in the sky, there's consolation that the selection of mouse pads (\$5.95 and up) gets better every year, too.

To check out what else the Computer Connection carries, try www.upenn.edu/ccx or take a walk over to Sansom west of 36th and see why some say, "iMac therefore I am." —M.F.M

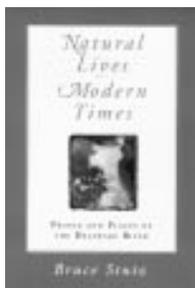
Presents from the Penn Press:

From cats in Ancient Egypt to contemporary landscape architecture, many subjects now pour forth from the University of Pennsylvania Press that are selling well both via the Penn Bookstore and on the web www.upenn.edu/pennpress. Unusual among publishers, the Penn Press has online ordering but still strongly urges browsers to turn to their local booksellers if at all possible when it's time to buy. The electronic ordering capability is a definite plus for international buyers, though, according to Bruce Franklin of the Press staff, who said Eastern European sales are rising steadily, most of them web-driven.

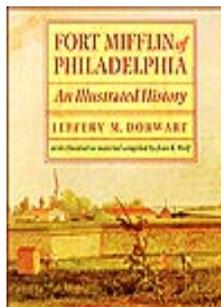
Three Penn Press titles are now in the realm of bestsellerdom for academic presses: last year's ABCs of Architecture by James F. O'Gorman and Ms. Mentor's Impeccable Advice for Women in Academia, by Emily Toth; and the brand new book *Historic Houses of Philadelphia*, below.



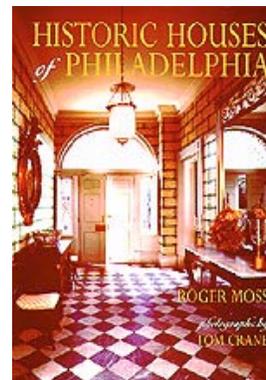
The 1921 seal of the Penn Press: a tribute to Benjamin Franklin, publisher, statesman, inventor, and founder of the University.



Bruce Stutz: *Natural Lives, Modern Times: People and Places of the Delaware River*. \$18.50. Paper. From the Catskills to Delaware Bay, Stutz traces the history of the settlements and natural environment along America's first cultural waterway.



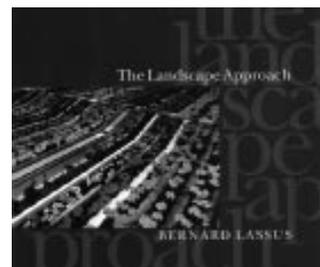
Jeffery M. Dorwart: *Fort Mifflin of Philadelphia: An Illustrated History*. \$18.50 Paper. 4 color, 67 b&w illustrations. The first comprehensive illustrated history of one of the remaining examples of the oldest harbor defense fortification system in the U.S.



Roger W. Moss, with photos by Tom Crane: *Historic Houses of Philadelphia*. \$34.95. Cloth. 150 color, 10 b&w illustrations. A "must have" book for those interested in architecture, material culture, or the history of the Philadelphia region.

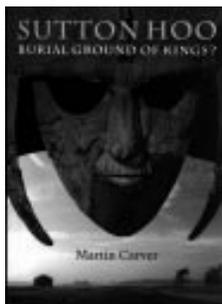


Jerome Malek: *The Cat in Ancient Egypt*. \$17.95. Paper. 100 color, 21 b&w illustrations. "The definitive account of the feline in Egypt" according to *Cats Magazine*.



Bernard Lassus: *The Landscape Approach*. \$39.95. Cloth. 54 color, 103 b&w illustrations. The first English language book on the work of Lassus, the foremost contemporary European landscape architect.

Martin Carver: *Sutton Hoo, Burial Ground of Kings?*. \$29.95. Cloth. 12 color, 114 b&w illustrations. A lively history of the discovery and excavation of the oldest ship burial in Europe.



Alice Ford: *Edward Hicks, Painter of the Peaceable Kingdom*. \$24.95. Paper. 3 color, 41 b&w illustrations. The only comprehensive biography of America's most recognized naive artist.

The 3401 Shops

In the closing of *Houston Hall* and *University Plaza*, '3401' gained two retail stores that are owner-operated and have strong followings throughout campus. Though *Smile* and *Sam Goody's* are no more, the oldtimers add new character to the whole block. (By the start of the spring term, *Penn Book Center* will add still more, at the *Goody's* site.) Below, we start with the newly placed *Roses* and *University Jewelers*, then give brief glimpses of some familiar outlets that are still where they were this time last year.

Roses

Always struggling to brighten its basement corner in *Houston Hall*, *Roses* in its new quarters on *Walnut* is luminous. Shoppers enter through a grove of potted *Norfolk pines* (\$5 to \$45) to be surrounded by *poinsettias* (\$5 up), noticing the very air seems better to breathe. A new line of well-chosen gift items adds a lot to the new store. Many are for the gardener (*majolica* *jardinieres*, hand-painted *cache pots* and *vases*), and others evoke the garden by design—*floral writing papers* alone or in a handsome matched set of *desk accessories*, for example. There are decorated *candles*, *candleholders* and *table centerpieces* for the holidays, and, for the kids, some of the more charming stuffed animals found on this year's tour. A plush *Pooh* and his friends, all in pastels, are \$13. Classic *teddies* in rich colors come in all price ranges, and at the top of the line are a mother-baby elephant or a giraffe and her shy little one, \$56, and a mother beagle with two pups, complete with wicker bed, \$64.

Roses does a brisk trade in flowers by wire, and traditional fruit baskets for the holidays. A new wrinkle to us was the *munchie baskets* that *Penn* parents call up and order for their ex-fac-ing sons and daughters: *popcorn* and *chips*, *candies* and *cookies*, with *drinkables* like *cider* or *packets* of special coffees and teas are supplied. Those things are also for sale at the shop.

The present site of *Roses* may not be its last, as some shoppers learned late in the summer; a neighbor had an option on the space and may exercise it, prompting another move in *January*. But *Almanac* was assured independently by the *University's* *Real Estate Director* that "the *University* thinks the world of this shop, and we are committed to having them in 3401." —K.C.G.

University Jewelers

Always elegant in the timeless way of jewelers at home in the ancient trade of precious metals and gems, *University Jewelers* seems even more so in its new store on *Walnut*. To a hushed and soothing new setting the owners brought with them the personal service (engraving, lots of attention, discounts, and free wrapping) that has kept them a loyal following for decades. The inventory has always been strong on the more elegant necessities of a university—the gold or silver pen-and pencil engraved and presented with fanfare, the charm or medallion personalized for remembrance, and whatever the bride has secretly chosen for the groom when classmates marry after graduation. At holiday time, it's all of the above plus a high volume in well set stones, and the price range could be summed up as "not as expensive as you thought it would be." —K.C.G.

Holiday Shopping



9 & Co.

For the hip and funky, 9 & Co. offers a unisex "Room-In-A-Box" complete with an inflatable chair, ottoman, pillow and picture frame for \$55. And for \$29 a "Bag-A-Snooze" comes with a mid-size carryall filled with fuzzy slippers and nightshirt.

But, if you know the sizz taste of those on your list—or know them well enough to bring them along and never mind surprises—9 & Co.'s "Buy One, Get One 1/2 Off" discount on most shoes and selected clothes items is a good incentive to check out the trends.

Foot Locker

From now until Christmas, Foot Locker is having what must be the best sale in town with 50-70% off everything except selected shoe styles. For the athlete in your life there is a large variety of sweat pants and shirts (from \$10) and T-shirts to add to your shopping list. They also sell Michael Jordan cologne at \$12 a bottle or \$35 for a gift case.

The Gap

New for the holiday season is the Gap Card—a not a gift certificate, but a debit card that can be reloaded with money. The card comes with a minimum purchase of \$10. But for those who want to make the choice and wrap it:

Blue no. 655 gift sets for him and her sell for \$32. His, in a blue *attaché* case, comes with *lotion* and *body shampoo*. Hers is in a white *attaché* case, with *body shampoo* and *lotion*, as well as a *candle* and *body scrub*. But you can also mix and match to create a set from items ranging from \$2-\$32. The Gap fragrance Blue no. 655 sells for \$20.

The Gap has put together a wish list of what have been found the most stylish basics for under \$50: *fleece hats* (\$12.50), *scarves* (\$16.50), *sweatshirts* (\$48) and *V-necks* (\$29.50) are popular and can be given to most everyone on your list and they will keep them warm too!

Although the Gap doesn't do wrapping it offers a signature Gap box with each purchase. —M.S.

Eyeglass Encounters

Don't laugh, you might do some gift shopping as you drop in for an exam or some new frames or contact lenses. One large selection of frames is on sale at 50% off through the holiday season, while others are 20% off. So, you need a gift idea for an optically-challenged friend, gift certificates are available in any desired dollar amount. —R.G.

University of Cards

It is what its name says, with the largest selection of greeting cards at Penn, since *Houston Hall* closed. But it's also whatever you need it to be, brimming with *rubber duckies*, *wind-up toys*, *key-chains*, *stuffed animals*, *mugs*, *candles*, *calendars*, *chocolates*, *jelly beans*, *balloons*, *invitations*, *decorations*, and all sorts of wrapping paraphernalia. They have a plethora of *Beanie Babies*; you'll also find *Sesame Street*, *Winnie the Pooh*, *Wallace & Gromit* and *South Park* merchandise. The stationery kits and piggy-banks in the form of *South Park* characters are functional. Others, such as the transparent plastic dreidels and jittering critter toys, are purely for fun. Since it's easy to get carried away, remember to take your credit card —T.B.

Although technically the stores in the historic rowhouses along *Sansom Street* are not in *Penn* space, they're good neighbors to shop with, so we didn't make a distinction in the sections below.

Sansom Coffee Sampler

You can jump-start Java lovers this holiday season with coffee pure and simple (or maybe not-so-simple) averaging at \$10-\$12 a pound or \$5-\$6 for 1/2 lb. from the several sources around 34th & Sansom streets as well as *Sansom Common*. Gift certificates and various ground or whole bean coffees are available at all of the following locations, but each place offers some extra special things for the holidays that leave the usual cup o' Joe out in the cold.

In its second year on campus, *Starbucks* is going stronger than ever with its "8 to Celebrate" coffee sampler. A holiday greeting card with latte coupon for \$2.95 paired with the chocolate snowman lollipop \$2.50 is inexpensively thoughtful. Secret Santa responsibilities are made easy with the gift box of Christmas Blend (their featured flavor) and Anniversary coffees, a 1/2 lb. bag of each packaged nicely for \$11.75; or four assorted 1/2 lb. coffees in a holiday tin for \$21.95. Stainless steel mugs and thermoses (\$26-\$38) are great for those serious coffee consumers, and Starbucks is the only coffee shop on campus that sells them.

Avril 50 is more magazine store and tobacconist than a cafe. But they do sell coffee and the gourmands who continue frequent the establishment over the years will tell you that anything *Avril 50* carries comes in a wide and exotic range of varieties. It's the only place at Penn that sells aromatic loose teas (\$5 per half-pound to \$12 for those from Japan). You'll find chocolates from Belgium, Holland, Germany, England and Switzerland under \$4, and gift boxes up to \$14; calendars and engagement books, and pretty paper to wrap it all up in (\$1.95 a sheet).

Bucks County Coffee Co. adds the gift of music in its third year on *Sansom Street*. *Java Jazz* is a compilation of various artists on CD priced at \$12.95. It is also available as part of the *Mistletoe Gift Set*, decoratively packaged to include a 3/4 lb. bag of their seasonal *Mistletoe Blend* coffee (\$19.95). Those who miss their *Hamilton Village* store at 40th and *Locust* need not fret; the coffee's just as plentiful on *Sansom Street*.

XandO, last but not least on the coffee tour of Penn, is the new kid on the block at *Sansom Common*, right next to the *Penn Bookstore*. Once you get over the debate on how to pronounce their name, you may want to check out the plethora of non-coffee merchandise *XandO* sells. They've got thermal mugs, key chains, glass magnets, spiral notebooks, T-shirts, baseball hats and polo sweatshirts starting at \$6.95 but priced no higher than \$48; some make good stocking stuffers while others are great gifts, especially when paired with a pound of coffee or a gift certificate. Special for the season are *XandO's* funky glass art mugs (\$24) featuring designs similar to the artworks decorating the shop's interior.



—T.B.

The Black Cat

For really special house warming or hostess gifts, or just the present for someone who has taste for sophisticated handmade crafts, the Black Cat on *Sansom* is the place. A partner to the

White Dog Cafe, it goes in for pottery and woven goods are both elegant and amusing, often with an animal motif, and it has sleek modern housewares for grownups as well as some very funky and nostalgic toys and room decorations items for children. There are ornaments of all sorts from \$8 to \$20; boxed holiday cards for Christmas and Hanukkah from \$10 to \$15 with snow scenes as well as a variety of cats; Santa, reindeer, and cats-as-angels candleholders at \$21 a piece; elf doorstops for \$20; socks with Christmas themes for \$7; wrapping paper for \$4.50; picture frames in all shapes and sizes from \$8 to \$16; and a cassette (\$10) or CD (\$15) of "A Season to Rejoice"—and proceeds benefit Pediatric AIDS. —M.S.

Saturn Club

Entered through the Black Cat, or from the old Moravian Street side, the Saturn Club is a stylish hairdressers' salon with Aveda makeup, makeovers and free consultations. More tangibly, there are hair accessories (75¢ - \$8), oils and incense, body glitter (\$4), temporary tattoos (\$3), self-massagers (\$15), nail polish (\$4-6), manicure sets (\$4), and a large selection of haircare products. Shoppers can add individual flair by selecting from the various products to put together their own gift packages. Gift certificates (either for a dollar amount or a specific service) are still an attractive gift option, and certificates over \$40 in value are 10% off up until Christmas. With manicures starting at \$12 and a wide array of stocking stuffers available, Saturn Club presents many affordable gift possibilities. —R.G.

Hamilton Village Shops

A few years ago we called this "40th Street and Beyond," but it's had a makeover marked by a new name. Last year it had a few things that aren't there any more: Urban Outfitters made its move to Sansom Common, and the Starbucks and Nautilus on Locust Street have closed in preparation for the construction of the Sundance complex.

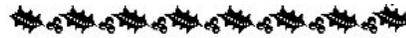
Game Gallery

There's a new boutique at 3931 Walnut that has wall-to-wall gift possibilities the loved one who is rabid for video games. At the site of what was once the Going Greek insignia store, Game Gallery features games and accessories for all your favorite systems—Nintendo 64, PlayStation, Super Nintendo, Genesis, Game Boy, PC, Macintosh, etc.—both new and used. The Gallery also sells the systems themselves, including a Nintendo 64 package with a free second controller (\$129, software not included).

Hot items this year include the new Color Game Boy from Nintendo (\$79.99) and *Tomb Raider III* for Sony PlayStation (\$49.99). By far the most sought after video game this season is *The Legend of Zelda: Ocarina of Time* for Nintendo 64, available in both a regular cartridge and the special limited gold edition. Prices for this latter item remain quite high due to its current scarcity (\$89.99 and \$79.99, respectively; think Furby). Expect prices to come down significantly once more shipments arrive.

The rest of the stores in what is now called Hamilton Village Shops are where they used to be, with holiday potential highlighted but by no means completely covered at right.

Holiday Shopping



Radio Shack

This is the place to go for virtually everything electronic, with everything from speaker wire to computers lining the shelves. Great gift ideas for kids include radio-controlled race cars for every budget (\$12.99 - \$199.99). A popular new item this year, and one sure to please anyone on the go, is the Sprint PCS digital cellular phone starting at \$99.

Natural Shoe Store

Every shoe is always discounted at this quaint boutique. Gift certificates (\$20) are available for shoe lovers who really need to make their own purchases; here they can choose from casual, formal, or anything in between. Popular among students this year are Naot comfort shoes, direct from Israel, and Steve Madden shoes for women. The typical spread of shoe brands can also be found, including Nike, Reebok, Adidas, Timberland, and Airwalk.

Penn Video Library

Gifts for cinema lovers are floor-to-ceiling as well as wall-to-wall at the Penn Video Library, but the clerks are most obliging and they know their stock inside out. They have a large supply of new movies from all genres plus some good buys in used ones (\$4.95-\$9.95).

Bike Line

For that fitness buff or bike lover on your list, a special holiday sale includes discounts on a number of high quality bicycles, as well as helmets to protect their lives. Interesting accessories include the Topeak Alien tool kit, which contains a variety of wrenches, screwdrivers, and even a bike chain repair tool, all in a compact Swiss-Army style package (\$34.99, including carrying case). Cycle trainers let you convert your ordinary bike into a stationary exercise bike for indoor winter cycling (\$89.99 and up). Be sure to pick up your holiday sale pamphlet at the store, entitling you to additional discounts.

The Camera Shop

Photographic products to suit any budget are plentiful at the Camera Shop, where Advanced Photo System cameras start at just \$24.99. If someone you know has been thinking of making the move to a new digital camera, now may be the time to surprise them with one—closeouts (starting at \$149.99) and newer models (\$299.99 and up) will create brilliant pictures with no wait for film processing. A great new way to share your photos with family and friends is the internet photo album, where your rolls of film are placed on a personal internet page at just 99 cents for 24 exposures, and you'll still get them back in about an hour.

This is one of two locations (the other is at on 34th Street) and they both have discount coupons, including 15% off digital photo restoration of your priceless family images—that should spread a lot of joy through your home during the holiday season. —G.K.

Along Spruce Street

Dolbey's

Medical books are its stock in trade—and it looks to be a very complete stock indeed—but there are also anatomy charts and flashcards among other things for the med student. Keep-

ing up with the state of the art, Dolbey's offers the Pocket PDR (*Physician's Desk Reference*), which allows doctors and medical students alike to use a PDR anywhere they need to go. At \$149.95 it's a steal. In addition, supplementary book cards to be used with the Pocket PDR are available for an extra \$95.95. Last but not least, check out Dolbey's CD ROM's.

The Grand Shoe Store

Tiny but packed with shoes for sale, this sales and repair shop also has footwear products you might need if winter ever comes and you need to waterproof something. For sale are mostly dress shoes at reasonable prices—men should expect to pay between \$50 and \$100 for dress shoes and boots, and women \$40 to \$120. They don't take personal checks so be sure to bring cash or credit cards for all purchases and services.

Steve & Barry's

Here the dilemma is not just which insignia in what color, but which of the buy-one-get-one-free variations to choose: One allows you to substitute for your free sweatshirt: three long sleeve T-shirts, or three short sleeve T-shirts, or three baseball caps, or any combination of those three. You may also buy one long sleeve T-shirt and get two free. In addition to clothing, Steve & Barry's have mugs, tumblers, glasses, teddy bears and key chains. And price is the object: low.

House of Our Own

This friendly, owner-operated bookstore is a legend among book lovers in the academic community, with many an intellectual favorite not found elsewhere. It also has a large fiction section as well—and a very helpful staff. House of Our Own is a pleasant option for booklovers any time of year, but especially at this season it offers gifts for the mind.

Spruce Street Records and Tapes

Spruce Street Records and Tapes is the only place left on campus that is dedicated just to music, music, music. They can cater to a wide selection of musical tastes. All of their new CD's cost between \$12.99 and \$13.99—comparable to most prices you would find downtown. For convenience, they offer gift certificates; and for relief of your pocketbook they also sell used CD's, tapes, and records.

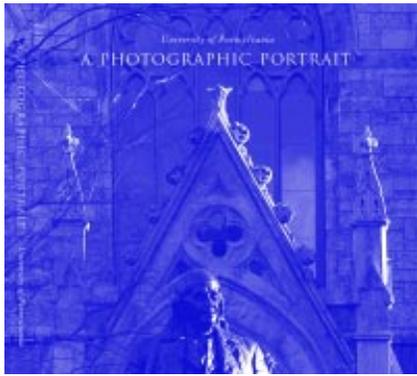
CVS

In the 3900 block of Walnut, CVS is the westerly campus's quick stop for all the little things it takes to get set for the holidays—it's mainstream in its wrapping paper and ribbons, tree ornaments and lights, and seasonally wrapped candies at affordable prices. Shopping for national brands of toiletries as gifts, or for stocking stuffers for all ages, is quick and painless at CVS (they seem to keep all their registers staffed, which helps), and the film processing gets good marks.

Eckerd

In the 3700 block of Walnut, Eckerd is smaller than CVS but uses its space to advantage. A slightly different mix of candy, lights, tree decorations, and holiday decorations for the home. In addition, Eckerd also has a large selection of toys the younger members of your family. For pre-teens, teens, and young adults check out Eckerd's pre-played Playstation, Genesis, and Super Nintendo video games ranging from \$14.99 to \$19.99. For those in search of electronics in the \$24.99 to \$59.99 range, Eckerd also sells radios, Walkmans, and portable CD Players. —L.J.

(more shopping next page)



This Season's Big Picture: The right gift "for students of yesterday, today and tomorrow" is *University of Pennsylvania: A Photographic Portrait*, an 11"x11" hard cover book featuring over 150 color images of Penn's architecture as well as its living treasures by eleven different photographers. At 10% off the \$39.50 price, it is available both at the Alumni Society Boutique and the Penn Bookstore.

The Alumni Society Boutique

The University of Pennsylvania Alumni Society headquarters is a popular place to shop at holiday time for friends and family who feel close to Penn. Jewelry and desk accessories such as cuff links (\$17.50), money clips (\$7.50), tie bars (\$7.50), and dagger bookmarks as well as marble paperweights, bookends and desk clocks, all feature the University insignia. A polished brass business card case at \$10 makes a great gift for that recent graduate, and what golfer wouldn't get a kick out of the Penn brass-plated divot tool (\$13.95) and gold-plated cloisonné ball markers (\$5.50-\$8). For that special Penn lady, an elegant silk scarf (\$40) bearing the Penn coat of arms makes both a fashionable and functional keepsake. And any member of the Penn community would be thrilled with one of the several styles of mens' or ladies' Penn watches (one is metallic with leather straps, \$99.95).

New this season are a supplex nylon windshirt (\$45-\$49) and poly canvas duffel bag (\$43). Other wearable Penn gear from the Alumni Society Collection are the long-sleeved denim shirt (\$45-\$47.25), short-sleeved polo shirt (\$39-\$41), navy and white turtlenecks (\$30-\$32), and four varieties of Penn baseball caps (\$16-\$18), as well as red and blue knitted hats (\$13.95).

Special items that must be advance ordered are: the duffel bag (above); polished black wooden Pennsylvania chairs adorned with the Penn crest (\$295 including shipping and handling), available in both straight up (known as "academic") and rocker models; and the color lithograph of College Hall Green, hand-signed by the artist David Keeling, taking in the view from Fisher Fine Arts Library to College Hall itself, with the Ben Franklin statue at center stage [Two versions are available: an open edition print (10" x 16", \$35) and one of a 1,500 piece limited edition (18" x 30", \$130). The same lithograph is also available double-matted behind glass in a handsome wooden frame (overall 16" x 21" for the open edition, \$75; overall 24" x 36" for the limited edition, \$195).

Those interested can contact Burt Ploener by phone at 898-8736, or stop at the Sweeten Alumni House, 3533 Locust Walk. —T.B.

University Museum

The *Museum Shop* in the main rotunda is famous for gifts that reflect the culturally diverse collections on view at the Museum.

The Shop is particularly noted for its distinctive international jewelry, irresistible to give or get. Venetian glass bracelets, necklaces and earrings are especially popular and, starting at \$18 with a typical range of \$20-50, they are also well priced. Other cultural influences in the jewelry selection include Nepal, Egypt, Israel, China, Indonesia, and the Americas. Discriminating shoppers have plenty more to choose from, though: fine books, well-made totes, neckties, scarves, handbags, mugs, music, games, bookmarks, picture frames, cards, stationery, jewelry, and collectible woodcarvings and figurines. There are holiday cards (\$7.75-15.95), gift wrap, and ornaments ranging from a metal Maya Rabbit (\$1) to a glass blown Tsar Ivan (\$39).

Whimsy on the cutting edge is a mouse pad in several Oriental and Navajo rug designs, complete with fringed edges. The Shop also has an impressive collection of world music on CD (\$15-20) and tape (\$10.95) of Latin, Celtic, Chinese, and African origin, featuring artists



such as the Gipsy Kings (\$18.95) and Angélique Kidjo (\$17.95).

The *Pyramid Shop* in the Educational Wing has one-stop global shopping for presents sure to please any child: international toys, stocking stuffers, crafts, books and ornaments, from 50¢ to \$50. A broad array of tree ornaments come from Latin America, South Africa, Egypt, Russia, India, Japan, and around the world. Educational games, craft kits and puzzles (\$5.25-24.95) teach inquisitive children about the secrets, legends and rituals of ancient civilizations. The craft kits in particular make ideal gifts for those with a creative streak: For \$14.95, there's a decorate-it-yourself holiday card set with stickers, and the latest in kits is Mehndi Body Art (\$5.95-20), of Indian influence, which allows youngsters to draw their own temporary tattoos with henna dye.

From Scratch: Faithful Museum shoppers will remember that it's "surprise discount" time again. A card has been mailed to all faculty, staff and students, valid now through December 23, to present upon purchase. As the cashier scratches off the patch on the card, it reveals a discount 15% to 75%.

—R.G.

Around the Hospitals

Since *CHOP's Daisy Shop* scaled back and the *HUP Gift Shop* came up in the world (its posh new location is up the escalator from the new Ravdin entrance), the three small gift shops that serve South-of-Spruce Street shoppers are more nearly comparable than before (the third is in Penn Tower). All are well-stocked with stuffed toys—including Beanie Babies galore—but all do, with a little browsing, turn up something for everybody. But there are also differences. Some glimpses:

HUP

One wall is stuffed with critters, including Teletubbies at \$8.99 and \$20.99. Dressed-up teddy bears distinguish the G.P. in white from a surgeon in green; there's a nurse standing by and even a teddy patient in recover. Also picture frames and nice bric-a-brac, a few woven goods, colorful sleep tees (\$17) a small rack of glittery party dresses (\$50) and quartz watches (\$20). A resin Santa helps display holiday cards (\$12).

CHOP

Here the stuffed toys have a small circular room to themselves, and they're starting to grow: the small ones are much like HUP's, but here's a big blue Cookie Monster at \$65. This was the only place we saw tall wooden nutcrackers in the classic uniform, \$30.

Penn Tower

Just inside the main entry is a Flower Emporium, the only one of the pair at Penn that is operating at the moment (the 38th Street store's move to International House calls for more renovations). Decorated Norfolk pines are \$5-\$45, and flower, fruit or food deliveries, \$35 up.

Half the shop is a variety store with some nostalgic touches—tiny card games like Fish and Snap starting at 69 cents—and some space-age things (soft sculpture rocket ship kids could sit in, \$75). They win the stuffed competition: a life-size husky or panda is \$135. Another panda, who lies on the floor as a hearthrug, is only \$45. —K.C.G.

Santa's Helpers

Getting through the holiday season calls for services as well as goods. These are some of the campus outlets that save time and sanity for those who face the year's end in a frenzy.



Mailboxes, Etc.

As the name suggests, the shop in the 3700 block of Walnut leases mailboxes but also does more. If getting packages at home is a problem you can have things sent there on piecemeal basis (\$5/package). It's also a one-stop location for packaging materials (cartons, tubes, padding, tape, the works) or you can call on their expertise for wrapping the unwrappable for safe passage anywhere. This packaging skill has also landed them with a year-end rush unrelated to gift-giving: at move-out time, they do much of the shipping of what used to fill up students' closets in the dorms. Also a FedEx outlet, it was the only place we saw that one-ups manila envelopes by presenting adding an option in rainbow colors (9x12 is 50c, 5x8 25c).

The Pulse Copy & Technology

Also a FedEx site, but with services all its own, is the new Pulse in the Sheraton—computer rental by the hour (\$8) and offset printing among them. And customized calendars.

Copy Centers

For simpler copy help, and for passport photos in case of sudden need, Campus Copy has two locations on Walnut—in the 3700 block and the 3900 block. In the latter location there's a neighboring Kinko.

—K.C.G.

Next Week: Gifts of participation, such as memberships in "Friends" groups, or tickets to University productions. —Ed.

Christmas Gift & Toy Drives

Operation Santa Claus: Gifts by December 17

We have started working on the 11th Annual "Operation Santa Claus" for the young and Senior Citizens. This year's party will again host three West Philadelphia Nursing Homes-The Ralston House, Mercy Douglas, & Stephen Smith Home-as well as St. Vincent's Orphanage.

Our senior citizen friends and the children from the home will again be treated to a holiday luncheon and gifts from Santa as well as surprise entertainment on Monday, December 21, at the Faculty Club.

Last year's party was an overwhelming success, again over 800 gifts were donated along with monetary donations to pay for the party. Gifts were distributed to all the guests, with enough on hand to send back to those in the homes not well enough to attend. Gifts were also sent to the children at the orphanage who were in school.

We're asking for your help again. We need 600+ gifts and monetary donations to cover the the luncheon, entertainment, transportation and additional gifts that are needed.

If you would like more information, feel free to visit Yvonne in Suite 212 Franklin Building or call me at 898-7234 or 898-4210. Those in Physical Plant can contact George Reale.

Below are some gift suggestions.* Simply choose something off the list, wrap it, and place a label or tag on the outside marked with what the item is, whether for a man or woman, girl or boy, and the size if applicable. If you are planning to participate in Operation Santa please contact us and let us know so can be sure that all the children and senior citizens attending will receive a gift.

There has always been a lot of interest from our staff and friends around campus. We are hoping that you will again be able to help. Please bring all gifts and donations to Yvonne in Suite 212 Franklin Building by *Thursday, December 17.*

—Yvonne Oronzio, SFS
—George Reale, Physical Plant

* Sweatshirts/pants (Men's: L & XL; Ladies': M & L). Socks (Men's: white & dark; Ladies' knee socks & knee highs). Perfume, cologne and dusting powder for ladies. Men's t-shirts, undershirts & thermals (XL & L). Ladies' thermals (M & L). Slippers with back out (slip-ons-not the sock type) Men's M & L and Ladies' S & M. Men's and Ladies' Sweater Vests (all sizes) Trivia games, puzzles, chess, checkers, card games, board games, hand-held electronic games, children's outfits, toys, beanie babies



Christmas Toy Drive: Through December 16

As you buy gifts for friends and family, please join in an opportunity to spread some holiday cheer to the homeless and less fortunate members of the community.

Bring a wrapped and labeled (age, gender) gift for well-deserving West Philadelphia children, teens and adults. Collected items will be donated to area shelters, community service agencies and families in need. Also, please contact Isabel Sampson-Mapp (898-2020, sammapp@pobox) if you are able to volunteer to sort gifts and/or help with collection/delivery.

— Isabel Sampson-Mapp, Director, Penn Volunteers in Public Service

Campus Drop-Off Sites

Museum Reception Desk	Near Kress Gallery	Bonnie Crossfield	898-4001
Wharton Executive Ed	221 Steinberg Conference Ctr.	RoxanneRawson	573-7164
Women's Center	3643 Locust Walk	Gloria Gay	898-8611
Civic House	3914 Locust Walk	Jeanine Jordan	898-4831
Science Center	3624 Market Stree	Carolyn Jones	898-3400
College Hall	Outside Room 112	Jennifer Baldino	573-9165
Af-Am Resource Center	3537 Locust Walk	Afi Roberson	898-0104
Franklin Building	3451 Walnut/Rm 427	Jennifer Shryock	898-2798
Veterinary Medicine	Rosenthal Lobby	Trish diPietrae	898-8842
Engineering	107 Towne Building	Tanya Christian	898-7244
International Programs	3340 Walnut/Rm 133	Adonna Mackley	898-4661
3401 Walnut	Outside Room 527A	Sandy Rathman	898-6884
SAS	120 Logan Hall	Kristin Davidson	573-3416
Dental School	E2, 3rd Floor	Dee Stenton	898-8052
Van Pelt Library	Shared Catalogue Dept	Rachelle Nelson	898-9048
Medical School	150 Anatomy/Chemistry	Jim Riley	573-4147
Renal Division	901 Stellar Chance Labs	Yvonne McClean	573-4396
Center for Bioethics	3401 Market/Suite 320	Tamika Childs	573-9378
Wharton	1000 SH-DH	Jennifer Coleman	898-1092
Mellon Bank Building	133 South 36th-5th Floor	Isabel Sampson-Mapp	898-2020

Volunteer to Work: At the "Annual Holiday Celebration" sponsored by Mayor Edward G. Rendell, 1500 children will meet at the Apollo of Temple on Friday, December 18, 1998 at 10 a.m. for a visit from Santa and to receive gifts. Volunteer to be a bathroom monitor, greeter, escort, bus captain and/or a gift packer (gift packing done the day before the event).

Classified

HELP WANTED

Membership Coordinator: Assist director of the Faculty Club in all aspects of marketing the Club's services and facilities to members and prospective clients. Strong computer skills, data base management experience and ability to work at diverse tasks. This is a temporary/part-time position. Call 898-4618.

Staff Writer: Write/edit news and features in collaborative work environment. Must write creatively, quickly on deadline. Part-time. Contact Libby Rosof, editor, *Pennsylvania Current*, 200 Sansom East/6106, e-mail current@pobox.upenn.edu or phone 898-1427.

VACATION

Pocono Chalet, 3 BDR/1B, Near Jack Frost/BB. Firewood incl. \$400/weekend, 215-898-9928.

VOLUNTEERS

Eating Disorders Study: The Center for Neurobiology and Behavior is seeking volunteers to participate in an international research study of eating disorders. If you have ever had Anorexia or Bulimia and you have a sibling or other biological relative who also has an eating disorder, you may be eligible to participate in A Genetic Study of Eating Disorders. All interviews and inquiries will be confidential. Each participant who completes the study will be compensated \$ 100. Interviews may be conducted by telephone. For more information about this study, please contact Nancy at 215-573-4583 or at winterin@mail.med.upenn.edu.

Bipolar Disorder Study: The Center for Neurobiology and Behavior is seeking volunteers to participate in a research study of the genetics of bipolar disorder. If you have been diagnosed with bipolar disorder and have a brother or sister with bipolar disorder, you may be eligible to participate. This study will not affect treatment in any way. Interviews can be conducted in person or by telephone, and will be kept confidential. Each person who completes the study will be compensated \$100. For more information, contact Sarah Lechner at (215) 662-2394.

Note: To place classifieds call:
(215) 898-5274.

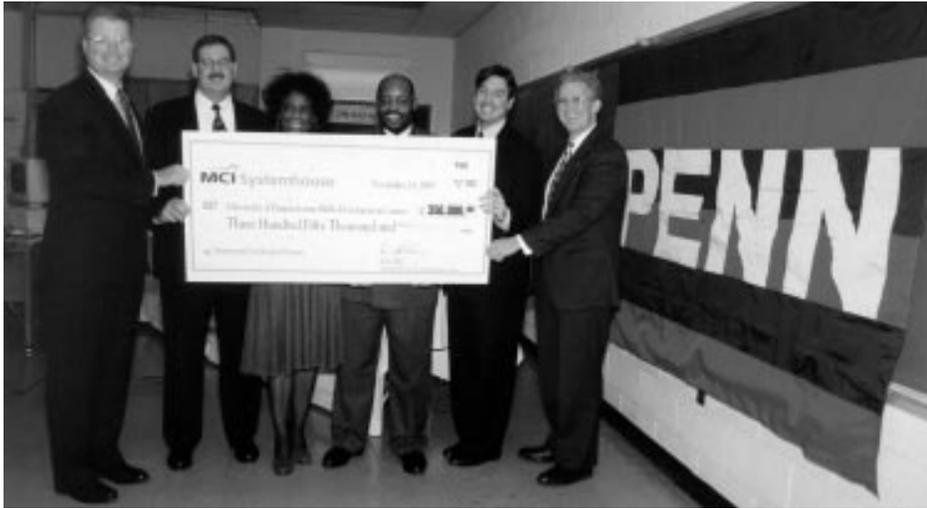
OPPORTUNITIES

There are currently over 500 positions open at Penn for qualified applicants in office support, research, computing, professional, and financial areas among others. All open positions are posted on the Human Resources website at www.hr.upenn.edu. Positions are searchable by title, job, school and posting date. Applicants can apply on-line at this site and are encouraged to do so.

Applicants are also welcome to visit the Penn Job Application Center at 3550 Market Street, Suite 110, where five computer stations are available for you to browse open positions and apply on-line. It is open from 8 a.m. to 6 p.m. weekdays. Applicants interested in full-time or temporary office support work, who have at least 3 months office experience and computer proficiency, are encouraged to visit the Application Center.

NOTE: Faculty positions and positions at the Health System are not included in these listings.

— Division of Human Resources



Left to right at the Skills Development Center are MCI Systemhouse's Rick Dale and Lawrence Consalvos; UCHS Principal Florence Johnson; Skills Center Development Director Ronald Story; Penn's Executive Vice President John Fry and Tom Seamon, Vice President for Public Safety.

Outsourcing Police Communications

The University has contracted with MCI Systemhouse, MCI WorldCom's global information technology services company, to operate the campus version of "911" services ("511" here) and related functions including training.

According to a November 24 MCI news release, MCI Systemhouse will provide "a comprehensive range of systems integration, consulting, and operational services that will modernize the public safety communications system," and the \$19 million, 10-year contract is the first functional out-sourcing agreement of its type in the U.S.

Penn's system was nearly obsolete, a spokesman for EVP John Fry later. Rather than upgrade through contractors but then try to operate by rebuilding and retraining an in-house staff that had dwindled to three, Penn chose the MCI route, he said. MCI is to take charge February 11. At their option, the three affected University staff members in Public Safety Communications can be relocated in the University, or be retrained by MCI and then either join MCI or remain on the University payroll and be managed by MCI.

Launching the Skills Development Center, with MCI's Help

Last week officials gathered at University City High School to mark a major step in the establishment of the University of Pennsylvania Skills Development Center, developed as "an innovative program of basic skills training, vocational guidance and support services designed to provide West Philadelphia residents with the skills necessary to compete in today's job market." In an innovative trade-off, Penn's new contractor for Public Safety Communications, made a \$350,000 grant to the Center to aid in its launching (see photo and story, above right).

The Center, located at UCHS and directed by Penn's former Human Resources Specialist Ronald Story, serves West Philadelphia community members, welfare-to-work recipients, and school-to-career students. It offers a comprehensive program of skills and career assessment; basic skills training; "workplace effectiveness" training; job referral and placement opportunities; and case management and support services.

"The Skills Development Center is a key component of the University's commitment to the economic development of the West Philadelphia community," said John Fry, Penn's executive vice president. "Providing West Philadelphians with the skills necessary to compete in an increasingly technology-dependent workplace will increase career opportunities at Penn and with local employers for many job applicants."

The program is a collaborative effort between Penn, the West Philadelphia Partnership, Community College of Philadelphia, community groups and individuals.

"The Skills Development Center is an example of a unique partnership between Penn, area institutions and community groups that will offer people the opportunity to develop meaningful and substantive job skills," Fry noted. "Providing our community members with the tools they need to reach their potential offers immeasurable benefits."

The program has five components. The first is a complete skills and career assessment to determine the individual's strengths, interests and training needs. The second component, basic skills training, will focus on two areas known to be in demand by Penn and local employers—skilled office support, and hospitality and retail.

Third, participants will receive "workplace

effectiveness" training, that is, providing skills necessary for success in the workplace that cut across specific jobs. Examples are interpersonal relations, problem solving, team building, job readiness and job preparation, and life skills.

The fourth component is job referral and placement opportunities, utilizing opportunities available at Penn, the University of Pennsylvania Health System, the University's new hotel and retail development projects and area employers.

The final component is case management and support services, which will provide participants with career coaching and feedback from employers, and support with family demands, such as child care.

"It has been well established that a success-

ful job training and placement program must address the family demands of participants," said Ron Story "This is why we have built a strong case management and support services component into our program."

Each training session will have about 20 participants, and last for 16 weeks. While students are training, Center staff begin the process of seeking job interview opportunities for them. "Once the basic coursework is completed, participants receive interviewing skills coaching, then begin to interview for jobs," Mr. Story said. "We continue to offer counseling and support after the individual is placed."

The Center's first course, in retail training, began November 2 and will run through January 1999. Twenty-four people are enrolled, with instructors from Community College of Philadelphia.

Crime Alert: A Door-to-Door Extortionist

Sunday, November 22, the following incident happened at a fraternity house:

Someone came to the door pretending to sell food/beverages. He reportedly named a brother in the house, and was let in and told to wait for that brother.

The brother who was named had no idea who the man was, so he and several other brothers asked the man to leave. At that point, the man said that he had a 9mm gun and that he could shoot them and no one would be the wiser. He also stated he was going to "remember their faces and they'd better watch out when they walk home." He agreed to leave if the brothers gave him \$20—which they did. The man left.

Below are some safety reminders if you are in a classroom, office, residence, fraternity or sorority.

- If someone you don't know asks for permission to enter your residence, do not permit entry until identification is made by another member of the residence.
- Entry doors should have peepholes that should be used before permitting entry to anyone.
- All entrances to your home should be well-lit. If you live in an apartment building, make sure all halls are properly illuminated; if they are not, notify the landlord.
- Never prop doors open, especially fire doors, even for a short period of time.
- Keep doors locked, even if you are away for only a few minutes. An unlocked door at night or during the day permits easy entry to someone who can harm or steal from you. Remember, most losses occur during the day.
- Report to University Police anyone who behaves suspiciously. Remember his/her appearance and relay it to the dispatcher.
- Develop a building patrol or watch program.
- If you are going to be away from your residence for an extended period of time during semester breaks, register your residence with Public Safety (for how-to, see Almanac November 17).
- Report suspicious sounds, activities, automobiles, or behavior that you see. Use these important phone numbers for this or for any fire, police or medical emergencies:

To Call Penn Public Safety from Campus Phones	511
To Call Penn Public Safety from Off Campus Phones	573-3333
To Call Philadelphia Police Emergency	911

With best wishes for a safe and happy holiday season,
—Susan Hawkins, Director of Special Services, Public Safety

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 **November 16 through November 29, 1998**. Also reported were **Crimes Against Property: 43 total thefts & attempts (including 8 thefts of autos & attempt, 5 thefts of bicycles & parts, 4 burglaries & attempts), 8 incidents of criminal mischief & vandalism, and 2 incidents of forgery & fraud.** Full reports on the Web (www.upenn.edu/almanac/v45/n14/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 **November 16 and November 29, 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: Robberies (& attempts)—1; Threats & harassment—6

11/16/98	3:29 PM	38th & Walnut	Complainant robbed by known suspect
11/17/98	7:21 AM	Steinberg/Dietrich	Rat found inside locker
11/17/98	11:43 AM	3700 blk Walnut	Bicyclist threatened by motorist
11/19/98	11:51 PM	Grad B Tower	Writing on wall
11/20/98	12:17 PM	Steinberg/Dietrich	Threats received from former employee
11/27/98	1:37 AM	3424 Sansom St	Unwanted calls received
11/27/98	7:51 PM	Univ Hospital	Complainant reports being harassed

38th to 41st/Market to Baltimore: Robberies (& attempts)—1; Simple assaults—4; Threats & harassment—2

11/16/98	12:45 AM	Van Pelt House	Visitor pepper sprayed by resident
11/16/98	10:26 AM	Evans Bldg	Patient threatened resident
11/22/98	12:47 AM	1925 House	Complainant reports being assaulted
11/24/98	2:06 AM	208 S 40th St	Complainant reports being assaulted
11/25/98	9:51 AM	3900 Chestnut St	Complainant reports being harassed
11/27/98	6:19 AM	4000 blk Walnut	Complainant reports vehicle taken by unknown male with gun
11/29/98	5:22 PM	112 S. 40th St	Complainant assaulted by employee of establishment

41st to 43rd/Market to Baltimore: Robberies (& attempts)—1; Threats & harassment—1

11/20/98	5:15 PM	4200 blk Pine	Currency and credit cards taken by suspect with gun
11/25/98	11:51 AM	4311 Spruce	Complainant reports receiving threat

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

11/25/98	9:51 AM	Bennett Hall	Unwanted calls received
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Outside 30th to 43rd/Market to Baltimore: Robberies (& attempts)—3; Threats & harassment—2

11/19/98	4:10 PM	Milmount PA	Unwanted letter received
11/19/98	11:14 PM	326 S. 19 St	Unwanted calls received
11/22/98	5:32 PM	46th & Baltimore	Bike taken from complainant by unknown suspect with gun
11/24/98	12:45 PM	1900 blk Pine	Complainant robbed by unknown suspect
11/28/98	10:00 PM	400 S 40th St	Complainant robbed/1 arrest

Crimes Against Society

34th to 38th/Market to Civic Center: Disorderly conduct—2

11/21/98	12:46 AM	Blockley Hall	Suspect arrested for disorderly conduct
11/22/98	2:41 AM	3600 blk Locust	Fight on highway/one arrest

30th to 34th/Market to University: Alcohol & drug offenses—1

11/16/98	11:00 PM	Franklin Field	Suspect cited for underage drinking
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18th District Crimes Against Persons

32 Incidents and 7 Arrests (including 2 rapes, 9 aggravated assaults, and 21 robberies) were reported between **November 16, 1998 and November 29, 1998** by the 18th District, covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

11/16/98	9:15 PM	4400 Market	Aggravated Assault
11/16/98	12:00 AM	4700 Wanlut	Robbery/Arrest
11/16/98	3:40 PM	3800 Chestnut	Robbery
11/17/98	12:25 AM	1018 48th St.	Robbery
11/18/98	6:00 PM	100 Farragut	Robbery
11/18/98	5:35 PM	4900 Osage	Robbery
11/19/98	12:15 PM	5000 Chancellor	Aggravated Assault
11/19/98	3:10 AM	5101 Walnut	Robbery
11/20/98	9:32 PM	3945 Chestnut St.	Robbery
11/20/98	5:20 PM	4230 Pine St.	Robbery
11/20/98	10:50 PM	5100 Chestnut	Robbery/Arrest
11/21/98	9:00 PM	4725 Cedar	Aggravated Assault
11/21/98	2:15 AM	3001 Walnut	Aggravated Assault
11/21/98	10:15 AM	4001 Baltimore	Robbery
11/22/98	3:12 AM	4500 Baltimore	Rape
11/22/98	4:07 PM	4600 Cedar	Robbery
11/22/98	4:30 PM	4800 Osage	Robbery/Arrest
11/23/98	12:20 AM	1108 47th St.	Robbery
11/24/98	4:55 PM	4956 Walton	Aggravated Assault
11/24/98	2:00 PM	15 52nd St.	Rape
11/24/98	5:30 AM	4800 Baltimore	Robbery
11/25/98	12:04 AM	401 45th St.	Robbery
11/27/98	6:25 AM	4029 Walnut	Robbery
11/28/98	8:10 PM	3400 Spruce	Aggravated Assault
11/28/98	4:11 PM	5103 Webster	Aggravated Assault/Arrest
11/28/98	5:26 PM	17 43rd St.	Aggravated Assault
11/28/98	10:00 PM	400 40th St.	Robbery/Arrest
11/28/98	9:30 PM	4900 Locust	Robbery
11/28/98	12:00 AM	3400 Spruce	Robbery
11/29/98	2:27 AM	4439 Spruce	Aggravated Assault/Arrest
11/29/98	8:46 PM	101 52nd St.	Robbery
11/29/98	1:55 AM	4952 Hazel	Robbery/Arrest

Update

DECEMBER AT PENN



FITNESS/LEARNING

Morris Arboretum

Fee: \$30; \$27.50-members.

Info: 247-5777, ext. 156

8 *Holiday Decorations II: Wreaths;* design and decorate your own wreath; fresh greens and materials provided; 7-9:30 p.m.; Widener Center, Arboretum. *Also December 10, 1-3:30 p.m.*



9 *Holiday Decorations I: Centerpieces;* create table decorations; fresh greens, berries, candles and cones provided; 1-3:30 p.m. & 7-9:30 p.m.; Widener Center, Arboretum.



MUSIC

12 *Saul Stokes;* electronic music; 8-11 p.m.; \$15; \$10-w/WXPN member card; \$5-students; St. Mary's Church. Info: (610) 734-1009 (The Gathering).

READINGS

9 *Medieval Hebrew Poetry Slam;* literary scholars from Europe and U.S. read and discuss Hebrew poetry from the Bible and the Renaissance; 5 p.m.; Kelley Writers House. Info: jsp-info@ccat.sas.upenn.edu (Jewish Studies; Writers House).

TALKS

9 *When Gods and Demons Come to Play: Kathakali Dance Drama in Performance and Context;* Phillip Zarelli, University of Wisconsin; 11 a.m.-12:30 p.m.; Room 167 McNeil Building (South Asia Regional Studies).

Deadlines: Today is the deadline for next week's Update At Penn—the last for 1998. The deadline for February At Penn, is *January 12, 1999*.



Almanac

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Managing Our Classrooms and Ourselves

by Michael Useem

The content is identical, the main points are the same, and the instructor is still you. Yet student response in one class offering is completely enthused while in another is utterly defused. You know you had great material that the students needed. Why did one class come brilliantly to life and the other fall so flat?

My own experience in both the Wharton School and the School of Arts and Sciences suggests that such differences often stem from the way we manage ourselves and our classroom. If we do it well, our students become engaged and energized; if we don't they become distracted and enervated.

The calling, then, is to devise a learning experience so that our students are attentive and receptive, and here is my five-fold way for mustering attention and reception. It will not be the same as yours, but we all need some management path.

The Classroom

A classroom's size and configuration can be a delight or a disaster. My very first teaching venue on campus was a 10- x 75-foot, dimly lit "classroom" (actually, a library). Construction-site jack-hammers just outside the building ensured that most of my 60 students could hear about as well as they could see in what amounted to a shadowy tunnel without blackboard or projector. My present classroom seats 60 students in tiered semi-circular rows around a brilliantly lit center brimming with visual technologies. The first act of classroom management, then, is to negotiate where we practice our trade.

Unfortunately, a dozen things can still go wrong in the best of venues: lights expire, seats break, erasers disappear, computers balk, thermostats malfunction. Even with inspections of classrooms that are now routine, it is always a good idea to arrive early to make sure everything you need is in order.

Once class starts our management role is by no means completed. We still have to overcome student aversion to all front rows and affection for the back. We still have to ensure that leaf blowers do not appear outside our windows, overhead projectors do not spark out, and late arrivers do not disrupt our first act.

The Handout

Students expect and deserve a paper record at the outset that captures all that you will say and show. You may post it on the web for later browsing, but it is the paper on which notes are taken and thoughts stored.

The handout contains the transparencies and graphics that you plan to display, and then some. It is a menu of what you plan to do; a hook to the last class topic and link to the next; a record of assignment changes and quality-circle directives; a summary of the day's readings and a compendium of the photos, equations, derivations, figures, tables, and narratives that carry the day's content.

The Relationship

In researching corporations, I am frequently awed by how many executives personally know the five hundred top people in the firm. Though our student encounters are far briefer, learning the names and mastering their identities early in the term is absolutely critical, even if their numbers are daunting.

Face cards help. You can create these from the class lists with pictures that are now available to most instructors on the web. If unavailable, ask your students to fill out an index card with memo-

orable data ranging from their major and nickname to favorite sport and vital fact (one reported that her dog and cat thought they were people). Add student photographs, and you are set for cold calling in the classroom and warm encounters outside it.

During the present semester, I face a combined 326 students in four courses, and by mid-term I've managed to master most of the names, especially if I review the face cards early on every teaching day. But my storage system is fragile, and my biggest fear now is that I hit a killer pothole on driving to campus and scores of names are knocked free.

The Presentation

Stage actors and opera singers face their audience, and lighting crews ensure they can be seen. But too often we have witnessed seminar speakers look at anything except the audience, or even turn their back on the audience. Worse, we sometimes see them fail to fully light the seminar room or even dim the lights in the name of accenting a slide, leaving their voice to emanate from a twilight zone at the front of the room.

The list of self-management "do's" and "don'ts" is long here: Stand upright and don't pace around; speak forcefully and avoid those "ahs"; act with confidence and don't guess at what you're not confident of. Leave all those annoying personal habits at the door.

A fast-moving, crisply delivered, and content-full presentation with counterintuitive conclusions is essential. Unappealing and unclear presentations are catastrophic.

Demeanor and appearance are no small part of the package. One of my colleagues wears a different tee shirt to every class session, the images becoming more astonishing at the term progresses. I'm not a tee-shirt person, but I do make a point to vary my attire from L.L. Bean to Brooks Brothers. Get out those Land's End and Nordstrom catalogs.

Diversity in teaching style is equally important. Your main method may be that of the talking head, but break it up with illustrative videos, student presentations, engaging exercises, and surprise speakers. Disappearing chalk and other tricks of the magician's trade can help if all else fails.

The End

When classtime is out, you're out. Going even a minute beyond the prescribed end tells students you're abysmal at managing your time and theirs. Put differently, a sure way to kill your ratings is consistently to take five minutes of the precious time in which your students planned to find a restroom or snack on their hurried way to the next class.

Returning term papers, problems sets, and other graded things in as short a time as attainable with as extensive feedback as feasible provides students with as much guidance as possible.

Summarizing your main points early and often keeps students on track during the term. Doing that more fully at the end of class also assures that they leave the classroom knowing why they came. Watch the clock: You can't do the recap justice in the final minute.

And that's where we are now, close to the word limit the editor granted me. The main point, then, is to ensure our teaching experience maximizes what students master during their brief moments with us. Managing the classroom, the handout, the relationship, the presentation, and the end will do it for you—and for them.

This is the third essay in the 1998-99 Talk About Teaching series, now in its fifth year as a joint project of the College of Arts and Sciences and the Lindback Society for Distinguished Teaching. Dr. Useem is Professor of Management in the Wharton School and author of The Leadership Moment: Nine True Stories of Triumph and Disaster and Their Lessons for Us All (1998).