

# UNIVERSITY of PENNSYLVANIA *Almanac*

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## Campus Development Open Forum

All members of the University community are invited to attend two public fora on the Campus Development Plan on December 6 and 13.

The first forum will be held on Monday, December 6, from 6 to 8 p.m. in College Hall 200. At this meeting, the Office of the University Architect along with the Olin Partnership will provide a brief overview of the analysis done to date and would like to learn of any of your issues and concerns, particularly in the areas of access, transportation, service and campus environment.

The second forum will be held Monday, December 13, from 3 to 5 p.m. in College Hall 200. This meeting will focus on issues pertaining to the quality of life on campus.

To attend either of the meetings, please RSVP to Suzanne Kho at (215) 573-8428 or e-mail ([kho@pobox.upenn.edu](mailto:kho@pobox.upenn.edu)).

The President's State of the University Report in this issue discusses the Campus Development Plan's objectives and the focus of the five committees.



Photo by Terry Wild

*A birdseye view of the campus looking eastward.*

## On the Mayor-Elect's Transition Team

President Judith Rodin is one of five co-chairs who will provide guidance and oversight for mayor-elect John F. Street's transition plan. Last Monday, the mayor-elect announced the co-chairs who will head his "Transition Team" that will include at least a dozen task forces, with approximately 15 members each. The members are expected to be selected this week. The mayor-elect has requested that the full "Transition Team" be comprised of representatives from all sections of the City and that it include a cross-section of key constituencies, such as business, labor, faith communities and educators.

The other co-chairs are Patricia De Carlo, an expert in community organizing and neighborhood development who serves as executive director of the Philadelphia-based Norris Square Civic Association; Leonard M. Klehr, who chaired Mr. Street's campaign committee and is a founding partner of Klehr, Harrison, Harvey, Branzburg & Ellers, a Philadelphia-based law firm; Dorothy Sumners Rush, a member of the Board of the School District and a leading public education advocate; and Carl E. Singley, former dean of Temple University School of Law and First Deputy City Solicitor, currently chairman of Singley, Potts & Booth, a Philadelphia-based law firm.

The mayor-elect has charged the Transition co-chairs with conducting a thorough evaluation of the current government structure and operations; evaluating all municipal non-civil-service personnel, and identifying and recruiting national-caliber personnel to implement the goals of the Street administration.

### ISC Public Forum on Modem Pool Changes

All faculty, staff and students are invited to attend a public forum on December 1, at 3 p.m. in College Hall 200 to discuss concerns surrounding proposed changes to the Penn modem pool. The forum will be moderated by Jim O'Donnell, vice provost, information systems and computing. Beginning July 1, 2000, Penn is proposing to eliminate all no-charge modem access to PennNet as a first step in its longer-term strategy to phase out the Penn-managed modem pool and encourage the community to switch to commercial Internet Service Providers (ISP). The forum is being held to dispel any inaccuracies about the proposed changes and as a unique opportunity to consult the Penn community at large.

Issues to be addressed include:

- rationale behind the proposed changes
- possible implementation scenarios for phasing out the modem pool
- Penn-endorsed ISP options and alternatives
- security and access concerns for domain restricted services

For more information about the proposed changes, please see [www.upenn.edu/computing/remote/remote-discussion.html](http://www.upenn.edu/computing/remote/remote-discussion.html). Questions and concerns can be sent via e-mail to [remote-access@isc.upenn.edu](mailto:remote-access@isc.upenn.edu).

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**Pullout: December AT PENN**

## Nursing: Two New Associate Deans

The Nursing School's Dean Norma Lang has announced the appointment of two new associate deans for undergraduate and graduate education: Dr. Linda Brown and Dr. Joyce Thompson. "Each of these individuals," said Dean Lang, "brings to her new position extensive leadership skills and experience that will be invaluable to the profession of nursing and our School as we continue to set standards for excellence in nursing education, practice and research."

Dr. Linda Brown, associate dean and director of undergraduate studies, is widely acknowledged as an exemplary scholar and educator within the University and among her colleagues in academia and health care worldwide. Of particular note is Dr. Brown's commitment to mentoring tomorrow's nurses by including undergraduate and graduate students, and junior faculty in her extensive body of research focusing on breastfeeding and models of health care for vulnerable women and children. She received her BSN from Temple in 1976, and MSN in 1978 and PhD in 1985 both from Penn. Dr. Brown joined HUP as a staff nurse in 1976 and became an instructor in 1979. She was promoted to Assistant Professor in 1985 and Associate Professor and Course Director in 1991, and was named the Miriam L. Stirl Professor in Nutrition in 1997. Dr. Brown has also served as the co-director of the Center for Low Birthweight Research, the chairperson of the Health Care of Women & Childbearing Families Division of the Nursing School, and Faculty Practice Director of PENN Transitional Services: Perinatal/Newborn Program. She was elected a fellow of the American Academy of Nursing in 1989. Other honors include a Lindback Award in 1990, an AWHONN Award of Excellence in Nursing Research in 1996 and a Lenore Williams Award in 1998.



Dr. Linda Brown



Dr. Joyce Thompson

Dr. Joyce Thompson, associate dean for graduate studies and professional development, brings extraordinary leadership experience in nursing, bioethics, and midwifery. She is Director of the School's World Health Organization Collaborating Center in Nursing and Midwifery Leadership. Since 1979 she has served as director of the nurse midwifery graduate program. Dr. Thompson received her BSN in 1964 and her MPH in 1971, both from the University of Michigan. She received a doctorate degree in Public Health from Columbia University in 1980. She joined Penn in 1979 as an instructor in the Nursing School and director of the Nurse-Midwifery Graduate program. She was promoted to associate professor in 1980 and professor in 1989. Dr. Thompson is also currently director of the International Confederation of Midwives, the W.H.O. Collaborating Center in Nursing and Midwifery, the Teacher Education Program for Nurse-Midwifery and Nurse Practitioner Faculty, and the Penn Malawi Women for Women's Health Project. In 1995, SUNY Health Science Center awarded her an honorary DS degree.

## HONORS & Other Things

### University Chaplain

*William Gipson*, University chaplain, has been elected to a two year term as president of the Association of College and University Religious Affairs (ACURA). ACURA is comprised of large research universities, small liberal arts schools, and private and public institutions.

### Music Award for Dr. Judd

*Dr. Cristle Collins Judd*, assistant professor of music, received the "Emerging Scholar" award at the annual meeting of the Society for Music Theory. Dr. Judd was recognized for her article "Josquin's Gospel Motets and Chant-Based Tonality" which appeared in a volume of essays she edited entitled *Tonal Structures in Early Music* (Garland, 1998).

### Point of Light

*Kathleen Mahoney*, a graduate student in the School of Nursing, was selected as a Daily Point of Light last month for her work in the Amazon for nearly three years with Doctors Without Borders.

She trained local health promoters to diagnose malaria and to recognize and treat other diseases that plague their communities. The Award is sponsored by The Points of Light Foundation, the Corporation for National Service and the Knights of Columbus.



Kathleen Mahoney

## Speaking Out

### A Heart for Cardiac Rehab

We write to make faculty and staff aware of the impending closure of the Cardiac Rehabilitation Program at Presbyterian Hospital. We recognize that the University of Pennsylvania Health System needs to achieve financial savings to eliminate its serious deficit. However, the estimated potential savings of \$30,000 per year from closing this program contributes little to that goal, while eliminating a program that is valuable to faculty, staff and more generally to the West Philadelphia community.

With the closure of this program there will be no cardiac rehabilitation program in Pennsylvania available in the PennCare system. The value of cardiac rehabilitation programs has been stressed repeatedly by the American Heart Association and such a program is vital to the objectives of the University's health benefits. As participants in this program we can attest to the quality of the program and its importance in our own health care.

We urge that those responsible for the de-

cision to close this program reconsider that decision.

—James F. Ross, Professor of Philosophy  
—Gerald J. Porter, Professor of Mathematics

### Response

The University of Pennsylvania Health System and Presbyterian Medical Center recognize the value of cardiac rehabilitation and the importance of this service to its patients. We are currently exploring new opportunities, with the hope of being able to, again, provide cardiac rehabilitation within the Penn System.

The cardiac rehabilitation program at Presbyterian was closed due to lack of patient volume. Many patients who choose Presbyterian for cardiac care and surgery often decide on a site closer to home for rehabilitation.

In recent weeks, we have had to make many difficult decisions in support of an overall financial recovery plan; this certainly was one of them.

—Michele Volpe, Executive Director,  
Presbyterian Medical Center

### Pedestrian Safety Suggestions

I have two suggestions which would help pedestrian safety. First, abolishing (at least in Philadelphia) the law allowing turns on red lights. (New York City does not allow this). Second, in Europe I have noticed that the traffic signals are located *only* on the near side of the intersection, in *front* of the crosswalks. In other words, a car cannot stop *in* a crosswalk and still be able to see the traffic light. If a driver accidentally pulls too far forward, they must back up and get out of the crosswalk. (But this does not happen too often since most drivers are used to the system and anticipate where they must stop).

My experience with both of these methods is that they truly make things safer and more convenient for pedestrians. They eliminate unpleasant confrontations which occur when cars and pedestrians are in crosswalks at the same time, by making a clear time when pedestrians have the right to be in the crosswalks but cars do not.

—Thomas Schnepf  
Acquisitions Dept., Van Pelt Library,

*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.—Eds.

At Council on November 10, the President and Provost presented their annual State of the University reports. Below is the report given by President Judith Rodin. Provost Robert Barchi's report is scheduled for publication on December 7.—Ed.

## The State of the University, 1999-2000 by Judith Rodin

Many of you have heard me say that there is a kind of buzz on campus, an excitement that is quite palpable this year, although it escalates every year. The Provost will discuss with you many of the academic strengths and initiatives that have been moved forward over the past academic year, but there is an enormous amount that is happening in other spheres. I will have to be selective, but let me start by saying how proud I am to be president of this great institution, and what a privilege it is for me.

For Homecoming this past weekend, 18,000 alumni came back to the University—a record number. Many of them attended the Penn-Princeton game on Saturday, and we were appreciative that we didn't disappoint. For the first time we had a Young Alumni event for the classes of 1990 through 1999, with over 600 people attending an event at 30th Street Station; and we're looking forward to the Class of 2000 to burgeon those ranks next year when you come back for your first Homecoming.

At our last University Council meeting we talked about scholarships and undergraduate financial aid [see *Almanac* November 9]. A Scholarship Donors Dinner on October 21 honored not only the role that Roy Vagelos has played in the leadership of the University Board of Trustees, but also importantly his personal commitment to undergraduate financial aid and his leadership there. At Roy's request it was also a celebration of our student performing groups—14 of them, performing for 900 people who packed Zellerbach Theatre. They included 200 scholarship donors and their students, along with trust-

ees, administrators, many other students from around the campus, and others. It was an incredible performance and it reminded me once again not only of the talent of our students, but of the extraordinary diversity we have. We had African dance troupes and Indian *a capella* singers and all manner of groups that represent so well the University of Pennsylvania. I'm very appreciative to those of you who participated—and those of you who weren't there really missed something sensational.

### Engineering's New Dean

One of the hallmarks of Penn is the depth of our leadership and last week, after a very long search, the Provost and I announced that Eduardo Glandt will become the permanent dean of the School of Engineering and Applied Science.

It's a tribute to our distinguished faculty when a thoughtful and carefully conducted—and indeed quite exhaustive—search culminates in the appointment of one of our own. It reminds us once again what a very talented faculty we have and what depth of distinguished scholarship there is among our faculty.

Because of time I'm going to focus on just this one school in my report. Eduardo's stewardship this year has been exemplary. The school successfully completed its first external review. We made several significant new faculty appointments. This has been the best fund-raising year in the school's history, with all-time records both in annual giving and in number of donors as well as in the size of the gifts. We've announced our intention to build a new building, Melvine J. & Claire Levine Hall, for computer and information science. We are undertaking a very significant proposal which we hope will enable us to build a new building for bioengineering, to house new laboratories.

We are in a wide recruitment mode within the School of Engineering and Applied Sciences, and much progress has been made because of the generosity of our Overseers and alumni in the school.

We've initiated many new endowed chairs including three Peter and Geri Skirkanich Chairs for Innovation which have allowed us to recruit both young and more established and senior scholars who will receive very strong support and resources for their research activities as part of the chairs. We are continuing to raise our sights with regard to fund-raising for faculty chairs—particularly fund-raising that allows the faculty a stipend associated with the chair for their research activities and Engineering has been extremely successful in this.

### Agenda for Excellence

I'll take just a few minutes to tick off some of the highlights of progress made in the *Agenda for Excellence* this year, and the Provost will report on others.

[Slide shows Figure 1.]

This reminds us of some of the headlines of last year—good indicators of the momentum that we've generated over the past few years. We're very proud of these achievements and the innovative approach that has gotten us there.

[Slide shows Figure 2.]

Some of you may have seen, and I hope all of you will have a chance to take a look at, a new interdisciplinary brochure that we now mail to all of our prospective applicants. It celebrates the extraordinary number of interdisciplinary and multi-disciplinary programs, the cross-school and joint degrees and multi-degree programs that represent such a distinctive niche for Penn relative to our peer institutions. In the brochure we have, if you will, testimonials from students in various programs, as well as very good descriptions of programs themselves.

I understand from the admissions staff that this piece has been quite successful in doing what we intended it to do, which is to demonstrate not only the ways in which Penn is outstanding and *like* our peers, but also the ways Penn is outstanding and *different from* our peers.

Figure 2:



Figure 1:

### Penn in the Headlines

Penn #6 in 'U.S. News'  
Fox gives \$10M to create SAS Leadership Program  
Pottruck donates \$10M for Gimbel Renovation  
Admissions yield hits 55%: a New Record  
New College Houses at Full Occupancy  
Combined SAT score is 1390 for Class of 2003  
Redford to Open Sundance Cinema  
Ground Broken on Wharton's Huntsman Hall

## Planning and Budget

We have been focusing a great deal—and I know this is of concern to this Council—on improving the planning and budgeting process over the years. This has been one part of our goal in the *Agenda for Excellence*, and I think we have much to be pleased about in this area.

We now have throughout the University and in every school a rigorous five-year budgeting procedure. In most of the schools when our administration took office we were working on year-to-year budgets, so it was very hard to do long-range planning, to link the financial planning to the academic planning, and to do a number of the things that good stewardship would require in terms of filling gaps between resources and resource needs. We're very pleased with that process and we think it is moving us successfully forward.

## Progress in FY 1999

During this past year—and I'm reporting just on FY '99, which concluded last June—we've been moving toward completion of Perlman Quad. Samson Common is now completed; and I've reported to you at other times the great pride that we take in the fact that 45% of this project was based on minority and women's business opportunity, entry business opportunity to trades, to subcontractors and the like.

We've seen the Quad renovations and the acquisitions on the Civic Center site, and the opening of the Katz Fitness Facility. The GE building is now under construction, and we've begun the Dental School's "gateway" building, the Shatner Building, and the Wharton School's Huntsman Hall in the past year.

I understand the stress on the University with so much construction under way. One of the considerations that emerged last night as the group looking at lighting walked around campus, is to try to get more lights on some of those construction sites which really do represent a challenge in the evening. I want you to know that I share that concern and we will be on top of that very, very quickly.

[Shows Figure 3.]

We are doing wonderfully in terms of our fund-raising. We are trying to generate more revenue for the endowment because of, as I have mentioned before, our very notable underendowment per student relative to our peer institutions. But we also are eager to spend money that we raise because we want our current students and faculty to enjoy the benefits of the considerable fund-raising that has occurred at the University. As you can see, 63% of all of the money raised last year was specifically for *Agenda for Excellence* initiatives, trying to target our fund-raising towards those strategically designated highest priorities of the institution. Everyone is working very, very hard to make that happen.

## Health System Issues

I was asked as part of this presentation to speak with you briefly about the Health System. Certainly the challenges facing the UPHS have been central to everyone's concerns over the last several months.

As many of you are aware, there is a great financial stress on teaching hospitals and academic medical centers throughout the United States. There are some very clear reasons why that is occurring. It is not simply a Penn problem, but truly a national one that we will have to confront as a public policy issue and as a health policy issue. Unfortunately, we are one of the institutions on the leading edge of the problem. The Balanced Budget Act of 1997 reduced Medicare payments overall, and reduced considerably Medicare payments for medical education, which was one of the ways that academic health centers funded their medical education.

It's not very efficient public policy but there it is. When Medicare was created, it was set up to fund portions of medical education through Medicare payments. Congress may have decided that's not a very efficient way to do it; but it pulled it all back *in one year*, and that has affected all of the medical schools and all of the academic health centers in the nation.

Also, there's been an extraordinary increase

in the denial of claims by insurers across the United States—in some cases just delay, but more importantly outright denial. That has impacted *all* hospitals, not only academic medical centers. Pennsylvania does not reimburse hospitals for indigent care, and Philadelphia no longer has a county hospital. Think of your home towns. Many of you will have county hospitals that provide indigent care within your cities. But HUP is largely *the* indigent care provider of Philadelphia. We spent \$60 million on unreimbursed indigent care last year.

One of the initiatives that has been undertaken is to try to encourage the Governor to think about having some of the tobacco money that will come to the state go to the hospitals—not just the academic hospitals—to reimburse indigent care in this Commonwealth.

You can see that some of these are really public policy issues, and we are very active on the state and federal scene to address these, hoping for some relief.

Unfortunately Penn's Health System must act before legislative relief is available, and that is one of the reasons that the cutbacks that you've read about were introduced. Our health system experienced an operating loss of almost \$100 million in Fiscal Year 1998—that is, the year ending June 1998—and \$200 million in the year ending June 1999. We expected an operating loss and we budgeted for an operating loss in that year—but the magnitude of that loss was not anticipated, and it rapidly escalated over the final few months of the fiscal year.

A large portion of that loss was "book" loss (that is, the need to write down tens of millions of dollars in patient charges that the Health System believes are not collectable from the insurers, although we continue to be very aggressively trying to collect them), along with restructuring charges and severance-related expenses from the workforce reduction. We are working with the Hunter Group, as many of you know, to try to take costs out of the health services component of the Health System, while not challenging the quality of the very, very excellent medical care that we provide at all of our teaching hospitals. But that's a significant challenge, and one that I would be naïve to guarantee as definite without a lot of hard work by a lot of people. We intend to be the high quality provider we've always been, but we're going to have to work very hard to continue to do that.

The Health System, importantly, has and did have sufficient cash reserves to cover its Fiscal Year '99 losses. No endowment funds have been or will be used for this purpose. No gift has been converted from its intended use, and the University has not covered these losses.

It was discussed at the end of last year that the University had on its books an interfund transfer between the Health System and the University, because of the number, truly the hundreds of transactions everyday and every week that flow between the University and the health system. That is the case, and we've worked out a timely repayment schedule from the Health System to the University and those repayments are being made.

I won't give you again the story on the layoffs except to say that it's a very sorrowful situation for the University of Pennsylvania and its valued employees, and there's considerable sad-

**Figure 3: Funding for Strategic Goals: Progress in FY 1999**

- Of total \$1.5 billion goal, \$566 million raised by year-end.
- 63% of all FY99 subscriptions—\$190 million—were for *Agenda* initiatives.
- AEC—identified 250 new potential donors; committed \$40 million in last 3 years.
- FY99 Fundraising exceeded goal of \$300 million with \$302.5 million.
  - \$73 million in \$5 million+ gifts— 11% above goal.
  - \$56.3 million in planned gifts— 69% increase.
  - Penn Fund raised \$12.4 million—16% increase.
  - 7 Reunion classes set records, including 20th with \$5 million.
  - A record \$90 million in receipts added to endowment—40% increase.
  - Undergraduate financial aid highlights:
    - Cumulative total of \$85 million.
    - \$36 million in FY99—20% above goal.
    - Over 125 new scholarships created in FY99.
  - Six Academic Priorities:
    - Cumulative total of \$28 million.
  - Undergraduate Student Life:
    - Cumulative total of \$13 million.
    - Exceeded fundraising goal for Perelman Quad.

ness in the hospitals. We are concerned for our employees who have been terminated, and for those who remain and are feeling the pressure of the loss of their fellow workers as well as the sense of continuing anxiety about their own positions. We're continuing to work hard to reduce that level of concern while realistically moving forward.

There will be changes in clinical resource utilization and other aspects of cost savings that are going to be implemented over the next several months. Interesting and important—and in some ways most disheartening—is that the Health System continues to experience record high inpatient admissions and record high outpatient visits. So this is not about filling the hospital beds or filling the hours of the clinical faculty's time. We have never had volumes as high. This is about the level of reimbursement for every procedure, and maybe the effectiveness and efficiency with which we are delivering those procedures; and everyone is hard at work at this.

### Campus Development

Let me just say a few words about the Campus Development Plan.

The Provost last spring presented our approach to the development of a campus plan that would support our commitment to being one of the premiere research and teaching universities in the nation and in the world. Five committees have been very very hard at work.

There are two primary objectives of the plan and I would just like to remind the Council what the plan is really intending to do: It's to provide a flexible but integrated framework for decision-making, one that can be revisited and updated to provide guidelines for massing [of facilities] and for transportation and categories of usage in various campus regions. There are requirements for green space and recreation, for visual gateways, and for development of alternatives for improving transportation both pedestrian and vehicular.

The committee that is examining the extent to which campus environment meets our teaching and research needs is the committee on *Academic and Scholarly Purpose*, chaired by Barbara Lowery. It is asking questions like:

- Can campus regions be identified or should they be identified for particular aspects of the academic mission?
- Should there be a common approach? Should we have common classrooms or a core of classroom facilities regardless of the school that's using them?
- What's the effect of pedagogical trends and technical advances on our building of and use of academic space? Should we think about condominiumizing space to make it flexible so that we could change it every ten years without enormous expense?

The group on *Student Life and Administrative Life*, chaired by Ira Schwartz, is asking questions like:

- How should our physical environment be organized to foster interaction?
- What opportunities do we have to enliven the campus and its environment?
- How can we best maximize our open spaces? And the like.

The *Heritage and Historic Buildings* group, chaired by David Brownlee, asks questions like:

- Which are our historic buildings? (an important and interesting question).
- What are the University's legal and ethical obligations for historic buildings?
- How can we make progress here?

An important committee on *Access, Circulation, and Transportation* chaired by Eugenie Birch is hard at work and asking a variety of questions. I won't review all of those questions, but clearly the question of transportation, gateways and circulation is very much on all of our minds. I think what's important to say is that Laurie Olin has made presentations to the Senate Executive Committee and to the University Council Facilities Committee; and we will be holding town meetings and several open fora as these five committees continue to make progress before issuing a full report for the benefit of the Trustees.

[Ed. Note: Please see notice of fora on page 1.]

### Bicycle and Pedestrian Safety

Finally, while transportation is on our minds let me just say a word about bicycle safety.

Clearly we are all mindful of the terrible tragic deaths that we have experienced in our community since the fall semester began. The issue of bicycle safety against vehicular traffic—and indeed of pedestrian safety against bicycle traffic—is very much on people's minds. A variety of experts and a variety of committees have been thinking about this issue.

Let me say that much progress has actually been made with the City since 1994, and we were already on course to make more progress, including bike lanes on Walnut Street and Spruce Street, by the end of the spring term.

But now we believe strongly, as I know many of you do, that this is an important time to take a moment—and literally just a moment—to ask ourselves whether the initiatives we were planning with the City are sufficient: Whether bike lanes on Walnut and Spruce will serve the ends that we really need. So I've asked a couple of people who have thought long and hard about this to come together with a couple of organizations.

Among them are:

Glenn Bryan and Paul Cribbins from our Office of Government, Community and Public Affairs;

Laurie Olin, who of course is chairing our planning effort;

Vukan Vuchic, who is an expert on transportation in his own discipline and is chair of the University Council Committee on Facilities, and also a member of the transportation subcommittee of the Campus Development Plan;

Omar Blaik, our vice president for Facilities Management;

Mike Glick, who is chair for the UA Facilities Committee; and

Ken Wildes from University Relations.

I've asked them to look carefully at what kinds of aggressive proposals—aggressive in the positive sense—we can make to the City and the state given the tragic experiences we've had. We want to make to make sure that we put the right sets of programs in place to assure bicycle and pedestrian safety as we move forward with other campus planning.

I want to assure Council that we are very very mindful of this need and working quite hard on it in order to report back very shortly. We will solicit input so if anyone has ideas or thoughts on this issue, they will be most welcome. Thank you.

[Moderator opens the floor to questions.]

**Kendra Nicholson:** That last committee that you were just speaking about, bicycle safety: Is there a graduate student representative on that committee, and if not could we have a representative on that committee?

**Dr. Rodin:** Oh, absolutely. The only thing is that we want to make sure that this is not a long-enduring committee that will work for five months and come out with a report that will be too late to implement. The first meeting is Friday—perhaps Mike could give you the information since we were in touch with him about that—and if you would nominate someone, we would welcome the input.

**Terri White:** This doesn't pertain to bicycle safety, and I'm not sure if this is the right committee but a number of people have been complaining about the amount of truck traffic on Locust Walk—that it is quite dangerous now, and events held there are now in the midst of a lot of traffic. I was just wondering if anything could be done about that.

**Dr. Rodin:** The *Transportation and Circulation Committee*, one of the five campus development planning committees I just mentioned, will, actually; that's one of the specific questions that they will be taking up so we'll see that addressed in their report. I think that is an increasing concern.

**Peter Freyd:** I got confused during your health system talk; you said the Health System had sufficient cash reserves to cover its fiscal '99 deficit. But then you started talking about fund transfers between the University and the Health System. Were you in fact saying that the University in fact loaned the Health System money which it's now paying back?

**Dr. Rodin:** Right—unintentionally, that is. Fund transfers move back and forth all year between the "center" of the University and all of its schools and centers. As the Health System's finances worsened over the course of the year, the funds only flowed in one direction. So at the end of the year—and this was known by some, I think, but I certainly feel quite open about it—there was about \$100 million; that's now been paid down to \$75 million, with a monthly payment schedule that will bring the rest back so that it will be a zero fund balance by the end of fiscal 2000. We were concerned about it, and we have a mechanism for bringing it back to where it should be.

[Moderator moves the agenda to the Provost's Report, which is being prepared for publication in the December 7 issue.]

## Report of Working Group on Complementary/Alternative Medicine

Fueled by popular demand, interest is currently high in relating unconventional forms of therapy, variously designated as complementary or alternative or both (CAM), to conventional "Western scientific medicine." In many academic medical centers, CAM has been insinuated into teaching and practice from the periphery with few ventures into traditional research that can withstand Western scientific criteria. Approximately two years ago, in order to face up squarely to this issue, Dr. William N. Kelley, CEO and Dean of the University of Pennsylvania Medical Center commissioned a "Working Group" to look into, and to recommend if and how, so-called "alternative" or "complementary" medicine might relate to the traditional programs in education, research and practice at the University of Pennsylvania. As the Working Group went about its business, it received many inquiries about the process and the results.

The following is a summary of the Conclusions and Recommendations of the Working Group. On October 11, 1999, after passing critical review by the various Chairs, Institute Directors and the CEO/Dean, the Conclusions and Recommendations have begun to be implemented.

### The Membership of the Working Group

The Working Group on the Role of Alternative Medicine at Penn (*see page 7*) was designed to be equally balanced; strong proponents for complementary and alternative methods on the one hand, and on the other, defenders of clinical investigation and the "Western scientific method." At first, the two groups lived on opposite sides of the table. After a few of the monthly sessions and better understanding of the differing perspectives, distinction between the two sides became increasingly blurred.

### The Monthly Meetings

Monthly meetings began on June 5, 1998. Minutes were kept and forwarded to the CEO/Dean. At first, the agendas were general, seeking common ground and understanding. About halfway through its life span, the Working Group focused increasingly on the reports of the Focus Groups.

### The Focus Groups

Three separate subgroups were created for clinical practice, research and education. Since the original membership was too sparse to be subdivided and deal effectively with the three topics, the Chair of each group was authorized to enlarge the group by adding a few experts in the area to be covered.

The members added to each group also appear at the end of this paper.

### The Retreat

Part of the original design was to present the findings and recommendations of the Working Group to a critical audience of faculty, administration (University as well as Medical School) and practitioners drawn from the University of Pennsylvania Health System. In addition, several nationally prominent leaders in health care policy were invited as discussants and Dr. June Osborn, president, Josiah Macy, Jr. Foundation was invited to provide the final summing-up and critique. The Conclusions and Recommendations that follow were well received and the CEO/Dean suggested that plans be drawn for review by the appropriate standing committees of faculty and administration.

### The Situation at Penn

As part of this process, inventory was taken of the current practice of CAM in the University of Pennsylvania Health System (UPHS). Questionnaires were sent to 1,500 physicians in the UPHS. The questionnaires were directed to identify: 1) physicians who personally practiced complementary/alternative medicine, and perceived needs, 2) physicians who referred patients for unconventional therapies either inside or outside of the UPHS and 3) patient self-referrals. The results are shown graphically in the table at right. The questionnaires identified virtually no research in progress that would pass critical review by a scientifically oriented Western medical journal or NIH study section.

### Conclusions and Recommendations

The Conclusions and Recommendations fall into four categories: General, Clinical Practice, Education and Research.

### I. General

#### 1. Conclusion—*The Commitment to Scientific Medicine*

The Academic Medical Center must continue to practice scientific (evidence-based) medicine.

##### 1. Recommendation

Traditional approaches for evaluating traditional Western medicine will be applied to unconventional and unproven therapies considered for inclusion in the practice of conventional medicine.

#### 2. Conclusion—*Response to the Charge*

Certain unconventional therapies, currently lumped together under the rubric of "Alternative/Complementary" medicine, should be evaluated with respect to incorporation into the programs of the UPHS. Each should be evaluated separately with respect to its potential clinical, research and educational role(s).

##### 2. Recommendation

An appropriate administrative structure to undertake such appraisals should be created.

#### 3. Conclusion—*Definitions and Terminology*

The term "alternative medicine" is ambiguous, encompassing a wide variety of unconventional (and generally unproven therapies), which differ greatly in potential for harm, efficacy and cost-effectiveness. None of the so-called "alternative therapies" provides an alternative to conventional medicine.

Systems of unconventional medicine, such as homeopathy or Ayurveda, may be topics for research and education but not for clinical practice unless they satisfy criteria for scientific medicine.

##### 3. Recommendation

The designation "complementary" is preferable to "alternative" for unconventional therapies that are to be evaluated with respect to clinical practice, research and education in the UPHS.

#### 4. Conclusion—*Working Group to Steering Committee*

Until now, the Office of the Associate Dean for Program Development has collaborated with the Office of the CEO/Dean, in defining the role of complementary therapies in the Academic Medical Center and Health System. Plans should be made for implementation of the recommendations of the Working Group.

##### 4. Recommendation

The Working Group should be modified to constitute a Steering Committee to facilitate evaluation and implementation. The Steering Committee will be concerned with program development, serve as advisory to Medical Affairs, Human Resources, Legal Affairs, Heads of Departments, Centers and Institutes and similar entities. The Associate Dean for Program Development will serve as Chair of the Steering Committee. The Steering Committee, which will include experts in complementary therapies, will evaluate proposals referred to it.

(continued past insert)

Response to Questionnaire	
<i>"Do you provide to your patients some form of complementary or alternative medicine?"</i>	
Total responses to this question	388
Providers	150
Non-providers	238
<i>"Do you refer patients for alternative therapy?"</i>	
Total responses to this question	365
Respondents who refer	163
Respondents who do not refer	202
<i>"Do your patients refer themselves?"</i>	
Total responses to this question	285
Patients who self-refer	224
Patients who do not self-refer	61

5. *Conclusion—Categorizing So-Called “Complementary” Therapies*

While recognizing consumer-driven demand for unconventional therapies, the Academic Medical Center should not be pressured into uncritical adoption of such practices. Instead, each proposed therapy should be evaluated for its readiness for clinical practice, research and/or education.

5. *Recommendation*

In evaluating the use of complementary therapies, distinctions should be drawn between harmless therapies and potentially hazardous therapies.

6. *Conclusion—Apply Existing Mechanisms for Individual Privileges*

The process for evaluating a proposed therapy should be basically the same for complementary therapies as for conventional therapies except for the addition of the Steering Committee as a review group.

6. *Recommendation*

The offices of Medical Affairs, Human Resources and Legal Affairs should perform the same functions for assessing competency in the various complementary therapies as for conventional medicine. Complementary therapies practiced in the UPHS should undergo review in accord with policies and guidelines developed by these offices. The Steering Committee will serve in an advisory capacity to these offices.

7. *Conclusion—Expert Advice*

The offices of Medical Affairs, Human Resources and Legal Affairs have had little, if any, experience in setting guidelines and standards of competency in complementary therapies.

7. *Recommendation*

Once the Steering Committee is established, it should serve as a deliberative and advisory group to these offices.

8. *Conclusion—A Virtual Center*

It would be ill-advised to attempt to concentrate complementary therapies under one roof. However, concentrations of therapies could be offered at different sites.

8. *Recommendation*

Complementary medicine should be organized as a “virtual center” so that standardized practices could be accomplished at the different inter-linked sites.

9. *Conclusion—Dissemination of Information*

As complementary therapies are introduced into the UPHS, information about their availability should be provided to patients, physicians and other interested parties.

9. *Recommendation*

The UPHS should initiate a continuing educational program for all concerned about the availability of complementary therapies. For this purpose, printed materials, the Penn Web page and PennNet would be useful. Marketing can play an important role in dissemination of information.

### III. Education

10. *Conclusion—Educational Needs*

Medical students, house staff and practicing physicians are not well-informed about complementary therapies. Need exists to educate physicians about the nature and content of unconventional therapies that their patients are using and to instruct them to be critical in their use.

10. *Recommendation*

Instruction about complementary therapies should be part of the medical curriculum and available as electives. Instruction should also be available for house staff and practicing physicians.

### IV. Research

11. *Conclusion—Proven or Research*

Research into unconventional medicine should follow the same guiding principles and scientific criteria as those for conventional medicine.

11. *Recommendation*

The same criteria and guidelines should be used for unconventional and conventional (scientific) therapies. Unproven therapies may constitute opportunities for research.

12. *Conclusion—Encourage Research*

The Academic Medical Center provides ample opportunity for research in complementary medicine. On the one hand, is the large number of practicing physicians to participate in clinical outcomes trials; on the other, are the clinical and basic science departments, to explore mechanisms.

12. *Recommendation*

The Steering Committee should encourage research in complementary therapies. Advantage should be taken of opportunities provided by the new “Center for Complementary and Alternative Medicine” of the National Institutes of Health, which is affording funds for such research.

13. *Conclusion—Research Training*

As a rule, practitioners of unconventional therapies have had little training or experience in research. The University affords ample opportunities in research training.

13. *Recommendation*

The UPHS should encourage research into selected unconventional therapies. In doing so, advantage should be taken of the many opportunities for such training in clinical and basic science departments, in the Center for Clinical Epidemiology and Biostatistics and the Department of Biostatistics and Epidemiology, in other components of the University, e.g. The Leonard Davis Institute, the Wharton School, and in various offices engaged in health services research.

14. *Conclusion—Seed Money*

There is a critical shortage of faculty at Penn interested in, or trained in, research into complementary medicine. This shortage affects multiple departments and centers and affects the ability of the institution to attract research funding. This shortage exists despite the remarkable capabilities of the institution, e.g., the Center for Clinical Epidemiology and Biostatistics, the Department of Biostatistics and Epidemiology, basic science departments, the Leonard Davis Institute, to train personnel and to pursue research.

14. *Recommendation*

Seed money is needed to initiate the program. One approach is by a cooperative venture involving the UPHS and interested departments and centers, to develop research and practice along interdepartmental, interdisciplinary lines.

#### Working Group

A.P. Fishman, M.D. <i>Chair</i>	Patrick LaRicca, M.D.
Michael Baime, M.D.	Gail Morrison, M.D.
Michelle Battistini, M.D.	Sandra A. Norman, Ph.D.
Stanley Baum, M.D.	Richard G. Petty, M.D.
Marjorie A. Bowman, M.D., M.P.A.	Brian L. Strom, M.D., M.P.H.
Mr. Peter L. DeAngelis, Jr.	Richard L. Tannen, M.D.
Ms. Gail Di Giambattista	John M. Templeton, M.D.
Jack Ende, M.D.	Linton Whitaker, M.D.
John H. Glick, M.D.	Paul Root Wolpe, Ph.D.

#### Clinical Practices Focus Group

A.P. Fishman, M.D. <i>Chair</i>	Ms. Gail Di Giambattista
Michelle Battistini, M.D.	Jack Ende, M.D.
Michael Baime, M.D.	John H. Glick, M.D.
Stanley Baum, M.D.	Patrick J. LaRicca, M.D.
Marjorie A. Bowman, M.D.	Richard G. Petty, M.D.
Michael Cirigliano, M.D.	Paul Root Wolpe, Ph.D.
Mr. Peter L. De Angelis, Jr.	

#### Education Focus Group

Gail Morrison, M.D., <i>Chair</i>	Lisa Hark, Ph.D., R.D.
Michael Baime, M.D., in absentia	Priya Kumar, M.S.III
Marjorie Bowman, M.D., M.P.A.	Lorna Lynn, M.D. in absentia
Michael Cirigliano, M.D.	Joseph Pace, M.S. IV
Wayne Diamond, N.D.	Richard Petty, M.D.
Joshua Frank, M.S. II	Lynn Seng, M.S.Ed.
MaryLou Galantino, PT, Ph.D.	Anthony Sun, M.D.

#### Research Focus Group

Brian Strom, M.D., M.P.H., <i>Chair</i>	J. Richard Landis, Ph.D.
David Asch, M.D.	Barbara Medoff-Cooper, Ph.D.
Marjorie Bowman, M.D.	Richard Petty, M.D.
John Farrar, M.D.	Richard Tannen, M.D.

The following was issued Friday, November 19, as one of a series of messages from Dr. William N. Kelley as CEO of the Penn Health System to the System's members.

## PennHealth: Cutbacks and Changes

Dear Colleague:

I am pleased to report that we have made significant progress in implementing our Financial Recovery Plan. Although there is still more work to be done, we are moving forward in a strong and united way.

As you know, in October we committed ourselves to removing approximately 1,700 positions from our health services workforce. To date, we have identified and eliminated approximately 1,300. Between now and the end of the fiscal year, we will eliminate another 400 administrative/corporate positions, most through attrition. This process, the most painful component of our recovery plan, will soon be behind us.

We are taking the necessary steps to ensure that we thrive in this region's very volatile and difficult healthcare environment. And we are doing this while maintaining our core values.

It is a point of pride that even in the face of tremendous upheaval, we have met, and in some cases exceeded, our financial targets for the first quarter of FY 2000. Activity continues to be strong throughout the System. We should all feel proud of this considerable accomplishment. That we have been able to make these difficult decisions, redesign our work processes, and remain focused on our core mission attests to the aggregation of talent and commitment that have always been hallmarks of this institution.

I am especially delighted with how our faculty and staff have worked together to deal with the many changes that are occurring. In spite of our current economic challenges, I am optimistic that we will continue to be one of the top five academic health systems in the United States in our core missions of education, research, and health services.

We are working very hard to ensure our future by changing the things that we can control. As you know, there are also a number of issues in the external environment that affect us—and academic medical institutions nationwide—that have yet to be worked out. We are hopeful of positive movement on these fronts soon. These include improvement in areas such as state support for indigent care and research through tobacco settlement dollars, changes in the implementation of the Balanced Budget Act of 1997 at the Federal level, and better relationships with the HMOs in the region.

I will be keeping you informed of developments as we move forward with our recovery. Thank you for your continued support.

### Cancer Center Grants

The University of Pennsylvania Cancer Center announces the availability of two types of seed money grants for faculty to conduct cancer-related research projects, the American Cancer Society Institutional Research Grant and the Cancer Center Pilot Projects Program. These awards vary in terms of eligibility criteria, budget periods and maximum dollar awards. These awards are the same in terms of research project proposals and deadlines. Note that if eligible, faculty may apply for both awards using the same research project description and abstract supplemented with the relevant budget forms and additional information. A space is provided on the application form to specify for which grant (or both) the application is intended.

#### I. American Cancer Society Institutional Research Grants—Junior Faculty

*Description and Eligibility Criteria:* Through its American Cancer Society Institutional Research Grant (ACS IRG), The University of Pennsylvania Cancer Center will provide partial support to full-time University faculty for cancer-related research. The stated purpose of the ACS IRG is to provide seed money to junior faculty members (e.g., Assistant Professor) to initiate promising new research projects so they can obtain preliminary results that will enable them to compete successfully for national peer-reviewed research grants. Hence, investigators who have a peer-reviewed national research grant or have previously received support from the Cancer Center ACS IRG are not eligible. Seed money grants from \$5,000 to \$20,000 will be awarded for the exploration of new developments in basic, clinical and cancer control research. Behavioral sciences or health services research related to cancer are eligible for these awards. Covered costs include laboratory personnel costs (non-faculty), data manager or research nursing support, laboratory supplies, animals, and small equipment; no travel or patient costs are allowed.

*Application Deadlines:* The deadline for submitting a completed ACS IRG grant application is January 14, 2000.

*Award Period:* The award period for the ACS IRG grant will be for one year (July 1, 2000-June 30, 2001).

#### II. Cancer Center Pilot Projects Grants—All Faculty Levels

*Description and Eligibility Criteria:* The University of Pennsylvania Cancer Center will provide seed money grants up to \$25,000 to University faculty members at any level for innovative cancer research projects that have the potential for national peer reviewed grant funding. Investigators who have already received peer-reviewed funding for their proposed projects will not be eligible for this award. Investigators who have not previously conducted cancer research, but are proposing a cancer-related project are encouraged to apply. Covered costs include faculty salaries, laboratory personnel costs, data management or research nursing support, laboratory supplies, animals, and small equipment; no travel or patient costs are allowed.

*Application Deadline:* The deadline for submitting a completed Pilot Projects grant application is January 14, 2000.

*Award Period:* the award period for the Pilot Projects grant will be from March 1, 2000 to November 30, 2000.

*For more information or an application:* University faculty from all schools and departments are invited to obtain application forms and instructions from Cancer Center Administration, 1635 Penn Tower, (215) 349-8382.

### Suspicious Packages

To make the University community aware of potential threats, the Penn Police have issued the following guidelines and suggestions about identifying and handling potentially dangerous packages. This in response to the two threatening packages that were received last Thursday—one sent to Vice Provost for Research Ralph Amado in College Hall and the other to an office in the Law School. Although the arrival of the suspicious package in College Hall prompted a 30-minute evacuation, no one was hurt in either of last Thursday's incidents which are being handled by the Penn Police detectives in conjunction with the Philadelphia Police and the U.S. Postal Service.

#### Tell-Tale Signs of Possible Explosive Devices

- Restricted endorsements: "Personal or Private"
- Addressee's name/title may be inaccurate
- Return address may be fictitious
- Distorted handwriting/cut and paste label lettering
- Protruding wires/aluminum foil, or oil stains
- Emits a peculiar odor
- Cancellation/Postmark different location than return address
- Excessive postage
- Letter bombs may feel rigid/appear uneven or lopsided
- Pressure or resistance may be noted when removing contents from an envelope/parcel
- May say *Handle with Care* or *Rush—Do Not Delay*
- Buzzing or ticking noise or a sloshing sound

#### Workplace Response Procedures

- Do not open the article
- Isolate the letter/package
- Evacuate immediate area
- Call Public Safety: 511 Exchange
- Do not turn light switches on or off
- Do not dispatch or key-up a radio
- Await Public Safety and PPD

#### Bomb Threats

- Write information down immediately
- Note caller's "tone" of voice
- Background noises
- Always try to find out:
  - Where is the bomb?
  - When will it go off?
  - What kind of bomb is it?
- Notify your supervisor immediately

To schedule a presentation on *Handling suspicious packages and Bomb Threats* please contact Tamika Williams via e-mail at [Willia17@pobox.upenn.edu](mailto:Willia17@pobox.upenn.edu) or (215) 898-4484.

## Emergency Closings

Under normal circumstances, the University of Pennsylvania never stops operating. The University recognizes that there are times, due to emergencies such as severe weather conditions, when classes may be canceled and/or schools/centers may be closed, except for those offices, such as but not limited to Public Safety, Dining Services and Facilities Services, which provide essential services. In an effort to insure the safety of faculty, staff and students, timely decisions to modify work schedules will be made.

Modifications of work schedules may take the form of either a partial or a full closing of the University's operations. In either situation, staff members working in positions which are designated as "essential" are expected to remain at work if the closing occurs during their regular work schedule, or to report to work if the closing announcement is made before their regular work schedule begins.

### 707.1 Communicating Modifications of Work Schedules

The University will announce a closing or other modification of work schedules through the following means:

- the University's special information number: (215) 898-MELT (6358);
- through communications from the Division of Public Safety;
- KYW News Radio (1060 AM), the City of Philadelphia's official storm emergency center; the University's emergency radio identification code numbers are "102" for day classes and schools/centers and "2102" for evening classes. The message that accompanies the code number will provide the operating status of the University.

Please note that radio and television stations other than KYW are not to be considered "official" sources of information.

### 707.2 Types of Work Schedule Modifications

Please note that decisions affecting work schedules and cancellation of classes are made by the Executive Vice President in consultation with the Provost. These decisions will be communicated through the channels listed above. Schools/centers may not deviate from the University decision without the prior approval of the Executive Vice President.

A. *Full Closing:* A full closing occurs when conditions warrant cancellation of classes and closing of schools/centers, except those providing essential services.

B. *Partial Closing:* A partial closing occurs when circumstances warrant the cancellation of classes while schools/centers remain open, or vice versa.

C. *Delayed Opening:* Occasionally, circumstances will warrant a delay in the opening time of schools/centers.

D. *Close Before the End of the Normal Work Day:* When there is a closing of schools/centers before the end of the work day, appropriate individuals will be contacted by the Division of Public Safety so that they may release staff members in their respective areas. Individual schools/centers should remain in operation until such an announcement is received.

### 707.3 Recording Absence due to Emergency Closing

The following practices should be followed by supervisors to record time lost when a staff member is absent due to emergency conditions:

1. If the University is closed after the start of the workday, staff members who reported to work are compensated and the time lost during the period of closing is considered time worked. For staff members who did not report to work their time should be charged to their paid time off balance [refer to the Paid Time Off Policy (PTO) effective 7/1/97]. If the staff member does not have any paid time off days available, the time lost should be considered time off without pay.

2. If the University is closed before the start of the scheduled work day, staff members are compensated for the entire scheduled work day and the time lost is considered administrative leave with pay. The time off should not be charged to their paid time off balances.

3. If the University is not closed, staff members who do not report to work will be charged paid time off, provided the absence is approved by the supervisor. If the staff member does not have any paid time off available, the staff member will not be compensated for that day. Sick leave may not be charged unless the staff member was out on sick leave before the emergency conditions arose.

4. If the University is not closed, and the staff member requests permission to be released before the end of his/her scheduled work day, the time lost should be charged to the staff member's paid time off balance. If the staff member does not have any paid time off available, the hours not worked should be considered without pay. If a closing announcement is made after the staff member's request to leave early was approved, the lost time should be recorded as time worked from the time of the announced closing.

5. If the University is not closed and a staff member arrives late due to emergency conditions affecting transportation, the supervisor may excuse the lateness and consider it as time worked. Late arrival beyond reason should be charged to staff members' paid time off balance.

Staff members who work in positions designated as "essential," and who work when the University is closed, will be paid at their regular rate of pay and will receive compensatory time equal to the time worked after the closing. Overtime compensation should be computed as normal.

### 707.4 Unionized Staff Members

University staff members in collective bargaining agreements should refer to the appropriate contract language.

*Applicability:* All University employees and students.

— Division of Human Resources

## Snow Day Child Care



Snow Day Child Care is available once again for children of full- and part-time faculty and staff of the University. It will be offered from December 6, 1999 through March 31, 2000. When the Philadelphia County Public Schools are closed due to inclement weather and the University is open, Snow Day Child Care will be provided from 8 a.m. through 6 p.m., Monday through Friday. The care will be offered at two local day care centers at 42nd and Spruce: The Penn Children's Center, which will provide care for children aged twelve weeks through five years of age and The Parent Infant Center, which will serve children aged six through twelve years.

The cost per day for Snow Day Child Care is based on the salary of the parent and the age of the child, as follows:

Salary:	<\$50K	>\$50K
School Aged:	\$10	\$18
Preschoolers:	\$15	\$25

Enrollment is required in advance to use each year. An enrollment packet request form is available in the brochures being distributed through intramural mail.

Also, a version of this is on line at [www.hr.upenn.edu/quality](http://www.hr.upenn.edu/quality) under 'Snow Day Child Care.' Or you can get a request form by calling (215) 898-5116.

— Division of Human Resources

## Tax-Related Year-End Reminders

### Imputed Income

If your Basic Group Life coverage exceeds \$50,000, IRS regulations dictate that the premiums paid by an employer for this coverage be reported as additional W-2 income. Box 13 of Form W-2 will contain the amount reportable as additional income, which is based on IRS tables identifying different premium amounts for different age groups. Please note that the rates in the IRS tables have been lowered effective July 1, 1999. You will therefore see lower imputed income figures this year as compared with last year.

### Flexible Spending Accounts

Due to the holiday season, the University's Pretax Health and Dependent Care account carrier, Eastern Benefit Systems, Inc. (EBS), will be processing the December reimbursements on:

December 10 and 20

EBS requests that you submit your claims for reimbursement at least five business days before the payment processing date for timely payment. You may contact Eastern Benefits Systems, Inc. by telephone at 1-888-PENNFLX (736-6359).

Pre-tax Health and Dependent Care account claim forms may be downloaded from the Human Resources home page located at [www.hr.upenn.edu/](http://www.hr.upenn.edu/).

### Address Change

If you have moved, please be sure that you have notified your department's business administrator of your new address. This is necessary in order to ensure that time-sensitive correspondence from the University reaches you in a timely manner.

— Division of Human Resources

## Thanksgiving Break Safety and Security: Special Checks

Dear Students, Faculty and Staff:

Thanksgiving Break 1999 (5 p.m. 11/24/99 through 8 a.m. 11/29/99) is approaching quickly. Traditionally, this is a time of lower occupancy and greater opportunity for crime. Therefore, we need to be more safety and security conscious.

In order to reduce the opportunity for crime (i.e., criminal mischief, burglaries, etc.), the Division of Public Safety is again offering to conduct Special Checks of Residential Properties during the following time frame: 5 p.m. Wednesday, November 24 to 7 a.m. Monday, November 29.

Students, faculty and staff who live within the following geographical boundaries—Schuylkill River to 43rd Street and Baltimore Avenue to Market Street—may list their residence with the Penn Police Department for Special Checks during the period it will be vacant.

Penn Police officers will periodically check the exterior of the property for signs of criminal activity or security breaches. If any are discovered, the officers will take appropriate action ranging from arresting the perpetrator to conducting an interior check of the property with subsequent notification to the listed occupant.

If you would like to list your residence for Special Checks during Thanksgiving Break 1999, please pick up an application at the Penn Police Headquarters, 4040 Chestnut Street. You need to complete and return the application prior to vacating the premise. Or, you may request "Special Checks" via the web. Complete the application form on the Public Safety website at [www.upenn.edu/police](http://www.upenn.edu/police) and follow the instructions to submit.

Wishing you delicious food and quiet moments with family and friends,

—Patricia Brennan, Division of Public Safety

## Safety and Security Tips for Thanksgiving Break 1999

### If you are Leaving Penn for Thanksgiving Break:

- Register your residence with Public Safety for Special Checks during the Break.
- Secure or remove all valuables (i.e., jewelry, computers, stereos, televisions, etc.).
- All valuables should already be engraved with your Social Security or other identifying number. Engravers are available at the Detective Unit, 4040 Chestnut Street, (215)898-4481. (Refundable deposit of \$10 required).
- Close and lock all windows; close all shades, drapes and blinds. Lock and bolt entrance doors to rooms or apartments.
- Use timers on lights and on a radio or television to give your residence the appearance of being occupied.
- Your answering device message should never indicate that you are not at home. Always use plural nouns even if you live alone (e.g., "we're not available to take your call right now"). Don't use your name.
- Make sure that your exterior lighting works and turn all lights on. Preferably, exterior lights should be on a timer or photoelectric cell. If not, contact your landlord regarding these security devices before you leave for Break!

### If you are Remaining at Penn during Thanksgiving Break:

- Use one of the interior automated teller machines (ATMs). (Contact the Detective Unit, (215) 898-4481, for locations of interior ATMs).
- Avoid withdrawing money at night. Check the amount withdrawn only after you are safely inside your residence or office. Never display money in a crowd.
- Carry only necessary credit cards and money.
- Carry your wallet in an inside coat pocket or side trouser pocket. Carry your handbag tightly under your arm with the clasp toward your body. Never let it dangle by the handle.
- Keep your wallet or handbag closed and with you at all times. Never place it on the seat beside you, on the counter next to you or under a seat when dining.
- Be aware of your surroundings and the people around you, trust your instincts. Stay in well-lit and well-traveled areas.
- Walk with your head up, shoulders back and your eyes scanning the people around you.
- Use the "buddy" system or the Penn Transit System when traveling at night. From non-University exchanges, dial (215) 898-RIDE (7433) for the vehicular escort service or (215) 898-WALK (9255) for the walking escort service between the hours of 6 p.m. and 3 a.m., daily.
- If you are expecting guests or workers, do not open your door until you know it is the right person(s). Always ask to see identification of visitors you don't know.
- If accosted, don't resist! Don't panic! Get a good description, direction traveled, etc. and report the incident to the police as soon as possible.
- Know the locations of Penn's blue-light emergency telephones. Open the box, lift the receiver or push the button to talk.
- Report any suspicious activities to the police as soon as you can: Where, What, Who, When and How.

—Division of Public Safety

### Know your Emergency Numbers:

Division of Public Safety  
Penn Police Department  
4040 Chestnut Street

On Campus: 511  
Off Campus: (215) 573-3333  
Non-Emergencies: (215) 898-7297/7298  
Special Services: (215) 898-4481/6600  
Penn Detectives: (215) 898-4485

Philadelphia Police Department  
18th Police District  
5510 Pine Street

Emergencies: 911  
General Business: (215) 686-3180

SEPTA Police Department

Emergencies: (215) 580-4131

## Update

NOVEMBER AT PENN

### FILMS

**29** *The Baltimore Films of Barry Levinson*; showings of *Diner* at 6 p.m. and *Tin Men* at 8 p.m.; continues November 30 with *Avalon* at 6 p.m. and a special sneak preview of *Liberty Heights* at 8 p.m. with an introduction by cast members; free; International House (Neighborhood Film/Video Project).

**Deadlines:** The deadline for the weekly update is each Monday for the following week's issue; for the January At Penn calendar it is *December 7*. The January At Penn Calendar is scheduled to appear in the December 21 issue of *Almanac*.

### Raffles: Latest Winners

To qualify for raffles, Penn employees must turn in their completed confidential Penn's Way envelope to their school/center's coordinator or facilitator. Employees who mail in their envelopes directly to the Payroll Department can also qualify if they inform their coordinator or facilitator that their forms have been sent directly to Payroll. Selections will be made each Monday during the campaign based on the lists provided by the coordinators and facilitators to the Penn's Way Campaign by the close of business the preceding Friday.

Correction to last week's raffle prizes:

Jack Lewis works in the African American Resource Center

*Congratulations go to the 11/15/99 winners:*

- Charlotte Daub, Wharton—Palm Pilot from Computer Connection
- Timothy Raynor, Center for Technology Transfer—family membership for the University Museum
- Barbara Brostowitz, Information Systems and Computing—one month free parking from Transportation and Parking
- Elisavel Aleman, Development and Alumni Relations—free overnight stay at the Inn at Penn
- Louis Berneman, Center for Technology Transfer—Dinner for 2 at the White Dog and Shopping at the Black Cat

The Prizes for Week 3 (published in last week's *Almanac*) will be awarded 11/22/99.

### Raffle Prizes for Week 4: 11/29/99

Doodie's Goodies Candy Gift Basket (made to order, \$35 value; voucher for 4 two-day passes to the Penn Relays (4/27 and 4/28); voucher for 4 one-day passes to the Penn Relays (4/28); two tickets to *Penn vs. Penn State Men's Basketball Game* (12/4); two tickets to *Penn vs. Drexel home Basketball Game* (1/25).

We would like to give the following acknowledgements for their generous contributions to the Penn's Way 2000 Week 3 and Week 4 raffle: Computer Connection, Department of Recreation and Intercollegiate Athletics, Ivy Grille, Doodies Goodies of Atlantic City (compliments of Lois Porten of the School of Medicine).

Of course, the weekly raffle is not the only reason why Penn employees should consider participation in Penn's Way 2000. Every dollar we can raise for area organizations counts. For example, just \$1 a week provides a set of literacy brochures to help 50 people learn how to read or provides 10 pound of food through a local food bank. Last year, Penn employees helped raise close to \$250,000 for area organizations. This year our goal is to raise \$300,000 for those agencies that serve the most in need. We thank those who have participated to date and encourage everyone in the Penn community to help us reach this goal.

—Carol J. de Fries, Executive Director, Office of Government, Community and Public Affairs



**Penn at ICA**  
*David Graham's photograph, Bud Burkhart as William Penn, Three Arches, Levittown, PA, 1993, can be seen at the ICA in the All-American Boy exhibition now through January 16. See the December AT PENN calendar for events related to this exhibition, including a December 2 booksigning, a behind-the-scenes program for senior citizens and a gallery tour both on December 9 given by the curator.*

## OPPORTUNITIES

All open positions at Penn are posted on the Human Resources web site at [www.hr.upenn.edu](http://www.hr.upenn.edu). Today's Penn Partnership provides services to Penn hiring officers for the hire of permanent and temporary office support staff. Today's is also managing the Penn Job Application Center. You may contact them at (215) 222-3400 for your employment needs. Penn's Job Application Center at 3550 Market Street, Suite 110, is open 8 a.m.-6 p.m. weekdays where computer stations are available for you to browse the openings and/or apply on-line.

## CLASSIFIEDS

### HOUSE FOR SALE

**Washington Township, NJ.** 18 miles to Penn. Four bedroom, 2 1/2 bath with basement. 2700 square feet, oversized corner lot. \$169,900. Call (856) 589-3159, pager (215) 960-7038, or e-mail: [swppie@voicenet.com](mailto:swppie@voicenet.com).

### RESEARCH STUDIES

**If your child is 7 to 17 years old** and experiencing the signs of depression, consider enrolling your child in the Pediatric and Adolescent Antidepressant Research study. Participation is available at no cost to those who qualify, but enrollment is limited. To find out if your child is eligible please call Glen Davis at (215) 590-7574.

**Research participants** needed for hypertension pharmaceutical study. Must be diagnosed as hypertensive and able to keep early morning appointments. \$500. Contact Virginia Ford, MSN at HUP Hypertension Program. (215) 662-2410 or (215) 662-2638.

**We are looking for men**, ages 30-75, on high dose steroids (e.g. Prednisone > 20 mg./day) for a study to determine if testosterone treatment will decrease bone loss. Contact: Louise Loh or Helen Peachey at (215) 898-5664.

**Non-smokers with leg pain** due to poor circulation are needed for a research study. Compensation provided. (215) 662-4634.

### THERAPY

**Shari D. Sobel**, Ph.D. Psychotherapy (215) 747-0460.

To place a classified ad, call (215) 898-5274.

## The University of Pennsylvania Police Department Community Crime Report

**About the Crime Report:** Below are all Crimes Against Persons and Crimes Against Society from the campus report for **November 8, 1999 through November 14, 1999**. Also reported were **Crimes Against property: 13 total thefts and 5 incidents of criminal mischief**. Full reports on the web ([www.upenn.edu/almanac/v46/n13/crimes.html](http://www.upenn.edu/almanac/v46/n13/crimes.html)). Prior weeks' reports are also online. —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 8, 1999 and November 14, 1999**. The University Police actively patrol from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at (215) 898-4482.

### Crimes Against Persons and Society

Date	Time	Location	Details
11/08/99	2:06 AM	3420 Moravian	Establishment robbed by unknown males
11/08/99	7:15 PM	3700 blk Market	Suspicious male wanted on warrant
11/09/99	6:30 PM	34th/Smith Walk	Male became disorderly during stop/Arrest
11/10/99	10:38 AM	259 S. 44th St.	Complainant struck by boyfriend
11/10/99	10:30 PM	Harrison House	Unwanted calls received
11/11/99	1:34 AM	Harnwell House	Complainant bothered by persons arguing
11/11/99	5:05 PM	130 S. 36th St.	Suspicious female threatened employee
11/11/99	10:44 PM	3901 Spruce St.	Unwanted call received
11/12/99	8:03 AM	Hollenback Fields	Generators taken
11/12/99	7:40 AM	Penn Tower Garage	Complainant punched during domestic dispute
11/13/99	4:55 AM	400 blk 43rd St.	Complainant's purse snatched by unknown male suspect
11/13/99	3:33 PM	3744 Spruce St.	Male refused to leave area/Arrest
11/14/99	2:02 AM	4100 Locust	Male involved in fight/Arrest
11/14/99	2:25 PM	3801 Chestnut St.	Customer refused to pay bill/Arrest

### 18th District Report

10 incidents and 1 arrest (including 6 robberies and 4 aggravated assaults) were reported between **November 8 and November 14, 1999** by the 18th District covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

11/08/99	4:30 PM	4200 Market	Aggravated Assault
11/08/99	2:46 AM	3401 Walnut	Robbery
11/09/99	1:18 AM	18 43rd St.	Aggravated Assault/Arrest
11/11/99	5:30 PM	4601 Chestnut	Aggravated Assault
11/11/99	11:30 AM	4620 Woodland	Aggravated Assault
11/11/99	3:30 PM	4600 Locust	Robbery
11/11/99	1:19 AM	4608 Woodland	Robbery
11/12/99	12:10 AM	300 43rd St.	Robbery
11/13/99	11:39 AM	5100 Chestnut	Robbery
11/14/99	7:42 PM	4400 Osage	Robbery



Suite 211 Nichols House  
 3600 Chestnut Street, Philadelphia, PA 19104-6106  
 Phone: (215) 898-5274 or 5275 FAX: (215) 898-9137  
 E-Mail: [almanac@pobox.upenn.edu](mailto:almanac@pobox.upenn.edu)  
 URL: [www.upenn.edu/almanac/](http://www.upenn.edu/almanac/)

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

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## Year 2000—Last Minute, Still Time for Action

The University's Year 2000 preparations are now nearly complete. Our mission critical-systems and infrastructure have been evaluated, fixed, tested, and deployed. Our contingency plans are worked out and final preparations for the rollover weekend are underway. We have cleared many hurdles already, and the next one, the actual arrival of the year 2000 in about 5 weeks will be upon us before we know it. While there certainly is not time to organize and execute a major Year 2000 project in the time remaining, there still is time for you to take certain actions that will help smooth the transition and minimize your risks now and in the coming year.

### Review Problem Reporting Processes

Organizations should review the procedures for contacting service providers, both on and off campus, to report and resolve problems. Many have changed normal operating procedures and schedules for the New Year's holiday weekend. For example, see the ISC rollover plan, below. Make sure you understand what these changes are and what is expected of customers.

Re-familiarize yourself with emergency procedures and know the contact protocols for reporting problems with facilities (your building administrator), computing systems (your local support provider), hazardous materials (Environmental Health and Radiation Safety; 1-215-898-4453), laboratory animals (University Laboratory Animal Resources; 1-215-898-6466), and security (Public Safety; 511 on campus, 1-215-573-3333 off campus).

### Secure Adequate Supplies

If you need to secure certain supplies in order to prepare, don't wait until the last minute to acquire them (although some would argue this IS the last minute). For example, if your plans call for backing up your systems to removable media, such as diskette or tape, make sure you have an adequate (but not excessive) supply on hand, now.

### Take Information Security Precautions

It is reasonable to expect that hackers may try to use Y2K confusion to mask computer break-ins, viruses, and hoaxes. You can limit your risk by taking the following steps, taking note of the fact that most are good advice at all times of the year:

- *Back up your data.* Make sure that you have copies of critical data and store the backup copies in a safe place, away from your computer.
- *Make sure your anti-virus software and signature files are current.* ISC maintains up-to-date virus information and instructions for how to download the latest anti-virus signatures at [www.upenn.edu/computing/help/doc/virus/](http://www.upenn.edu/computing/help/doc/virus/). Check with your computing support provider for the recommended procedures in your area.
- *Verify each e-mail attachment that you receive before opening it.* E-mail viruses are smart enough to send themselves from infected users' machines. So even if you think you recognize the sender's return address, you can't be sure they sent it. If you receive an unexpected attachment, contact the sender first and confirm before you open it.
- *Power off or disconnect your computer from PennNet over the holidays if you will not need it.* If you do not normally power your computer off, test the procedure before you leave for the winter break. Be sure to confirm with your computing support provider that this action is recommended for your area.
- *Be alert for scams and hoaxes, particularly via e-mail.* If you receive e-mail that you suspect may be a hoax, don't forward it to others. Instead, forward a copy (minus any attachments) to [security@isc.upenn.edu](mailto:security@isc.upenn.edu).

### Be Informed

An informed campus community is critical to achieving a smooth transition to the next century. It is still not too late to ask questions and take simple preventative measures to minimize your risk. For general information, you can often find what you need to know at the University's Year 2000 web site at [www.upenn.edu/computing/year2000](http://www.upenn.edu/computing/year2000). Specific questions should be directed to your school or center's Year 2000 coordinator for detailed instructions and recommendations. The current list was published in the September 21, 1999 issue of *Almanac* with updates on the University's Year 2000 web site at: [www.upenn.edu/computing/year2000/workgroupreps.html](http://www.upenn.edu/computing/year2000/workgroupreps.html). If you're not sure where to direct your questions, send e-mail to [year2000@isc.upenn.edu](mailto:year2000@isc.upenn.edu). We will direct them to the right place.

— Michael Kearney, Year 2000 Project Coordinator

## ISC Services During the Year 2000 Rollover Weekend

For several years, ISC units have been working to ensure that central administrative applications and the University's networking infrastructure are "Y2K-compliant." As January 1, 2000 draws near, ISC's mission-critical Year 2000 work is nearly complete: Student systems have been modified to handle the Class of 2000; financial systems, including FinMIS and Payroll, have been upgraded; PennNet (including ResNet) and network services that ISC is responsible for, such as the modems pools, On-line Directory and the central web server, [www.upenn.edu](http://www.upenn.edu), have been upgraded and tested. A freeze on software modification has been in place since October 24 to ensure that systems remain as stable as possible through the critical rollover period. Detailed contingency plans, coordinated with the rest of the University, are in place.

### Year-End Shutdown

On December 31, 1999, many of the computer systems and services for which ISC is responsible will be shut down for a special backup process. These include PennInTouch; the On-line Directory; and core administrative applications, such as FinMIS, Payroll, Student Records, Student Financial Systems, PENNCARD, and the Data Warehouse. The Data Warehouse will shut down at 3 a.m.; the others at noon.

The network, Penn's modem pools, the [www.upenn.edu](http://www.upenn.edu) web server, and pobox and dolphin e-mail will NOT be shut down.

System testing will take place on January 1 and January 2. All systems are expected to be restarted by January 2 at 10 a.m., with normal business operations resuming on January 3 at 8 a.m.

### Status Information/Problem Reporting

Despite extensive preparation, it is possible that unanticipated Year 2000-related problems will occur and that ISC and the vendors on whom we depend will not be able to correct them before the start of business on Monday, January 3.

*Sunday, January 2:* To check the status of major systems or services on January 2, please call the ISC help line at (215) 573-4778 (215-57F-IRST) for a recorded status report. If you are unable to access widely used systems or services, such as the Online Directory, the modem pools, or pobox/dolphin e-mail, there's no need to leave a problem report on one of the ISC help lines or at one of the online addresses. ISC staff will undoubtedly be aware of the problem already and be working to restore service.

*Monday, January 3 or later:* If you encounter problems with administrative applications or network services on January 3 or later, please follow the problem reporting procedures you normally use. Status information will continue to be made available at (215) 573-4778.

— Raymond Davis, Executive Director  
ISC, Systems Engineering and Operations