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Center for Children's Policy Practice and Research

On Wednesday, September 27, Penn's Center for Children's Policy Practice and Research (CCPPR) will hold a party to kick-off their new interdisciplinary center. A collaboration between the Law School, the School of Social Work and the School of Medicine, CCPPR seeks innovative solutions to the legal, societal, and health crises facing America's children.

The faculty core includes Professor Barbara Bennett Woodhouse, professor of law, Dr. Annie Steinberg, assistant professor of psychiatry at Philadelphia Child Guidance Center, Dr. Richard Gelles, Joanne and Raymond Welsh Professor of Child Welfare and Family Violence, Ira M. Schwartz, dean of SSW, and Carol Wilson Spigner, SSW. The Inaugural Reception, open to the Penn community, will begin at 5 p.m. in Tannenbaum Hall at the Law School.

The recently organized Center will concentrate on interdisciplinary policy, research, prac-

tice and study among faculty and students in a number of schools and departments, centers and institutes. "Rather than continue to round up the usual suspects as a means of systems reform, the center proposes instead a genuinely interdisciplinary, child centered, vertically integrated approach that seeks to create new paradigms to replace the old. We will bring together an unusually talented and experienced group of experts from across the campus, and add additional staff from around the country," said Professor Woodhouse. Penn, with its location in the Boston-Washington corridor and its commitment to leadership, is in a unique position to create a national center that will change the direction of future policies for children. Philadelphia is home to a large number of public interest organizations for children providing a vital group of practitioners committed to working with the CCPPR's core and associate members.



Photo by Michael Ahearn

Annie Steinberg (Medicine), Barbara Bennett Woodhouse (Law), and Richard Gelles (Social Work).

New Teaching and Research Center at School of Veterinary Medicine

Governor Tom Ridge announced an \$18 million commitment to Penn's School of Veterinary Medicine last month which will allow the School to build a state-of-the-art teaching and research complex to better serve the state's agricultural needs.

"This extraordinary grant from the Governor reinforces the historic partnership between Penn's School of Veterinary Medicine and the Commonwealth of Pennsylvania," said President Judith Rodin. "A new state-of-the-art teaching and research building will enable Penn's Veterinary School to continue to contribute critical new knowledge to further support the Commonwealth's number one industry—agriculture."

Joining the Governor at the Pennsylvania Farm Show Complex, where he made the announcement, were President Rodin; Dr. Alan Kelly, The Gilbert S. Kahn Dean of Veterinary Medicine; Agriculture Secretary Sam Hayes; General Services Secretary Gary Crowell; Farm Show Director Dennis Grumbine; and Harrisburg Mayor Stephen Reed. Also in attendance were Sen. Richard Tilghman (R-Delaware), and Rep. Raymond Bunt (R-Montgomery).

The new, \$43 million building will be located at 3900 Spruce Street, adjacent to the Rosenthal Building and connected to it by an atrium. The new building's footprint will cover the area of the existing school library, a small grassy area and a parking lot. It will provide modern teaching and learning spaces, replacing the facilities currently in use. The new lecture halls will be equipped with the latest audio-visual teaching aids. The library will be expanded and computer facilities will enable students to take advantage of computer-aided teaching materials.

The School's interdisciplinary research programs will be greatly enhanced by the three laboratory floors. These will feature an open plan, fostering interaction between scientists.



The new Veterinary School building will have laboratory modules arranged in an Open Plan, mirroring the interdisciplinary collaboration within the School's Centers of Excellence.

"The facilities will enable the School to attract and retain the new generation of research and clinical scientists who will train the veterinarians for the new century. Clinicians and basic researchers will work side by side, and students will be exposed to groundbreaking research," said Dean Kelly.

"Governor Ridge is a staunch supporter of Pennsylvania agriculture," added Dean Kelly. "He recognizes the important role Penn's School of Veterinary Medicine and its graduates play in maintaining the health, welfare and success of the Commonwealth's livestock, poultry, and equine industries."

"We are profoundly grateful to the Governor for his support for the new Teaching and Research Building and for so decisively advancing the School's historic mission."

Among the areas of investigation in the new building will be infectious diseases, a major re-emerging threat to animal and human health; animal transgenesis and germ cell research, an excit-

ing biomedical research area that promises healthier and more productive food animals; comparative medical genetics; and comparative oncology.

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COUNCIL Overview of September 13 Meeting

President Judith Rodin opened the year's first University Council meeting last Wednesday by welcoming everyone to the "newly restored Bodek Lounge, in the newly restored Houston Hall, in the newly built Perelman Quad." Her nomination of Will Harris as moderator was accepted as was her appointment of Mark Lloyd as parliamentarian—both returning for another round of Council meetings.

In her report, the president noted the increased participation and representation of the two staff assemblies. Both PPSA and the A-3 Assembly now each have two representatives to Council; Anna Loh and Adam Sherr for PPSA and Regina Cantave and Karen Pinckney for the A-3 Assembly.

Dr. Rodin mentioned that during the RNC there were several thousand visitors and media on campus, as well as the Shadow Convention at the Annenberg Center and the numerous faculty, staff and students who volunteered their help. The *philly.com* website was run by students from the Annenberg School while Dean Kathleen Hall Jamieson was a spokesperson on the Comcast Cable.

The president noted that the freshman class has been formally welcomed at the Convocation along with a longer New Student Orientation consisting of the Reading Project, more programming and social events including No Place Like Penn.

The Nursing School's Dean search is underway and the Medical School's Dean search committee will meet in the next few weeks, the president said. She introduced the new Secretary of the University, Leslie Kruhly.

Provost Robert Barchi described some of the recent changes along Locust Walk where the former CA is now home to many organizations including LaCasa Latina, Pan Asian American Community House (PAACH), a satellite office for the Greenfield Intercultural Center, student performing arts and the new Center for Undergraduate Research and Fellowships which will facilitate research opportunities for students. There will be a naming contest, to be organized by the VPUL, to give the building a new name.

Dr. Barchi commended all those whose efforts helped Penn win the biggest of six awards from the Department of Education for the University's Alcohol program. He also described the new Summer Waiver Program as a success—more than 100 applicants were approved for some level of waiver. William Schilling, director of student financial aid, will assess the program annually.

The 14-member Gender Equity committee has gathered data and will interview faculty this fall, reporting to the community later this semester. The Electronic Privacy Policy will be effective for a one-year trial basis, if no comments are received opposing it.

Dr. Larry Gross, chair of Steering, explained that following the change in Council's bylaws, this meeting is the first official meeting for the year, whereas the final meeting of the spring used to be the first for the new members. Council committees have been assembled with the exception of some students.

GAPSA Chair Kyle Farley said that the new center for graduate students will open a year later than originally expected due to structural problems discovered during renovation.

UA Chair Michael Bassik reported that the 25-member group had its annual goal-setting retreat and will address video rental and late night dining, financial aid and the changes to the modem pool this year.

Anna Loh, PPSA chair, said that lunch-time professional development sessions will be continued and there will be more joint meetings with the A-3 assembly beginning with one on Wednesday. Regina Cantave, the A-3 chair, said her group's goal is to increase its visibility and address quality of life issues as well as training and development.

Dr. Edward Lally, chair of the Committee on Recreation and Intercollegiate Athletics presented the 1999-2000 report (*Almanac September 12*).

Alcohol Policy Coordinator Stephanie Ives presented a report (*Almanac September 12*) on the new Alcohol Policy's first year since its implementation.

A substantial portion of the meeting was devoted to an update on the Campus Development Plan which the provost described as a "dynamic framework to think through decisions." He anticipates that the University community will review the preliminary recommendations this fall with the final approval by the Trustees in February. Omar Blaik, vice president of facilities, presented the key findings, goals and recommendations. He pointed out that the plan "does not specify allocations of resources," but rather it serves "as a road map." A lively discussion ensued with several members of Council voicing their opinions on the subject of the future of the University's physical development and growth.

As the meeting concluded it was determined that the discussion about the campus plan had only just begun and would resume at a future meeting. Other topics for Council meetings this year will include the gender equity study, admissions and financial aid and capital funding for campus projects.

TRUSTEES September 14 Meeting

At last Thursday's meeting of the Executive Committee of the Trustees, James Riepe, Trustee Chair, declared that, "the oldest student union was being brought back to life."

Leslie Kruhly's appointment as Secretary of the University was approved by the Trustees. President Rodin described Ms. Kruhly as a "terrific addition to the University's senior administrative team." The Trustees also approved a resolution on University guaranteed student loans, continuing an existing program and increasing the level of loan guarantees to \$175 million.

EVP John Fry presented the University's financial report for the year ending June 30, 2000. The University's net assets were \$4.4 billion, an increase of 1.5% or \$63.6 million over the prior fiscal year. This is due to a net loss on investments of \$115.8 million and non-operating contributions of \$152.9 million. Robert Martin, UPHS Interim CEO, said the Health System cut its annual deficit to \$30 million.

The Trustees also authorized the creation of P2B, a Delaware, Not-for-Profit Corporation, to enhance entrepreneurial opportunities in University City and the surrounding community by providing funding, entrepreneurial expertise and other resources and assistance to new business ventures by the Penn community. The resolution authorized the appointment of the EVP as P2B's President and authorized the appointment of Penn's President as the founding Chairperson of the P2B Board.

PPSA/A-3 Assembly Meeting

A representative from YouDecide.com, an on-line service that provides ways to save time and money through various financial and personal products, will join us for a joint PPSA/A-3 Assembly meeting on Wednesday, September 20 from noon to 1:30 p.m. to discuss services offered by this unique product.

YouDecide.com offers Penn faculty and staff many tools to assist with the management of important decisions that impact their money and lives. It allows the user to obtain multiple quotes on insurance and other products without any sales pressure. A few services available to Penn faculty and staff are auto and home loans, home equity loans, auto and home insurance, financial planning, pet insurance, legal services, online banking and many more exciting products.

The program will then be turned over to Sharon Harris, director of Staff Relations, who will discuss the University's new mediation program. She will discuss the newly implemented Workplace Issue Resolution Program. The program is a new approach to addressing workplace issues and disputes. Through this program staff have three options to resolve disputes; open communication, conference/facilitated meeting, and mediation.

Join us at noon on September 20 in the Golkin Room, second floor of Houston Hall.

—Adam B. Sherr, Chair-Elect, PPSA

PPSA Board Meetings

Meetings are in the Office of Student Conduct, 3700 Spruce Street. All meetings are open to any member of PPSA but we ask that interested guests e-mail us at ppsa@pobox.upenn.edu so that we can arrange access into the OSC.

Meeting dates for Fall 2000

October 2	Noon-1:30 p.m.
October 16	Noon-1:30 p.m.
November 6	Noon-1:30 p.m.
November 20	Noon-1:30 p.m.
December 4	Noon-1:30 p.m.
December 18	Noon-1:30 p.m.

Speaking Out

Perelman Quad Ornaments

Perelman Quadrangle: once a somewhat shabby, but inviting and much used urban green space. Alas, now a shadeless, uninviting stretch of pavement, eerily reminiscent of some more famous high-modern ceremonial spaces. *Riefenstahlerplatz*, a local pundit has aptly named it. And that gigantic logo looking down upon us like Big Brother's eye, and those self-advertisements for the "first university" now sprouting everywhere. The one thing one might say for such ornaments is that no other Ivy university has them. But then, perhaps those institutions are self-confident enough to feel no need. Have our Leaders and their Architect never heard of Jane Jacobs or William Whyte? Or asked us what we want in our campus environment?

—Robert Kohler,
History and Sociology of Science

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.

James Corner: Landscape Architecture Chair

James Corner, associate professor of landscape architecture and regional planning has been named chair of the Landscape Architecture Department. He is also the recipient of the prestigious 2000 DaimlerChrysler Award.

Professor Corner, an internationally known designer and theorist, is the first landscape architect chosen for the DaimlerChrysler Award, which recognizes and promotes innovative design.

"The department possesses a tradition I am proud of and a legacy I feel a great responsibility to continue," Professor Corner said. "It is important to remember, however, that this tradition has never been one of doctrine, but rather one of invention, an always evolving tradition of teaching, research and practice that seeks innovative and pertinent approaches to the very real issues of the time."

Professor Corner's practice, research and teaching interests focus on developing innovative approaches toward landscape architectural design and urbanism. He is a professionally registered landscape architect and principal with architect Stan Allen of Field Office, a landscape, architectural and urban design practice based in New York and Philadelphia.

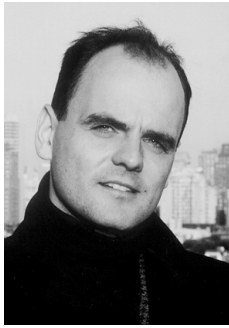
Presently he is working in collaboration with Mr. Allen to build the French Embassy Garden on Fifth Avenue in New York, and he has recently undertaken a planning and design study for the redevelopment of a town in Sweden.

Professor Corner is the author of *Taking Measures Across the American Landscape* (Yale, 1996), coauthored with Alex MacLean, which received the AIA International Book of the Year Award and the ASLA Award of Honor. He also is the editor of *Recovering Landscape: Essays in Contemporary Landscape Architecture* (Princeton, 1999), a book focused on the revitalization of landscape architecture as a critical cultural practice.

Professor Corner was educated at Manchester Polytechnic, England, and Penn where he received a master's in landscape architecture. Prior to his 1988 teaching appointment at Penn, he worked for Wallace, Roberts and Todd on the New Jersey Hudson River Waterfront Redevelopment; for Richard Rogers and Partners on the redevelopment of the Royal Docks in London; and for William Gilliespie and Partners on the design and implementation of the International Garden Festival Park in Liverpool.

Since coming to at Penn, he has received the G. Holmes Perkins Award in 1996 for "distinguished and innovative teaching and methods of instruction in design." In 1997, he was the first recipient of the Jens Jensen Professorship in Landscape and Urbanism at the University of Illinois at Chicago's School of Architecture.

He was also a visiting professor at the Royal Danish Academy of Fine Art in Copenhagen in 1998 and at the KTH School of Architecture in Stockholm in 1999.



James Corner

Peter Vaughan: Dean of the School of Social Service at Fordham

Dr. Peter B. Vaughan, Associate Dean at the Penn School of Social Work, has been named Dean of Fordham University's Graduate School of Social Service, effective October 15. Dr. Vaughan will succeed Dean Mary Ann Quaranta as she steps down from the office of Dean after 25 years.

"This is a tremendous opportunity for Peter," said Penn School of Social Work Dean Ira Schwartz, "one that he so richly deserves." "He has been a trusted advisor and the absolute best associate dean in the country. His shoes will not be easy to fill," added Dean Schwartz.

Dr. Vaughan's life-long commitment working for equality and constructive social change for all persons, especially those of color, will complement and enhance Fordham's mission to promote social justice and social change. Fordham President Joseph A. O'Hare, S.J., noted the extraordinary leadership Dr. Vaughan brings with him to the School of Social Service.

Since 1981 Dr. Vaughan has made the Penn School of Social Work his professional home base, first as associate professor and then, since 1987, as associate dean. During the 1991-92 school year, Dr. Vaughan served as acting dean of the School. In 1994-95 he served as the Martin Luther King, Jr., Rosa Parks Cesar Chavez Visiting Scholar at Wayne State University.

During his tenure at Penn he consulted and offered countless in-service trainings in the public and private sectors, reviewed grant proposals for the U.S. Department of Education and served as a chair and reaccreditation site team member for the Council on Social Work Education. Chairing and serving on numerous local, regional, and national boards, Dr. Vaughan's current memberships include: Eagleville Hospital and Foundation Board, the National Advisory Committee of the Local Initiatives Funding Partners Program at the Robert Wood Johnson Foundation (Princeton, NJ), the Board of Trustees of the Visiting Nurses Association of Greater Philadelphia, Philadelphia Community Collaboration Board, the Board of the Mt. Carmel Baptist Church Community Outreach Center, and the Department of Veteran's Affairs Advisory Committee (Washington, D.C.).

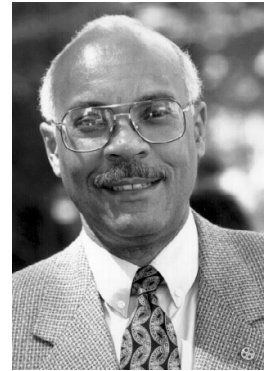
His most recent Penn service includes: Chair of the President's Advisory Council on Affirmative Action and the Diversity Fund Grant Review Committee, and member of the Evaluation Team of the African American Resource Center. In addition he participated in a number of University search committees.

Through his association with the West Philadelphia Collaborative Program for Child Health and the Cultural Asset Bridging and Building Collaborative (a primary prevention and health promotion program), Dr. Vaughan has made immeasurable contributions to the health and welfare of young persons, especially in the West Philadelphia community. His outstanding commitment to excellence in social work education has benefited countless students, faculty, and staff affiliated with the School.

Dr. Vaughan has twice been recognized with an "Excellence in Teaching Award" by Penn Social Work students and earlier this year, received an Honorary Alumni Recognition Award from the School's Alumni Association in recognition for his invaluable contributions to the School of Social Work.

Dr. Vaughan received his Ph.D. in social work and psychology and his M.A. in psychology from the University of Michigan, an M.S.W. from Wayne State University, and a B.A. in sociology from Temple University.

In accepting the appointment, Dr. Vaughan expressed his delight to be such an integral player in shaping the lives of so many future Fordham graduates. He said, "I am deeply honored to have been chosen for what seems to me to be the most exciting job in higher education. It is no small accomplishment to be given such a wonderful opportunity to guide the next generation of social work professionals into the future."



Peter Vaughan

Roberta Iversen: Interim Associate Dean of Social Work

Dr. Roberta R. Iversen, who joined the Social Work faculty at the start of the 1997-98 academic year as an assistant professor and clinician educator, will assume the position of interim associate dean for academic programs on October 15. She succeeds Dr. Peter Vaughan who was named dean of the School of Social Service at Fordham. Dr. Iversen received her Ph.D. in social work and social research and her M.S.S. in clinical social work from the Bryn Mawr College Graduate School of Social Work and Social Research. Prior to joining the Penn faculty, Dr. Iversen was a clinical social work practitioner and supervisor at a non-profit family agency where she worked with individuals, families and groups. She also was a faculty lecturer at Bryn Mawr College and Temple University where she taught courses in social work practice, race and ethnicity, and theories of adolescence. Dr. Iversen's research interests and publications center around occupational attainment among poor women, including related issues of adolescent childbearing, education, family, race/ethnicity and mental health. Her publications in social work and sociological journals have implications for practice and policy and for the inclusion of gender, race and class in the development of status attainment theory.



Roberta Iversen

Critical PennNet Host Security Policy

Effective: January 1, 2001

Authority and Responsibility

Information Systems and Computing's Information Security organization is responsible for establishing information security policies, guidelines and standards and therefore has the authority and responsibility to specify security requirements for critical hosts or any workstation that can potentially affect other users connected to PennNet.

Executive Summary

This policy describes the requirements and constraints for attaching and securing a critical computer to PennNet. It also provides "best practice" recommendations to guide systems administrators in further steps to protect PennNet-connected systems.

Purpose

The purpose of this policy is to ensure that all systems installed on PennNet are maintained at appropriate levels of security while at the same time not impeding the ability of users and support staff to perform their work. The University does not maintain a firewall environment for all of PennNet, so each and every computer connected to PennNet is directly connected to the Internet and is accessible by anyone anywhere in the world for any purpose. Therefore, individual computers, servers or desktops, connected to PennNet must be secure.

Risk of Non-compliance

The use of automated scanners and break-in scripts makes it easy for someone to quickly scan entire networks for vulnerable systems. Systems which are not properly secured are likely to be discovered and broken into.

Break-ins in the past have resulted in Penn systems being:

1. disconnected from PennNet and unavailable for days while they are re-secured,
2. used to attack other sites,
3. used for denial of service attacks which degrade valuable PennNet services such as Internet connectivity and network availability in one or more buildings.

Break-ins can also result in the destruction, alteration or disclosure of sensitive data.

Scope

This policy applies to all critical hosts on PennNet. Information Security shall, after consultation with the Network Policy Committee, publish interpretations defining what machines shall be considered critical.

Defining Critical PennNet Hosts

A critical host is one which, if compromised, could significantly harm the University. Schools and centers may optionally designate any hosts as critical if its compromise could significantly harm the local unit. Examples of significant harm could include legal liability, reputational damage, interruption of critical business functions, and disclosure of confidential information.

Examples of critical hosts include those which:

- Contain sensitive or confidential data including, but not limited to, personally identifiable medical records, payroll information, student grades and transcripts, or social security numbers, or
- Are used in planning, managing, or operating major academic, research, or administrative functions of the University, or
- Have 100 Mb/s PennNet connections.

Specifically, the following service is defined as critical:

- Any e-mail server supporting more than twenty-five users.

Statement of Policy

1. One or more individuals supporting the system must be identified, and accurate contact information for the support person must be maintained in ISC's Assignments database.
2. The support person is responsible for identifying critical systems to Information Security and for ensuring that the requirements of this policy are met.
3. The support person must ensure that the security of the system is maintained by installing needed security patches on a timely basis.
4. The support person must have attended Penn security training (if offered) for the relevant operating system within the past three years.
5. Critical systems must be scanned for security vulnerabilities twice annually. Any serious vulnerabilities—those which allow a remote or local user to gain full privileges on the system—must be corrected.
6. Remote access (i.e. any access other than from the console) to privileged accounts (e.g. root, Administrator) must use strong authentication such that cleartext, re-usable passwords are not sent over the network.
7. All user access to critical hosts must be authenticated. All accounts must have a password. Users must not be allowed access from 'trusted hosts' without the use of a password.
8. All user access to critical hosts must be authenticated with a form of strong authentication such that cleartext, re-usable passwords are not sent over the network by September 1, 2001 (assuming thorough supporting infrastructure in place by January 1, 2001).
9. For operating systems that Penn owns site-licensed anti-virus software,

there must be a regular program of maintaining current virus signatures and scanning for viruses.

Recommendations and Best Practices

Most computer systems as shipped by the vendor are very insecure. Steps must be taken by the system administrator at the time of installation and connection to ensure that certain known vulnerabilities are eliminated.

The following related practices are strongly recommended by Information Security.

1. Remove un-needed services. Running un-needed services increases the risk of break-in.
2. Limit access to needed services and log all successful and unsuccessful access.
3. Locate critical hosts behind a firewall. A firewall can limit the risk of break-ins by controlling how services are made available outside of the firewall. A firewall is not a substitute for any of the requirements outlined above; a firewall only supplements good host security by adding a layer of security.
4. Encrypt stored and transmitted sensitive data where possible. If security is compromised, the damage due to data disclosed or altered can be limited if sensitive data are encrypted.
5. Use integrity checking tools. When run against a freshly-installed operating system, integrity checkers will produce a snapshot of the system for use later following a break-in to help identify tools left behind by intruders. Integrity checking tools can greatly reduce the amount of time needed to recover from a system break-in.
6. Configure systems carefully to enhance security. Security standards and configuration guidelines are available at www.upenn.edu/computing/security-privacy/standards/.
7. Some desktop operating systems such as MacOS, Windows 95 and 98 are very difficult to adequately secure. On such operating systems, it is best to either encrypt especially sensitive data, or to not store such data permanently on the desktop, but rather on a more secure file server. Be sure to follow recommended guidelines for disabling and/or limiting file sharing: www.upenn.edu/computing/security-privacy/standards/FileSharing/.
8. Avoid using the same password on critical hosts and less secure computers. Otherwise, a security compromise on a less secure computer could lead to a compromise on the critical host. For further details, see the Penn Information Security Awareness Brochure at www.upenn.edu/computing/security-privacy/AwarenessBrochure.pdf.

Compliance

A. Verification: Information Security will actively use security scanners annually to scan all critical systems.

B. Notification: Information Security will report violations of this policy to the primary contact in ISC's Assignments database and to the senior Information Systems manager in the department or unit owning the machine.

C. Remedy: Remedy may be an immediate removal of the system from the network, depending on the severity of the operational impact on PennNet. In some cases, systems that are compromised and connected at 100mb or higher speeds, may be backed down to 10mb service until the security problem is rectified. Thus the problem should be resolved as quickly as possible. Information Security will offer assistance to the LSP for the area in correcting security problems, after which the device may be re-connected to the network, and or normal service restored.

D. Financial Implications: The department or unit owning the critical hosts shall bear the costs of ensuring compliance with this policy. Adequate funding is needed to present ongoing operating system security training. The Strategic Site License Fund may be available to subsidize some of the software-related costs.

E. Responsibility: Responsibility for remedy lies with the system administrator and system owner.

F. Time Frame: Non-compliant devices must either be remedied within thirty days of notification of the support person, or must be removed from PennNet.

G. Enforcement: Please see the Policy on Computer Disconnection from PennNet at www.upenn.edu/computing/policy/disconnect.html.

H. Appeals: Please see the Appeals section of the Policy on Computer Disconnection from PennNet at www.upenn.edu/computing/policy/disconnect.html. Disputes about whether or not systems are considered critical shall be decided by the University Information Security Officer. Appeals to such decisions are decided by the Vice Provost for Information Systems.

References

- Policy on Computer Disconnection from PennNet at www.upenn.edu/computing/policy/disconnect.html
 - Penn Operating System security standards at www.upenn.edu/computing/security-privacy/standards/
- For encryption recommendations, or scanners currently in use, contact security@isc.upenn.edu.

Policy on the Operation of DHCP and BOOTP Servers on PennNet

Effective: May 30, 2000

Authority and Responsibility

Information Systems and Computing's Networking organization is responsible for the operation of PennNet (Penn's data networks) and therefore has the authority and responsibility to specify requirements for any devices connecting to PennNet. This authority extends to device configuration management and information provided by configuration servers, as incorrect information could adversely impact the operation of other network-connected devices.

Executive Summary

This policy specifies the requirements for Dynamic Host Configuration Protocol (DHCP) servers and related infrastructure operating on PennNet. It also provides "best practice" recommendations for server administrators.

Purpose

The purpose of this policy is to specify the requirements and limitations for DHCP server operation on PennNet. While DHCP servers can provide a very efficient and convenient way to manage IP addresses and other configuration information for a group of network-connected devices, their use under certain circumstances can cause significant problems (see Risk of Non-compliance, below).

Definitions

Broadcast Domain:

A broadcast domain is a subnet or collection of subnets on which broadcasts are shared. A machine broadcasting packets can be heard by any other machine within that broadcast domain. On PennNet, a broadcast domain is typically a single IP subnet, but that is not necessarily always the case. ISC Network Operations can assist with determining the limits of your broadcast domain.

DHCP or BOOTP Server:

Any device that responds to valid client DHCP or BOOTP requests on PennNet (henceforth called "server").

Relay Agent:

Any device that forwards such requests along to a server, usually residing on another subnet or broadcast domain.

Risk of Non-compliance

Since DHCP works in part through broadcast client requests, it is easy to see that within a single broadcast domain, only one DHCP server should be configured to respond to requests. More than one DHCP server operating on the broadcast domain could cause unpredictable results, including multiple and differing responses being returned to a client having made a request, which in turn can result in unpredictable client operation. For this reason, some coordination among those operating local and central DHCP servers is essential.

Another problem has to do with providing service to a number of different academic or administrative units sharing a broadcast domain. One unit may wish to use DHCP to make IP address leases available to its own clients, but may find that address leases made available on the broadcast domain may be offered to and accepted by clients from any of all other units sharing the broadcast domain. This is undesirable since the pool of address leases available to any one of the units is both limited and the basis for server charges.

Scope

This policy applies to any device acting as a DHCP or BOOTP server or relay agent on PennNet.

Restrictions on the operation of servers apply to all centrally operated PennNet subnets. Subnets that are supported by organizations other than the University's central networking organization are not covered directly by this policy. Network users are advised to check with their local LSP if uncertain.

Statement of Policy

1. Anyone running a server or relay agent on PennNet must register the server or relay agent with ISC Networking. ISC Networking reserves the right to disallow a server or relay agent if it would result in a conflict with another serving the same broadcast domain.

2. Authorized servers or relay agents may need to be shut down or reconfigured at a later date, if another academic or administrative unit sharing the broadcast domain finds a DHCP-related conflict.

3. ISC Networking will not configure central relay agents to point to any servers other than those centrally operated by ISC Networking. Similarly, any relay agents must be configured to point only to servers for which the server administrator has granted permission for the traffic.

4. DHCP service offered by ISC Networking is restricted to a subset of possible DHCP functionality. For example, ISC Networking will not configure the centrally operated server with special options required by certain clients.

5. All IP addresses handed out by a server must be registered in accordance with the Policy on the use of PennNet IP address space at www.isc-net.upenn.edu/policy/approved/20000124-ipaddress.html.

Recommendations and Best Practices

The following related practices are strongly recommended by ISC Networking.

1. Servers running on shared broadcast domains (multiple academic or administrative units sharing a broadcast domain) should be configured to answer to uniquely known clients only, perhaps using MAC address as an identifier. Alternatively, a private subnet can be ordered from ISC Networking for additional cost, thus isolating the clients and server within a private broadcast domain.

2. Servers must be configured with a thorough understanding of the network topology in order to avoid conflict later. ISC Networking can help to describe the network topology, but no support is offered for any specific server configuration syntax.

3. Lease lengths should be chosen carefully; they should be long enough to avoid unneeded network traffic, but short enough to avoid running out of leases. There is no default recommendation. Some factors involved in the decision include the size of the address range, the frequency with which machines come and go, and the amount of traffic the server is prepared to handle.

4. Relay agents should be configured to deliver packets to the unicast IP address of the server(s) rather than the broadcast address of the associated segment(s).

5. The use of Dynamic BOOTP is discouraged because address assignments last forever. DHCP should be used instead.

Compliance

A. *Verification:* ISC Networking does not plan to actively police the network in an effort to discover unregistered or misconfigured servers or relay agents, but will act on those discovered during the normal course of events in operating and/or troubleshooting the network.

B. *Notification:* Notification shall be made to the LSP and/or server administrator for the area whenever possible and practical.

C. *Remedy:* Remedy will either be the suspension of DHCP services from the non-compliant server, or removal of the server or relay agent from the network until such time as the DHCP service can be suspended or brought into compliance. ISC Networking will offer assistance to the LSP for the area.

D. *Financial Implications:* Charges may be assessed for time spent by ISC Networking in troubleshooting problems attributable to a non-compliant or misconfigured server or relay agent. Please see the Policy on Troubleshooting Charges for Violations of PennNet Policies for information on additional fees that may be assessed to cover the costs incurred in troubleshooting related to violations of this policy.

E. *Responsibility:* Responsibility for remedy lies with the network user. In the vast majority of cases, the area LSP will have involvement in the implementation of the remedy.

F. *Time Frame:* Non-compliant servers must be remedied immediately to reduce risk of networking failures for other network users.

G. *Enforcement:* Please see the Policy on Computer Disconnection from PennNet at www.upenn.edu/computing/policy/disconnect.html.

H. *Appeals:* Please see the Appeals section of the Policy on Computer Disconnection from PennNet at

www.upenn.edu/computing/policy/disconnect.html.

References

- Policy on the use of PennNet IP address space at www.isc-net.upenn.edu/policy/approved/20000124-ipaddress.html.

The following policy, effective July 2000, supercedes Policy # 004, dated October 1, 1973.

The Policy of Equal Opportunity, Affirmative Action and Nondiscrimination

The University of Pennsylvania's special character is reflected in the diversity of the Penn community. Men and women of different races, religions, nationalities and backgrounds are necessary to achieve the University's ultimate purpose: the improvement of the human condition through the pursuit of learning and the generation of knowledge. Diversity is prized at Penn because it helps to create the educational environment that best prepares students to contribute to an increasingly diverse and rapidly shrinking world. We must continue, therefore, to seek talented faculty, students and staff who will help constitute a community at Penn that is diverse in race, ethnicity, interests and perspectives.

The foundation for achieving, valuing, and managing diversity at Penn is equal opportunity. We have a clear commitment to equal opportunity, non-discrimination, and affirmative action. This policy re-affirms our commitment in this regard. This policy of equal opportunity, affirmative action, and non-discrimination is fundamental to the effective functioning of the University as an institution of teaching, scholarship, and public service.

Penn adheres to a policy that prohibits discrimination against individuals on the following protected-class bases: race, color, sex (except where sex is a bona fide occupational qualification), sexual orientation, religion, creed, national or ethnic origin, age (except where age is a bona fide occupational qualification), disability (and those associated with persons with disabilities), or status as a special disabled, Vietnam era veteran or other eligible veteran.

Our task is to eliminate any patterns of prohibited unequal treatment from a community that prizes diversity. We must monitor our policies, procedures, and practices for equal opportunity and access to the services, programs, and opportunities our community has to offer individuals.

Penn is committed to ensuring that all academic programs (except where age or sex are bona fide occupational qualifications), including social and recreational programs, and services are administered without regard to an individual's protected-class status.

Penn is also committed to ensuring that its personnel and other employment decisions are made without regard to an individual's protected-class status. Personnel and other employment decisions include, but may not be limited to, outreach and recruitment, application, selection, promotion and other transfers, compensation, benefits administration, layoffs and other personnel transitions, University sponsored training and educational programs, and tuition assistance.

Penn is dedicated to an organizational strategy that supports the full realization of equal employment opportunity for all through affirmative action predicated on the following tenets:

1. Serious and imaginative outreach, recruitment, and advertising methods.
2. Periodic reviews of the personnel and other employment decisions made by hiring officers.
3. Thorough analysis of Penn's faculty and staff workforce composition to determine areas of underutilization for which concentrated or special effort is due.
4. Provision of professional and management development opportunities for faculty and staff that builds skills and knowledge around equal opportunity, as well as valuing and effectively managing Penn's diverse work environments.
5. Provision of skill development and enhancement opportunities for staff.
6. Provision of technical assistance on the implementation of this policy, as needed, to schools, departments, and centers.

As a federal contractor, Penn has a written Affirmative Action Plan to address the utilization of women and minorities and to address the inclusion of persons with disabilities, special disabled and Vietnam era veterans in Penn's workforce.

This policy also recognizes an individual's right to raise and pursue concerns of alleged discrimination to a University resource office or to an appropriate individual within a school, department, or center without adverse action or retaliation for doing so. The Affirmative Action Plan describes the University resources available to faculty, staff, students, and applicants for employment or admission to Penn who believe they have been discriminated against on the basis of their protected-class status.

Penn's non-discrimination and affirmative action policies and programs are developed, administered, and monitored centrally through the Office of Affirmative Action and Equal Opportunity Programs in collaboration with the Division of Human Resources and the Office of the Associate Provost. The Office of Affirmative Action and Equal Opportunity Programs is located organizationally within the Office of the President. Questions and concerns regarding these policies and programs, as well as requests for educational programs on affirmative action, equal opportunity, and nondiscrimination, should be directed to the Executive Director, Office of Affirmative Action and Equal Opportunity Programs, Sansom Place East, Suite 228, 3600 Chestnut Street, Philadelphia, PA 19104-6106, (215) 898-6993 (Voice) or (215) 898-7803 (TIDID).

This policy covers faculty and staff, matriculated students, applicants for faculty and staff employment, and applicants to Penn's academic programs and other activities.

—Judith Rodin, President

—Robert Barchi, Provost

—John Fry, Executive Vice President

This policy is available in alternate format upon request.

Faculty Research in Belgium

Applications are invited from all Penn faculty interested in participating in Penn's exchange with the Katholieke Universiteit Leuven (K.U.Leuven) in Belgium www.kuleuven.ac.be/kuleuven/KUL_en.html. Round-trip, economy airfare and a modest per diem are provided for teaching and research visits of at least one month and not more than one semester. Knowledge of Dutch is not required. A faculty host at K.U.Leuven must be identified. Application deadline for spring 2001 short-term and fall 2001 semester-long faculty exchanges is *October 16, 2000*. Inquiries concerning later visits are welcome.

For an application form and further information, please contact Elva E. Power, Office of International Programs, 133 Bennett Hall/6275, (215) 898-1640 or by e-mail: power@pobox.upenn.edu.

Research Opportunity for German-American Scholars

The German-American Center for Visiting Scholars (GACVS), Washington, D.C., is accepting applications from young German and American (non-D.C. residents) scholars, in particular young humanists and social scientists, for periods of research of up to six months. The GACVS offers no fellowships. For the duration of their stay at the GACVS, fellows may be granted a rent subsidy if these expenses are not adequately met from other sources. Salaries and travel expenses are not covered.

The Mission of the GACVS is to:

- Support advanced research in a variety of fields with emphasis on the social sciences and humanities
- Support young scholars in their pursuit of doctoral or post doctoral studies
- Foster the development of German-American academic cooperation

- Provide access to institutes, universities, and federal institutions centered in Washington

Applications must be written in English, submitted in duplicate, and should include:

- CV
- 2 letters of reference (may be written in German)
- writing sample (5 pages)
- description of the research project (5 pages)
- list of organizations scholar plans to visit

If no time frame is given, applicants may be assigned a time for their stay based on availability.

The application deadline for a stay between January -June 2001 is: *September 30, 2000*.

Please send applications to: German-American Center for Visiting Scholars (GACVS), 1607 New Hampshire Ave, N.W., Washington, D.C. 20009 or e-mail: contact@gacvs.org; Tel: (202) 483-9710; Fax: (202) 483-9717.

Dear Penn Faculty, Students and Staff:

The University is committed to maintaining a productive, civil and respectful learning, working and living environment for all faculty, students, staff, and visitors. Trust and civility are cornerstones of our community and, consistent with this, sexual harassment will not be tolerated at Penn. As a premier educational institution and employer, the University is committed to eradicating sexual harassment and continues to undertake various efforts to address this issue in our community. Some of these measures include:

Providing Information, Counseling, and Support. The University resources that offer information, counseling, and support about the University's Sexual Harassment Policy are listed in the Policy reprinted below. Deans, chairs, directors, administrative unit heads, managers, and supervisors should provide information to their respective faculty, staff, and students about the policy.

Providing Education and Training. Penn provides training and education to students, faculty, and staff on sexual harassment issues. Deans, department chairs, and heads of administrative units are encouraged to discuss the policy and issues of sexual harassment with faculty and staff and provide additional educational opportunities as needed. Similarly, students should receive information about sexual harassment from residential advisors and house deans. The Office of Affirmative Action and Equal Opportunity Programs, the Division of Human Resources, and the Penn Women's Center are some of the resources available to provide training and education to the community.

Addressing and Resolving Complaints. There are many informal and formal mechanisms available to faculty, staff, and students to address complaints of sexual harassment. All members of the Penn community are encouraged to use the resources listed in the policy to address allegations of sexual harassment. We take all allegations of sexual harassment very seriously and will take appropriate actions to address them.

Maintaining our status as a premier research and educational institution and an employer of choice depends on valuing the contributions and diversity of all members of our Penn family. We encourage all members of our community to increase their understanding and awareness of issues of sexual harassment and continue to undertake efforts to strengthen civility and respect for all members of our community.

—Judith Rodin
President

—Robert L. Barchi
Provost

—John A. Fry
Executive Vice President

Sexual Harassment Policy

I. Conduct

Our community depends on trust and civility. A willingness to recognize the dignity and worth of each person at the University is essential to our mission.

It is the responsibility of each person on campus to respect the personal dignity of others. We expect members of our University community to demonstrate a basic generosity of spirit that precludes expressions of bigotry.

Penn properly celebrates the diversity of its community. We come to Penn from many different backgrounds and include different races, religions, sexual orientations, and ethnic ancestries. Learning to understand the differences among us, as well as the similarities, is an important dimension of education, one that continues for a lifetime. Tolerance alone, however, is not enough. Respect and understanding also are needed. We should delight in our differences, and should seek to appreciate the richness and personal growth which our diversity provides to us as members of this community.

The University is committed to freedom of thought, discourse and speech, and the attainment of the highest quality of academic and educational pursuits and daily work. Policies and regulations implementing this commitment include the Statement on Academic Freedom and Responsibility, the Guidelines on Open Expression, and the Code of Academic Integrity.

The University also has established policies on behaviors that interfere with these freedoms. Foremost among these policies is the University's Statement on Non-Discrimination, which prohibits discrimination on the basis of race, color, sex, sexual preference, religion, national or ethnic origin, handicap or disability.

The University also has adopted the following policy concerning sexual harassment. The terms "harassment" and "sexual harassment" as used throughout, are defined as a matter of University policy, and are not necessarily identical or limited to the uses of that term in external sources, including governmental guidelines or regulations.

II. Purposes and Definitions

A. Purpose

For many years the University has stressed that sexual harassment is not tolerated at Penn. As an employer and as an educational institution, the University is committed to eradicating sexual harassment.

Sexual harassment in any context is reprehensible and is a matter of particular concern to an academic community in which students, faculty, and staff must rely on strong bonds of intellectual trust and dependence.

B. Definition

For the purposes of University policy, the term "sexual harassment" refers to any unwanted sexual attention that:

1. Involves a stated or implicit threat to the victim's academic or employment status;

2. Has the purpose or effect of interfering with an individual's academic or work performance; and/or,

3. Creates an intimidating or offensive academic, living, or work environment.

The University regards such behavior, whether verbal or physical, as a violation of the standards of conduct required of all persons associated with the institution. Accordingly, those inflicting such behavior on others are subject to the full range of internal institutional disciplinary actions, including separation from the University. Likewise, acts of retaliation will be subject to the same range of disciplinary actions.

As noted in the *Handbook for Faculty and Academic Administrators, Policies and Procedures*, the *Academic Bulletin*, and other University publications, persons engaged in such harassment within the University setting are subject to the full range of internal institutional disciplinary actions, including separation from the institution.

Not every act that might be offensive to an individual or a group necessarily will be considered as harassment and/or a violation of the University's standard of conduct. In determining whether an act constitutes harassment, the totality of the circumstances that pertain to any given incident in its context must be carefully reviewed and due consideration must be given to the protection of individual rights, freedom of speech, academic freedom and advocacy.

III. Resources

School and administrative units should make known to all of their members the available resources and the informal and formal procedures for resolving complaints of sexual harassment within the unit or at the University level. These resources include the following:

A. Information, Counseling, and Support

The following University resources are available to members of the University community who seek information and counseling about University policies on sexual harassment, standards of behavior, informal and formal mechanisms for resolving complaints and resources for complainants and respondents.

Deans and directors may also make referrals to these resource offices:

- Office of Affirmative Action and Equal Opportunity Programs
- African American Resource Center
- Penn-Friends Employee Assistance Program
- Lesbian Gay Bisexual Transgender Center
- Office of Labor Relations
- Office of the Ombudsman
- Office of Staff Relations
- Special Services
- Penn Women's Center
- Student Health Services
- Counseling and Psychological Services
- Office of the Vice Provost for University Life

(continued past insert)

B. Informal Mechanisms for Mediation and Resolution

The Ombudsman, the Office of Affirmative Action, the Penn Women's Center, all other offices named as resource offices in this policy, the Office of Student Conduct, the Office of Residential Living, department chairs, deans and administrative directors, the provost, and the senior vice president are available to assist in the informal resolution of complaints.

C. Formal Mechanisms for Resolution and Adjudication

When informal resolution is not chosen or is unsatisfactory, complainants are urged to use appropriate formal mechanisms described below:

1. Complaints of sexual harassment against a faculty member, instructor, or teaching assistant may be brought by a student, staff, or faculty member to the department chair or dean of the faculty member. The department chair or dean who receives a complaint is then charged with pursuing the matter. While the process depends on the particulars of the complaint, normally the department chair or dean interviews the faculty member. If the matter is not resolved informally, the department chair or dean either conducts an investigation or requests that the Ombudsman, the Office of Affirmative Action, the Office of Staff Relations, or the Office of Labor Relations do so. If the results of the investigation persuade the dean or department chair that sanctions are warranted, he/she consults with faculty members—without disclosing the identity of the individuals involved—to aid in determining an appropriate sanction, including whether there is substantial reason to believe that just cause exists for suspension or termination. If it is determined that action should be taken to suspend or terminate, the dean should refer the matter to the Committee on Academic Freedom and Responsibility of the school in accordance with the procedures set out in section II. E.10 of the *Handbook for Faculty and Academic Administrators* (1989).

2. Complaints of sexual harassment against a staff member may be brought by a student, staff member or faculty member to the supervisor of the person complained against. The supervisor who receives the complaint is then charged with pursuing the matter. While the process will depend on the particulars of the complaint, normally the supervisor interviews the staff member. If the matter is not resolved informally, the supervisor either conducts an investigation or requests that the Ombudsman, the Office of Affirmative Action, the Office of Staff Relations, or the Office of Labor Relations do so. If the result of the investigation persuades the supervisor that sanctions are warranted, he or she consults with his or her colleagues or supervisor—without disclosing the identity of the individual(s) involved—to aid in determining an appropriate sanction. A staff member who believes that his or her rights have been violated directly by another staff member or administrator may file a grievance by contacting the Office of Staff Relations within the Office of Human Resources under the University of Pennsylvania Staff Grievance Procedure.

3. Complaints by students of sexual harassment may be made to the Office of the Vice Provost for University Life. Grievances associated with sexual harassment in student employment may also fall within the purview of the Vice Provost for University Life.

4. A complaint of sexual harassment may be brought against a student by filing a complaint under the Charter of the University Student Judicial System, or, if the respondent is a graduate or professional student enrolled in a school which has established a hearing board or other decision-making body, with that body.

5. A tenured or untenured faculty member, whether full or part time, who believes she or he has been subjected to sexual harassment by a faculty member or by an academic administrator may file a grievance under the Faculty Grievance Procedure, *Handbook for Faculty and Academic Administrators* (1989), part II E. 15, provided the complaint constitutes a grievance as defined in Section I of the Procedure. This procedure is administered by the Faculty Grievance Commission. The panel makes its recommendations to the provost. In cases that involve reappointment, promotion or tenure, and in which the provost has declined or failed to implement the recommendations of the panel to the satisfaction of the grievant, the grievant may obtain a hearing before the Senate Committee on Academic Freedom and Responsibility on the actions of the provost.

6. If the matter has not previously been referred to a different panel or committee, a student or staff member who believes that she or he has been subjected to sexual harassment by a faculty member, and whose complaint has not been resolved through the mechanisms listed above, may bring the matter to the Faculty Senate Committee on Conduct. This committee is a standing committee of the Faculty Senate. At meetings with the Committee, the student or staff member may be accompanied by an advisor who is a member of the University community (student, faculty or staff). The findings and recommendations of the Committee shall be advisory and shall be submitted to the provost for her or his decision and implementation.

D. Central Reporting of Sexual Harassment

1. A decentralized system of resources encourages the reporting and resolution of complaints of sexual harassment. To that end, and with the consent of the complainant, those offices described in Sections III.A and III.B of this policy that have handled through mediation or counseling a complaint that was not submitted to a formal hearing board should forward to the Ombudsman a report of the matter as soon as it is received. Such reports should not include the names of the persons involved. They should include, however, a description of the complaint, the schools or administrative units with which the complainant and respondent are affiliated, and the disposition of the complaint. In the case of a large department in a large school, the department also should be identified. Reports from decentralized areas will enable the Ombudsman to identify patterns in a particular location and the frequency of such incidents in a given area. Such information can then be transmitted to the appropriate dean or administrative supervisor. The reports will also enable the Ombudsman to act on behalf of the community and to conduct whatever investigation he or she deems necessary to determine whether University regulations are being violated.

2. Summary reports of formal charges of sexual harassment that have been adjudicated and records of their disposition should be forwarded to the Ombudsman's Office as a matter of information by the resource offices named in this policy.

3. Based on the information forwarded to her or him during the previous year, the Ombudsman shall submit to the president on an annual basis a summary report of the number and type of formal and informal charges of sexual harassment and their resolution by September 15 of the academic year. This report will be shared with the University community early in the semester.

E. Education and Prevention

The prevention of sexual harassment and the establishment of effective procedures with due concern for all parties require a thoughtful educational program.

1. University resource offices will provide to the community information on: (a) available mediation and resolution resources; and (b) sources of support and information for victims and respondents.

2. Deans and heads of major administrative units are encouraged to discuss this policy and issues of sexual harassment at meetings of faculty and staff.

3. Training programs for residential advisors, senior administrative fellows, those who meet students in crisis situations and others serving in an advisory capacity to students will include training about referrals, resources, and methods for handling instances of sexual harassment.

4. An overall educational program for students that addresses issues of peer sexual harassment and also provides information, definition, support, and the identification of sexual harassment resources has been developed by the Office of the Vice Provost for University Life, the Office of Affirmative Action, and the Penn Women's Center in conjunction with the Office of Residential Living, the Council of College House Masters, and the Council of Senior Faculty Residents involved with the Freshman Year Program. Such an educational program is directed toward new undergraduate and graduate and professional students.

5. The University will publish annually the operative portions of this policy statement, including information about the resources available to advise, counsel, and assist in the mediation of sexual harassment allegations. Information will explain how and where to contact University-wide and school-specific resources and will be posted in conspicuous locations. All members of the University should feel a responsibility to try to prevent sexual harassment whenever they observe it. Community members should report sexual harassment to appropriate University resources promptly for appropriate action.

F. Exit Interviews

Deans and administrative directors will periodically survey departing students, faculty and staff to measure the existence and frequency of reports of sexual harassment. Based on the data yielded by these surveys and the annual reports of the Ombudsman, the University administration will determine, in consultation with the University Council, whether there is a need for further efforts to be taken on the issue of sexual harassment.

G. Implementation

Deans and administrative directors will be responsible for the implementation of this policy. The provost and senior vice president will oversee the performance of deans and directors in the implementation of this policy.

The following electronic privacy policy passed University Council on April 26, 2000, and was subsequently published in Almanac with a For Comment period extended until September 15, 2000. Since no additional suggestions have been received during the comment period, the policy is now in effect. This policy was developed by the Committee on Communications, and was discussed during four separate Council sessions last Spring. Per Council's advice, this policy will be in effect for a one-year trial period. In September of 2001, we will re-evaluate its effectiveness and implementation.

—Robert L. Barchi, Provost

Policy on Privacy in the Electronic Environment

(September 15, 2000)

I. Preliminary Observations

The University affirms that the mutual trust and freedom of thought and expression essential to the academic mission of a university rest on an expectation of privacy, and that the privacy of those who work, study, teach, and conduct research in a university setting will be respected. The University recognizes that as faculty, staff and students create, use and store more information in electronic form, there is growing concern that information the user or creator considers private may be more vulnerable to invasion than information stored in more traditional media. This policy is intended to highlight some general principles that should help to define the expectations of privacy of those in the University community. While no document addressing the fluid issue of technology can be exhaustive or inflexibly dictate outcomes in all circumstances, this policy attempts to articulate current practices and provide guidance, so that individuals may make informed and appropriate decisions concerning their various interactions in the electronic environment.

Before addressing these issues, it should also be noted that in carrying out their operations, various departments of the University accumulate information about members of its community, e.g., for purposes of payroll, employment or enrollment. Data are also created, though not necessarily compiled or retained on a personally identifiable basis, as an incident to the use of technology, e.g., the charging of purchases on Penn Card or the borrowing of library books. The University does not condone disclosure or release of such personal information stored or transmitted through University systems, except for legitimate University purposes as outlined in this policy.

Those responsible for maintaining the University's computers and electronic networks have an important and special responsibility to recognize when they may be dealing with sensitive or private information. They may access such information without the user's consent and without obtaining higher level approval, but only when necessary to fulfill their official responsibilities, and they are expected to carry out their duties in ways that are not unreasonably intrusive. They will be subject to disciplinary action if they misuse their access to personally identifiable data or to individuals' personal files, e-mail and voice mail or otherwise knowingly act in ways counter to University policies and applicable laws.

Finally, this policy should be understood in light of the many other University policies and laws that bear on individuals' rights to privacy and the institution's responsibilities with respect to information in its possession about individuals. Examples of applicable laws include the Family Educational Rights and Privacy Act of 1974 (the "Buckley Amendment"), the Electronic Communications Privacy Act of 1986, and medical records regulations promulgated under the Health Insurance Portability and Accountability Act of 1996. Examples of applicable University policies include the Acceptable Use Policy for the Electronic Environment, Administrative Computing Security Policy, Policy for Closed Circuit Television Monitoring and Recording of Public Areas for Safety and Security Purposes and policies on Records Confidentiality and Safeguarding University Assets.

II. Policy on Information Created, Stored or Transmitted Through University Electronic Media

A. In General:

The University provides computers, computer and e-mail accounts, networks and telephone systems to faculty members, staff and students for the purpose of furthering the University's academic mission and conducting University business. While incidental and occasional personal use of such systems, including e-mail and voice mail, is permissible, personal communications and files transmitted over or stored on University systems are not treated differently from business communications; there can be no guarantee that such personal communications will remain private or confidential (see Appendix).

As is the case for information in non-electronic form stored in University facilities, the University's need for information will be met in most situations by simply asking the author or custodian for it. The University reserves the right, consistent with this policy, to access, review and release electronic information that is transmitted over or stored in University systems or facilities. When questions arise about such access, review or release of information, the University commits to treat electronic information no differently from non-electronic information. As with paper information, it is often the case by custom or rule that electronic files are shared and properly accessible by multiple parties in office settings. Where that is the case, the special provisions for access and notification outlined here need not be followed. In other cases, properly authorized University officials including the Vice President for Audit and Compliance and the Information Security Officer may access e-mail, voice mail or computer accounts without the consent of the assigned user when there is a reasonable basis to believe that such action

1. Is necessary to comply with legal requirements or process, or
2. May yield information necessary for the investigation of a suspected violation of law or regulations, or of a suspected serious infraction of University policy (for example alleged research misconduct, plagiarism or harassment), or
3. Is needed to maintain the integrity of University computing systems, or
4. May yield information needed to deal with an emergency, or
5. In the case of Staff, will yield information that is needed for the ordinary business of the University to proceed.

Except as may otherwise be dictated by legal requirements, individuals will be notified of access to, or disclosure of, the contents of their e-mail, voice mail or their computer accounts as soon as practicable. In cases where such notification might jeopardize an ongoing investigation of suspected wrongdoing it may be delayed until the conclusion of the investigation. The Office of General Counsel is responsible for maintaining an official record of e-mail searches performed by authorized parties.

B. Faculty:

The University has the utmost respect for the freedom of thought and expression that are at the core of Penn's academic mission. Whenever possible, therefore, the University will resolve any doubts about the need to access a University computer or other systems in favor of a faculty member's privacy interest. Computer files, e-mail and voice mail created, stored, transmitted or received by faculty will be afforded the same level of privacy as the contents of their offices. The Policy on Safeguarding University Assets governs access to faculty records in connection with investigations carried out by the University's Office of Audit and Compliance, and provides for prior consultation with the Provost and Faculty Senate and for notifying the subject of a search of any files or materials taken during an investigation. Except as may otherwise be dictated by legal requirements, the procedures outlined in that policy will be followed with respect to a faculty member's computer files, e-mail or voice mail in connection with other investigations or proceedings.

C. Staff:

It is generally not University policy to access staff members' electronically stored information. As noted above, the University's need for information will normally be met by asking an employee for it. Properly authorized University officials, including supervisors acting with the consent of their management, may, however, access, review and release the contents of staff computer files, e-mail or voice mail transmitted over or stored on University systems when, for example, an employee is absent or has left the University and the information is not available elsewhere, or in other situations in which it is necessary if the ordinary business of the University is to proceed. In more complicated situations—where, for

(continued on page 10)

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example, a supervisor believes University resources are being misused—he or she should consult with senior administrators, the Division of Human Resources, or the Office of General Counsel.

D. Students:

Students are provided e-mail and computer accounts for use primarily in connection with their academic activities. While the University does not generally monitor or access the contents of a student's e-mail or computer accounts, it reserves the right to do so. However, access to and disclosure of a student's e-mail messages and the contents of his or her computer accounts may only be authorized by any one of the Dean of the student's School or his/her designate, the Vice Provost for University Life, or the Office of Audit and Compliance, in consultation with the Office of General Counsel.

E. Multiple Affiliation:

Some individuals have multiple University affiliations (e.g. students employed by the University). When the need for access to information arises from a particular status, the provisions above for that status will be applied. In other cases, the provisions for the individual's primary status will be applied.

III. Violations of this Policy

Members of the University community who believe that this policy has been violated with respect to their privacy should attempt initially to resolve the issue within their unit or department, if necessary with the mediation of the leadership of their representative assembly or the University Ombudsman. Others who become aware of violations of this policy should report them to the University Information Security Officer, Office

of General Counsel, Division of Human Resources or the Office of Audit and Compliance. All University offices that substantiate such violations should report them to the University Information Security Officer, who will monitor them for repeat instances and patterns. Those who violate this policy may be subject to disciplinary procedures up to and including dismissal.

Appendix: Special Note on E-mail Privacy

Despite the best intentions of users and the University or other system operators, it is difficult, if not impossible, to assure the privacy of e-mail. E-mail is not a good medium to use for sensitive matters that you would not want disclosed. There are numerous ways that plain text e-mail may be disclosed to persons other than the addressee, including:

- Recipient's address is mistyped; message is sent to someone else.
- Recipient forwards e-mail to someone else.
- Intruders break into e-mail system and read/disclose messages.
- Despite owner's belief that s/he deleted it, e-mail continues to exist on computer hard drive or a copy is archived on tape backup; disclosure of such copies may be required in connection with judicial or administrative proceedings or government investigations.
- E-mail is observed as it travels over public networks like PennNet and the Internet.

In addition, e-mail users may want to consider routinely or periodically deleting old messages, and encrypting personal messages. Systems administrators should consider shorter retention of backup tapes, consistent with data integrity requirements.

New Programs from Learning and Education

This fall, *Learning and Education* is introducing a variety of new training programs. Please see www.hr.upenn.edu/training for more details and on-line registration, or call (215) 898-3400.

American Management Association (AMA) Programs on-site at Penn

This fall, 5 AMA programs will be offered at the Learning and Education training facility at 3624 Market Street. These are the same AMA programs that are offered nationally, such as *Management II: Managerial Skills for the Experienced Manager*, *Strategies for Developing Effective Presentation Skills and Fundamentals of Finance and Accounting for Nonfinancial Professionals* brought to Penn's campus for your convenience. Each program is significantly discounted to cost only \$50 for each Penn participant. Sign up now! Space is limited. Earn 1.2 CEUs per program!

WHYY Satellite Series

Through a workforce development partnership with WHYY, we are able to offer an array of learning opportunities at Penn or at WHYY's studios at 6th and Arch Streets. Satellite broadcasts this fall at WHYY include John Kotter, Ann Richards and Stephen Covey. This series will continue to evolve, so please check the Learning and Education web site often to learn of new offerings.

Brown Bag Matinees

Premiering Thursday, October 5, lunchtime learning refreshers and new skill seminars on topics of special interest at Penn, such as *Fish!*, the popular training video featured in a recent *Philadelphia Inquirer* article. Bring your lunch, watch training videos and discuss them with your colleagues. We'll supply the popcorn! These sessions are free, but we need your on-line registration to manage the space demands.

American Red Cross Training

We are pleased to offer adult CPR training during a four-hour session designed to give you the knowledge and skills necessary to recognize and provide basic care for breathing and cardiac emergencies until advanced medical personnel take over.

Fee: \$90, includes Participant's Booklet, Skills Card and Personal Breathing Device.

Also, back by popular demand are: *Human Resource Management Principles*, *Transitioning to Management* and *The Professional Development Program* (revised for a streamlined experience).

—Division of Human Resources

Saving Time and Money

The University of Pennsylvania is offering a new online service for faculty and staff: *YouDecide.com*. This program saves time and money by helping users identify the best financial and personal service products. *YouDecide.com* offers price and information comparisons for mortgage, loan, insurance, tax and other financial programs and services, all without any sales pressure or obligation to buy.

This highly personalized resource is available 24 hours a day, 7 days a week. It can be accessed at www.youdecide.com/corporate/penn834 or by calling a consumer advisor at (800) 367-9497. The client ID for our account is PENN834. When on-line, be sure to use all numerals for a "password".

Quality of Worklife Workshops

Human Resources is sponsoring the following two QOWL workshops in October presented by Ceridian Performance Partners, our LifeBalance service provider, and Penn-Friends, our Employee Assistance Program.

October 4, 11:30 a.m.–12:30 p.m., *Home Alone*, Room 223 (Golkin Room) Houston Hall.

October 18, 11:30 a.m.–12:30 p.m., *Handling the Difficult and Angry Customer*, Room 303 Lauder-Fischer Hall.

If you are interested in attending, please contact Orna Rosenthal at (215) 898-5116 or e-mail rosenthal@hr.upenn.edu. Brown bag lunches are welcome.

Models of Excellence: Correction

There are five excellence criteria for the 2001 Models of Excellence Program—not three, as appeared in last week's issue. The criteria are: 1) Supportive Practices, Procedures and Policies; 2) Innovative and Proactive Leadership; 3) Extraordinary Service to Key Constituencies; 4) Substantial Cost-effectiveness; and 5) Exemplary Relationship Building Within and/or Outside of the Immediate Organization. The full, correct version of the 2001 Models of Excellence is on-line at www.upenn.edu/almanac/v47/n03/2001models.html.

A Taste of Perelman: September 19

All University staff are invited Tuesday, September 19, from noon–2 p.m. for *A Taste of Perelman*—an open house and tours of the newly renovated facilities of Perelman Quadrangle (including: Houston Hall; Irvine Auditorium; Logan Terrace; Silfen Study Center; and Wynn Commons)—at Cafe 58, Irvine Auditorium, 3400 Spruce Street.

Festivities will include: Entertainment; Fabulous gifts; raffles; refreshments; and special guest: Ben Franklin.

Those who complete our tour will be eligible for a "special" raffle. Prizes include: a palm pilot; 2 airline tickets donated by American Express (not to exceed \$500 per ticket). Tickets must be purchased through American Express.

Update

SEPTEMBER AT PENN

CONFERENCE

22 Entrepreneurial Opportunities and Challenges in Real Estate; three panels: 1) *capital/finance*—Jim Corl, Cohen & Steers; Dan DiLella, Berwind Realty; Dean Adler, Lubert-Adler; 2) *development*—Carl Dranoff, Dranoff Properties; Jeff Rhodes, Rhodes Company; Jeff Albert, Princewood Properties; 3) *real estate/dotcom*—Sherman Ragland, RealOffers.com; Guy Shannon, Cityfeet.com; Mike O'Neill, Preferred Properties. Lunch & talk by Peter Linneman, Real Estate, follow. See **September AT PENN** for time & location.

MUSIC

23 The Gathering Concert Series; spacemusic ensemble *Dweller At The Threshold* and synthesist *Synthetic Block* will perform; 8 p.m.; St. Mary's Church, 3916 Locust Walk; \$20. Info.: (610) 734-1009 or www.thegatherings.org (The Gatherings).

SPECIAL EVENT

20 Southwestern Dinner Buffet; 5-8 p.m.; Faculty Club, Inn at Penn; \$18.95. RSVP: (215) 898-4618.

TALKS

19 Codifying Repentance: Maimonides' Laws of Teshuva; Moshe Halbertal, Hebrew University; 4 p.m.; rm 24A Silverman Hall, Law School (Law School).

20 Start Smart—First Time Buyers; noon-1p.m.; 4046 Walnut St. (Office of Community Housing).

21 Community Housing 101; noon-1 p.m. and 1-2 p.m.; 4046 Walnut St. (Office of Community Housing).

Religious Freedom Under Assault on Campus; Thor Halvorssen, Foundation for

Individual Rights in Education; 7:30 p.m.; library, Newman Center; info.: (215) 417-7981 or (215) 417-8369 (Orthodox Christian Fellowship).

22 Sensing and Responding to the Environment: How Tuberculosis Can Be Such a Long-term Illness; Harvey Rubin, Infectious Diseases; 11 a.m.; rm. 318c, 3401 Walnut (SEAS).

25 East Asian Star Maps and Modern Astronomy; F. Richard Stephenson, University of Durham; 4 p.m.; rm. 402, Logan Hall (Physics & Astronomy; Center for East Asian Studies).

Control of Cytokinesis in Animal Cells: Signals and Check Points; David Burgess, Boston College; 4 p.m.; rm 252, BRB II/III (PA Muscle Institute).

Confession and Regret in Jewish Law; Moshe Halbertal, Hebrew University; 4 p.m.; rm 240A, Silverman Hall, Law School (Law School).

Deadlines: The deadline for the weekly update is each Monday for the following week's issue; for the November At Penn calendar it is *October 17*.

Singing with Streisand

Penn's Choir has been asked by JEG Productions to sing with Barbra Streisand at her final concerts September 27 and 28 at Madison Square Garden. The concerts have been sold out for months, with tickets costing from \$125 to \$2,500.

The Penn Choir, directed by William Parberry, had previously been contracted by JEG Productions to accompany Michael Crawford (the original "Phantom of the Opera") on his East coast tour in 1998. Impressed by the choir's musicianship, JEG Productions re-contracted the ensemble for this major concert event.

The Choir will combine with the Central Baptist Choir of New York City for both concerts.



Musical Revelry for Jay Reise

A 50th Birthday Celebration Concert honoring the life and work of Penn composer Jay Reise will be held Monday, September 25 at 8 p.m. Professor Reise, the Robert Weiss Professor of Music who was recently named Faculty Master of Hamilton College House, has had his works presented at the New York City Opera, the Philharmonia Orchestra in London, and Moscow Conservatory of Music, among other notable institutions.

The concert will feature performances of Professor Reise's works by Jody Karin Applebaum (soprano), Marc-Andre Hamelin (piano), Jerome Lowenthal (piano), Charles Ullery (bassoon), and the Leonardo Trio.

It will be held at the Settlement Music School, located in South Philadelphia, at 416 Queen Street. This event, hosted by Penn Contemporary Music, is free and all are welcome to share in the festivities.

All Aboard Express Almanac

Want to be apprised of late-breaking news and time-sensitive information that is published only on *Almanac's* website? We will inform you as soon as we post such items if you are on board *Express Almanac*. A free electronic service, *Express Almanac* is sent whenever we add something significant to our website: *Between Issues* news, the latest issue or At Penn calendar. To register, send an e-mail message with "subscribe" as the Subject to almanac@pobox.upenn.edu—include your name, e-mail address, and mailing address.

—Ed.

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 **September 4 through September 10, 2000**. Also reported were **Crimes Against Property: total 36 thefts (including 30 thefts, 3 retail thefts, 3 burglaries, and 1 fraud) 1 disorderly conduct**. Full reports on the Web (www.upenn.edu/almanac/v47/n04/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 **September 4 and September 10, 2000**. 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 (215) 898-4482.

09/04/00	1:25 PM	3549 Chestnut St.	Unknown attempted to cash bad check
09/05/00	3:58 AM	4100 Walnut St.	2 Complainants robbed by unknown male
09/06/00	3:11 PM	3901 Locust Wlk.	Harassing calls received via e-mail
09/06/00	9:20 PM	38th/Spruce St.	Complainant robbed by 2 unknown b/m's
09/07/00	2:54 AM	4000 blk Spruce St.	Suspicious male stopped/wanted on warrant
09/07/00	3:07 AM	3340 Walnut St.	Unauthorized male in area/arrest
09/07/00	4:36 PM	3744 Spruce St.	Panhandler refused to leave area/Arrest
09/07/00	8:49 PM	4200 Walnut St.	Person involved in disturbance wanted/Arrest
09/07/00	9:20 AM	3929 Pine St.	Harassing e-mails received
09/08/00	1:00 PM	3615 Hamilton Wlk.	Threatening e-mails received
09/09/00	4:30 PM	100 S. 38th St.	Male loitering/refused to leave/Arrest

18th District Report

12 incidents and 2 arrests (7 robberies, and 5 aggravated assaults) were reported between **September 4 and September 10, 2000** by the 18th District covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

09/04/00	12:30 PM	4808 Springfield	Robbery
09/04/00	9:30 PM	4800 Woodland	Robbery
09/04/00	11:19 AM	3800 Spruce	Robbery
09/05/00	10:35 AM	231 51st St.	Aggravated Assault
09/05/00	3:58 AM	4100 Walnut St.	Robbery
09/06/00	2:20 PM	429 51st St.	Aggravated Assault
09/06/00	7:50 PM	4800 Pine	Robbery
09/07/00	10:38 PM	4800 Chester	Robbery
09/08/00	9:00 AM	4728 Spruce	Robbery
09/09/00	7:15 PM	230 49th St.	Aggravated Assault/Arrest
09/09/00	6:10 PM	210 Mellville	Aggravated Assault/Arrest
09/10/00	3:30 PM	5100 Ranstead	Aggravated Assault



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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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The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania does not discriminate on the basis of race, sex, sexual orientation, religion, color, national or ethnic origin, age, disability, or status as a Vietnam Era Veteran or disabled veteran in the administration of educational policies, programs or activities; admissions policies; scholarship and loan awards; athletic, or other University administered programs or employment. Questions or complaints regarding this policy should be directed to Valerie Hayes, Executive Director, Office of Affirmative Action, 3600 Chestnut Street, 2nd floor, Philadelphia, PA 19104-6106 or (215) 898-6993 (Voice) or (215) 898-7803 (TDD).

Facing Reality

by Larry W. Hunter

All of my students attend every session of class, from the first day of the semester to the last. All do every assigned reading in advance of class. Each is prepared to discuss the authors' perspectives, and to ask questions about aspects of the readings they could not understand or with which they disagreed. All of my students are wide-awake in class—bright-eyed and well rested at 9 a.m., or alert at 1:30 p.m. after a morning Accounting exam followed by lunch at Beijing. Most of my students are strongly interested in the subject matter. The few who find my course less central to their education are easily reached by a carefully prepared lecture or guided discussion.

Preposterous? Absurd? Yes, and yes. But I've often prepared for the semester, and for individual classes, as if the above description were true—or, more accurately, prepared for the small number for whom it was true, while finding myself disappointed by the others. Reflecting on my folly, looking at my students' true behavior and at the ways in which reality falls short of my ideal, has eased my preparation, allowed me to use time spent with students outside of class more efficiently, and helped me to teach more to all my students.

By the third week of any term, it seems, I'll have a roster with ten or twenty students who did not attend the first day of class. The elaborate framework I once presented in the first week, providing structure for the semester, was completely lost on the latecomers. Now I set up the first two weeks so that students joining the class late can catch up by spending extra time reading and reviewing notes, and so that little in the first two weeks of classes requires the integration of material from earlier sessions. (After that, we can't stall any longer.) I still use my beloved organizing structure; I just make sure that I explain it to the students who weren't there the first few days.

The students know, after the drop-add smoke clears, that "a scheduled class takes precedence over any other engagement." That doesn't mean they actually show up. Acknowledging this has made my life easier. Some hard-working students miss class occasionally, for example, because they travel to compete in sports. I've heard criticism of such priorities, but I hesitate to join in: Cliff Bayer and Brandon Slay are now in Sydney as part of the U.S. Olympic team—would they really be better off had they skipped their biggest meets so as not to miss a session or two of Management 104? Rather than plowing through the term, wishing there were no such thing as absences while scrambling to accommodate students in cases of religious observance or illness, I now expect that some students will miss some classes. For students who inform me in advance, I attempt to be ready with assignments and suggestions for preparation. I am less accommodating when students do not give me advance notice; here, my goal is simply to save myself work by making sure that handouts and logistical information are easily available (a course Web site is wonderful in this regard).

I have also begun to reflect more explicitly on what the day's lecture or discussion will offer both to students who have done the assigned reading and those who have not. Do I want undergraduate students to come to class if they haven't read the material? I've decided that I do (though my answer is different for a Ph.D. seminar). Students rarely have good reasons for failing to do the readings, but rarely isn't never (and I note that I don't always read the paper that is distributed before a visiting colleague's seminar, either, despite my best intentions). I want to recognize and encourage the students who prepare for class, and to demonstrate clearly the advantages to such preparation, but I also want to offer something to the student who hasn't done the reading for that day. I search for a mix of discussion questions and themes,

some of which rely on careful reading, and some of which do not. Where the readings will help students make sense of what we're talking about, I let them know explicitly. I feared that this might annoy well-prepared students, but the opposite is true. More distinction between good and poor preparation has enabled me to recognize well-prepared students. Students like being recognized, and recognition in turn motivates preparation for the next class.

Students do fall asleep in class. This used to distract and disturb me: what was wrong with them, I thought? What was wrong with me? Should I emulate Mr. Johnson, our 6th grade math teacher, notorious for hurling chalk at napping 12 year olds? Reflection has eased my anxiety. Is my class so boring that a well-rested person might fall asleep in it? If so, I should fix it, with the idea that a boring class is unlikely to serve my teaching goals, not because I need to keep students awake. If class isn't boring, why should I care if someone turns up and then falls asleep? (Sheepishly I admit that this realization required consideration of my own habits as an undergraduate. I attended class almost compulsively; I was not, however, equally obsessed with staying awake once I got there).

Some students are simply not interested in the material. There is clearly something wrong with them, since I've chosen study of the same for my life's work. Nevertheless, with my required courses I spend time throughout the term offering my perspective on why the subject is required, why I've chosen the topics that I have, and how the subject and syllabus fit into the overall curriculum. Where students remain uninterested, I don't go overboard in selling them on the relevance of the subject. I'm not the one who required it (and no one required them to come here to study). Just acknowledging that not everyone may find the course equally compelling is helpful; students appreciate the nod. Electives are different: if students are uninterested, I'll suggest they look for another course.

At first this approach troubled me: "allowing" students to skip class, or to show up unprepared, or to reject the subject matter, didn't feel right. Why take time to teach people who don't appear to care enough to attend, to prepare carefully, or to take an interest in the course? I therefore cling tightly to the maintenance of performance standards: for example, participation in class discussions makes up about a quarter of the grade in my courses, so that there are clear costs to sleeping through classes, missing them, or failing to do advance reading. I assess participation seriously, and my students know it. And I still find that a class full of alert, fully prepared students is a joy, perhaps even more so because I don't expect it.

Conscious reflection on the ways in which my students really behave, though, has benefits. First, it has reduced my workload. One size doesn't fit all students, and many of them care enough, about their grades, if nothing else, that they still find ways to make me teach them. They do this, via e-mail or during office hours, whether or not they have been coming to class fully prepared. At that point, I can either refuse to help them or I can accommodate them, and I am not likely to refuse them entirely (it might be legitimate to refuse, but I just can't). Second, reflection helps me to make better sense of those crude assessment devices known as teaching ratings. I feel better knowing that I've thought more thoroughly about the different perspectives from which my assessors might be coming (a more dubious benefit is the corresponding ease in rationalizing those low marks). Finally, I think all of my students—the diligent and the rest—have begun to learn more since I faced reality.

Dr. Hunter is assistant professor of management at the Wharton School and the recipient of numerous teaching awards. His essay continues the Talk About Teaching Series into its seventh year as the joint creation of the College of Arts and Sciences and the Lindback Society for Distinguished Teaching.

Bylaws of the University Council

Incorporating Revisions of 1999-2000

April 26, 2000

I. Scope and Purpose

The University Council of the University of Pennsylvania is a deliberative and broadly representative forum which exists to consider the activities of the University in all of its phases, with particular attention to the educational objectives of the University and those matters that affect the common interests of faculty, staff and students. It may recommend general policies and otherwise advise the president, the provost, and other officers of the University. It is authorized to initiate policy proposals as well as to express its judgment on those submitted to it by the administrative officers of the University and its various academic divisions. It is also empowered to request information through appropriate channels from any member of the University administration.

In its deliberative role, as it undertakes to reach collective decisions on policies to be initiated or evaluated for recommendation to officers of the University, an important function of the University Council is to transform the interests of its various constituency groups into forms congruent with the interest of the University as a whole. In such a case, a majority decision should be articulated in terms of the University's general welfare and constructed to advance this welfare. In its representative role, an important function of the University Council is to inform the officers of the University—as well as the citizens of the University at-large—of the range and strength of views held by members of the University community. In this case, the public expression of a heterogeneity of views, without their resolution into a majority agreement for action, may serve the University Council's advisory purpose most authentically, and especially so when such a diversity of discourse increases understanding among constituencies in addition to revealing the breadth of considered opinion as a ground for accommodation in subsequent University policy making.

II. Membership

1. Composition

The University Council shall be composed of administrative officers and elected representatives of the faculty, students, and staff as follows:

a. Forty-five members of the Executive Committee of the Faculty Senate. The Faculty Senate shall insure that each faculty is represented and that at least three assistant professors serve on the Council. The members of the Faculty Senate Executive Committee who are members of the Council shall otherwise be chosen in accordance with the rules of the Faculty Senate.

b. One full-time lecturer and one full-time member of the research faculty to be selected to serve two-year terms by vote of the Steering Committee from a slate consisting of the five lecturers, and the five members of the research faculty receiving the largest number of nominations by lecturers and members of the research faculty. If the Steering Committee receives fewer than five nominations for either group, additional nominations shall be solicited from the constituency representatives of the Senate Executive Committee.

c. Eleven administrative officers, including the president, the provost, and nine members of the administration to be appointed annually by the president, at least five of whom shall be deans of faculties.

d. Fifteen graduate and professional students elected as members of the Graduate and Professional Student Assembly. The Graduate and Professional Student Assembly shall insure that, to the extent possible, each school is represented. The members of the Graduate and Professional Student Assembly who are members of the Council shall otherwise be chosen in accordance with the rules of the Graduate and Professional Students Assembly.

e. Fifteen undergraduate students elected as members of the Undergraduate Assembly. The Undergraduate Assembly shall insure that, to the extent possible, each undergraduate school is represented. The members of Undergraduate Assembly who are members of the Council shall otherwise be chosen in accordance with the rules of the Undergraduate Assembly.

f. Two elected representatives of the Penn Professional Staff Assembly.

g. One elected representative of the Librarians Assembly.

h. Two elected representatives of the A-3 Assembly.

i. One elected representative of the United Minorities Council.

2. Election

Members of the Council who are to be chosen by election shall be selected no later than the end of the academic year proceeding the year of their membership in the Council, according to procedures established by their respective governing bodies, namely the Faculty Senate, the Graduate and Professional Student Assembly, the Undergraduate Nominations and Elections Committee, the Penn Professional Staff Assembly, the Librarians

Assembly and the A-3 Assembly. Such elections shall be democratic in both principle and practice.

Each academic year the secretary shall distribute with the agenda for the last meeting a list of the members of the Council for the coming academic year.

3. Terms of Office

a. The term of office of members of the Council other than the administrative officers, the chair, chair-elect and past chair of the Faculty Senate, the chair of Graduate and Professional Student Assembly, the chair of the Undergraduate Assembly, the full-time lecturer, and the full-time member of the research faculty shall be as specified in the rules of their respective governing bodies but in no case for more than four consecutive academic years.

b. The terms of office of new members of the Council, other than members elected to fill vacancies, shall commence with the taking up of business at the first meeting of the academic year. The terms of office of retiring members of the Council shall conclude upon the close of business at the last meeting of the academic year. The Steering Chair and the new Steering Committee shall take up items that may arise between the last meeting of the old Council and first meeting of the new Council. The Steering Chair shall report any such items at the first Council meeting of the academic year.

4. Vacancies

a. Vacancies among elected representatives of the respective governing bodies shall be filled according to procedures of the body that elected them.

b. Vacancies among administrative officers shall be filled by the president.

c. Vacancies in the representatives of the full-time lecturer or the full-time member of the research faculty shall be filled by vote of the Steering Committee.

5. Duties

Membership on the Council requires a readiness to attend meetings of the Council regularly and to participate fully in its business, including the work of its committees. It is the continuous obligation of the members of the Council to report to the members of their constituencies about the discussions, decisions, and recommendations of the Council and to solicit questions and suggestions from them for presentation to the Council.

III. Positions

There shall be a presiding officer and moderator of the Council. There shall also be a parliamentarian and a secretary, who shall not be members of the Council.

1. Presiding Officer and Moderator

The president of the University is the presiding officer of the Council. Each year, with the advice of the Steering Committee and the consent of the Council, the president shall appoint a moderator of the Council, who shall become a non-voting member of the Council. The president, or in the absence of the president, the provost, shall open each meeting and shall normally turn the conduct of the meeting over to the moderator.

An alternate appointed by the president shall conduct the meeting on a temporary basis in the absence of the moderator. If the moderator is absent from three meetings in an academic year, the president shall remove the moderator and, with the advice of the Steering Committee and the consent of the Council, appoint a new moderator to serve for the remainder of the academic year.

2. Parliamentarian

The president shall each year appoint a parliamentarian, in consultation with the Steering Committee. It is the parliamentarian's duty to advise the moderator and the presiding officer in the application of Robert's Rules of Order Revised, as modified by special rules of the Council.

3. Secretary

The secretary of the University or the secretary's designee shall be secretary of the Council. In addition to duties specified elsewhere in these bylaws, it is the duty of the secretary to issue notices of meetings of the Council, to record the minutes of such meetings and distribute them to its members, to receive communications for the Council, and to perform any other duties assigned by the presiding officer, the Steering Committee or the Council. The secretary shall supply members of the Council with a copy of these bylaws and appendices and amendments thereto, a current list of members of the Council, and a list of members of the Council's committees. The secretary of the Council shall serve as secretary of the Steering Committee.

4. Council staff

The Council shall be assisted by such staff of the University as is required in the conduct of its business. Staff personnel shall not be members of the Council. The secretary shall be aided by such additional persons as may be necessary.

IV. Meetings

1. Stated meetings

The normal schedule of the stated meetings of the Council shall be 4 p.m. on the third Wednesday of September, January, and March; on the second Wednesday of October, November, December, and February; and on the fourth Wednesday of April. Meetings shall continue no later than 6 p.m. unless extended by action by a majority of members in attendance. Stated meetings may be canceled and the times of stated meetings may be changed only by vote of the Steering Committee.

2. Special meetings

A special meeting shall be called whenever requested by the president or the provost, or by decision of the Steering Committee, or by petition of 25 percent of the total membership of the Council.

3. Agenda

Any member of the University may suggest questions or proposals for the consideration of the University Council by submitting them in writing to the Steering Committee addressed to the Chair of the Steering Committee, in care of the Faculty Senate Office. At any Council meeting, a member of the Council may propose and a majority of those voting may adopt an item for the agenda of the next meeting.

The Steering Committee, acting in response to the directions of the Council and the requests of the respective governing bodies, shall complete the agenda for each meeting of the Council. To the extent possible, the Steering Committee will indicate to the Council at each meeting the items it intends to include on the agenda of subsequent meetings.

Each meeting of the Council should accommodate committee reports and administrative reports, as well as discussion on issues that occur in the conduct of the Council's normal business or which arise unexpectedly during the year. The allocation of emphasis, which follows, for the agenda of each stated meeting is to indicate the various focuses of the course of the Council's work for the year. In addition, the specific designations of stated meetings for reports by University officials are provided to supplement and structure the usual and continuing accessibility of these officials to questioning by members of the Council.

a. The agenda of the first (September) stated meeting of the Council in each academic year shall include the selection and ranking of issues to be dealt with during the academic year. The Steering Committee shall present to the Council its recommendation with respect to such issues and the charging of committees, but the Council shall not be limited in its selection of issues or in the construction of committee charges to those recommended by the Steering Committee. To the extent possible, the Council shall select the central issues for primary focus during the year, and shall refer them to the relevant standing committees or special committees, with the expectation of reports in time for its deliberation before the end of the academic year. Each active Council committee shall be informed of the dates when such committee is to report to the Council.

b. The agenda of the second (October) stated meeting of the Council in each academic year shall include extended reports by the president, the provost and other administrators selected by the president and provost or by the vote of the Council. These reports shall cover the state of the University, with particular attention to the activities of the University with respect to which significant problems are perceived. The president, provost and other administrators may be questioned on subjects other than those included in their reports. Adequate time shall be allotted for full and open discussion.

c. The agenda of the third or fourth (November or December) stated meetings of the Council in each academic year shall incorporate an open forum to which all members of the University community are invited and during which any member of the University community can direct questions to the Council.

d. The agenda of the seventh (March) stated meeting of the Council in each academic year shall include extended reports by the president, the provost and other administrators covering budgets and plans for the next academic year. Adequate time shall be allotted for full and open discussion of these reports.

e. The agenda of the remaining (March and April) meetings shall include reports by Council committees and such other items as the Council may direct. The April meeting shall also include a preliminary discussion of issues to be dealt with in the coming academic year.

4. Notice of meetings and committee reports

Notices of all meetings, the agenda, and reports of committees that will be presented for action by the Council shall be distributed to members at least five days in advance of the meeting.

Resolutions on the agenda may come from any member of the Council. Resolutions shall be submitted to the Council through the Steering Committee,

accompanied by the advice of the Steering Committee whenever the Steering Committee believes that its advice would be helpful. The Council, by affirmative vote of a majority of members attending a meeting in the presence of an actual quorum, may decide to act on a matter not on the agenda for action; otherwise no action, including a straw vote, may be taken.

5. Conduct of meetings

Forty percent of the full membership shall constitute an actual quorum. If at any time during a meeting an actual quorum has been established, a working quorum will be in effect until the stated time of adjournment. Except as otherwise specified in these bylaws, Council action may be concluded by a working quorum. Voting shall ordinarily be by voice or by show of hands, at the discretion of the moderator. A roll call vote shall be taken upon motion and the affirmative vote of one-fourth of the voting members present. Conduct of the meetings shall conform to the latest edition of Robert's Rules of Order Revised, as modified by these bylaws and by special rules of the Council. The Steering Committee, subject to directions of the Council, may formulate Rules of the Day, such as the designation of limitations on the time for the debate of specified issues, or on the time for each member to speak or respond, in the interest of distributing the opportunity to be heard. Changes in these rules shall require a majority vote of members attending, at a time when an actual quorum is present.

6. Persons entitled to attend

Meetings of the Council shall be open to members of the Council. Chairs of Council committees and subcommittees, non-Council members of the Senate Executive Committee, non-Council members of the Graduate and Professional Student Assembly Executive Committee and non-Council members of the Undergraduate Assembly Steering Committee may also attend as observers. Non-members of the Council, who are members of committees reporting to the Council at a particular meeting, or who are expressly invited by the secretary on designation by the Council, or by the Steering Committee, may attend a particular meeting and may be invited to participate in discussion, without vote. All Deans and Administrators (academic and non-academic) other than those appointed to membership in Council may attend Council as non-voting observers upon invitation of the president.

The chair of a reporting committee, if not a member of the Council, shall be given all the privileges of membership, including the making of motions, but excluding voting, during the discussion.

Other members of the University community will be allowed to attend Council meetings if there is space in the Council room to accommodate them, and if they have asked to attend by signing a list maintained by the Secretary's Office prior to the meeting. All members of the University community may attend a Council meeting designated as a forum for open discussion by the University community.

Any non-member attending a meeting who, in the opinion of the moderator, does not preserve the decorum of the meeting will be required to leave.

Members of the Council and other members of the University authorized to speak at a meeting of the Council shall not be subject to inquiry or sanction, under any of the University's procedures for limiting unprotected expression, for any speech or debate during a meeting of the Council.

V. Steering Committee

1. Composition

The Steering Committee shall consist of the president of the University, the provost, the chair, the chair-elect and the past chair of the Faculty Senate, the chair of the Undergraduate Assembly, the chair of the Graduate and Professional Student Assembly, the chair of the Penn Professional Staff Assembly and the chair of the A-3 Assembly. Drawn from the Council membership, there shall be in addition four faculty members, one graduate/professional student, and one undergraduate student elected by the respective governing bodies, as well as one additional member of the Penn Professional Staff Assembly, and one additional member of the A-3 Assembly, each elected by their representative assemblies. The chair of the Faculty Senate shall be the chair of the Steering Committee. In the absence of the chair, or at the request of the chair, the chair-elect shall serve as chair of the Steering Committee. The Council moderator will be an official observer at meetings of the Steering Committee. The secretary of the Council shall serve as secretary of the Steering Committee. Members of the Steering Committee may attend the meetings of Council committees.

2. Duties

a. The Steering Committee, within the limits imposed under [IV.3, above](#), and subject to the directions of the Council, shall prepare the agenda for meetings of the Council. Announcement of forthcoming Steering Committee meetings shall be published in *Almanac* and in the *Daily Pennsylvanian* reminding the University community of the appropriate means to request that items be placed on the agenda of the Council, as provided for in [IV.3](#).

b. The Steering Committee shall have cognizance of the rules of procedure of the Council and its committees, and may recommend from time to time such modifications of Robert's Rules of Order Revised, or special rules of procedure, as are deemed particularly appropriate for the efficacious consideration of proposals by the Council.

c. Resolutions that committees elect to place on the Council agenda should be submitted to the Council through the Steering Committee. The Steering Committee shall promptly forward all such resolutions to the Council. The Steering Committee shall also inform the Council of its decisions concerning the inclusion of such resolutions on the agenda of a Council meeting. The Steering Committee may give its advice concerning such resolutions to the Council whenever the Steering Committee believes that its advice would be helpful.

d. The Steering Committee shall publish an annual report to the University community. This report, to be published early in the academic year, shall include a review of the previous year's Council deliberations (highlighting both significant discussions and the formal votes taken on matters of substance) and a survey of major issues to be taken up by the Council during the coming year.

3. Vacancies

Vacancies among the elected members of the Steering Committee shall be filled by election of the respective governing and elective bodies affected by the vacancies, following the rules of those bodies.

VI. Committees

The committees governed by these bylaws are the standing committees of the Council, special committees created by the Council from time to time, and the independent committees.

Members of all standing committees with the exception of the Committee on Research and the independent committees with the exception of the Committee on Open Expression and the Academic Planning and Budget Committee shall be chosen in the numbers required for each committee according to procedures established by the respective governing bodies as listed in II.2. The term of office for members of committees shall, unless otherwise specified in the charges, be one year.

Any member of the University may be asked to serve on committees of the University Council and only members of the University shall be eligible for membership on the committees. All committee members are eligible for reappointment. Members may be reappointed, if mutually agreeable, for a maximum of four years total consecutive service. To provide continuity, chairs-elect may be designated. Committee chairs, in consultation with their committee, may invite guests to attend committee meetings.

To the extent possible, each committee should normally include at least one faculty member, one undergraduate student and one graduate student who are members of the Council. The members of committees shall be selected by the respective governing and selective bodies in the numbers required for each committee. Committee representatives of graduate/professional students, undergraduate students, the Penn Professional Staff Assembly and the A-3 Assembly who are unable to attend a meeting may select a non-voting alternate to take their place. If possible they should consult with their nominating body regarding the alternate.

The memberships specified in the committee charges which follow constitute the normal makeup of each committee. Changes can be made only by action of the Council through amendments to the bylaws, as provided for in section VII.

1. Standing Committees

The standing committees of the Council are those whose activities are directly instrumental in advancing the work of the Council. The president, provost, chair and chair-elect of the Faculty Senate, chair of the Graduate and Professional Student Assembly, and chair of the Undergraduate Assembly (or their designees) shall be entitled to attend meetings of all standing committees of the Council and to participate in the discussions.

In cases where a committee has an oversight or advisory function to a branch or department of the University administration, in general the administrators who serve as ex officio members should serve primarily as liaison and resource persons to support the work of the committee under the direction of its chair and members, and accordingly should not vote. Consistent with this principle, any such administrator(s) shall be designated as a non-voting ex officio member of each committee (except where noted below).

Any standing committee shall have the power to delegate specific tasks or functions to subcommittees whose members shall include one or more members of the parent committee. Unless specifically authorized, no subcommittee report or recommendations shall be represented to be a report or recommendation of the full committee without the express approval of the full committee as indicated by a majority vote at a regular meeting of the full committee.

Reports and communications by committees to the Council shall be submitted to the Council through the Steering Committee for inclusion in

the agenda and publication in *Almanac*. The Steering Committee shall promptly forward all such reports and communications to the Council, and it shall monitor committee activities and, as necessary, report on these activities to the Council.

a. *Committee on Admissions and Financial Aid.* The Committee on Admissions and Financial Aid shall have cognizance over matters of recruitment, admissions, and financial aid that concern the University as a whole and that are not the specific responsibility of individual faculties. The Committee shall have the authority to carry out studies on existing recruitment and admissions procedures and their relationships with existing policies on admissions and financial aid, and shall be responsible for recommending changes in policy to the Council. The Committee may invite deans, associate deans and others responsible for undergraduate and graduate/professional recruitment, admissions, and financial aid to its meetings to provide information and shall be available to consult with these persons on interpretation of existing policy and application of policy to specific cases. The Committee shall consist of eight faculty members, one A-1 staff member, three graduate/professional, and three undergraduate students. The dean of each undergraduate school shall appoint one ex officio, non-voting representative to the Committee. The vice provost for university life or his or her designee, dean of admissions, director of the Penn Plan, and director of student financial aid are non-voting ex officio members.

b. *Committee on Bookstores.* The Committee on Bookstores considers the purposes of a university bookstore and advises the Council and the general manager of the university bookstore on policies, development, and operations. The Committee shall consist of six faculty members, three A-1 staff members, one A-3 staff member, two graduate/professional students, and two undergraduates. The vice president for business services or his or her designee shall be a non-voting ex officio member.

c. *Committee on Committees.* The Committee on Committees, on behalf of the Steering Committee, will monitor all Council standing and ad hoc committees to assess their continuing usefulness. It will familiarize itself with the work and performance of committees and present recommendations to the Steering Committee for such changes in the structure, charges and number of members as it thinks appropriate.

The Committee on Committees will receive nominations from the various constituencies for membership on the standing committees with the exception of the Committee on Research and the independent committees with the exception of the Committee on Open Expression and the Academic Planning and Budget Committee. It will transmit those nominations together with recommendations for committee chairs to the Steering Committee.

The Committee will consist of six faculty members including the chair-elect of the Faculty Senate. They will nominate faculty members for the various committees on behalf of the Faculty Senate. In addition there will be a representative from each of the following: the Penn Professional Staff Assembly, the A-3 Assembly, the Graduate and Professional Student Assembly, and the undergraduate Nominations and Elections Committee. The chair-elect of the Faculty Senate shall be a voting ex officio member of the committee.

d. *Committee on Communications.* The Committee on Communications shall have cognizance over the University's communications and public relations activities in their various formats and media including electronic (e.g. PennNet), audio (the telephone system), video and printed copy. In particular, it shall monitor the University's internal communications, the operations of News and Public Affairs and the Publications Office, communications to alumni, and the interpretation of the University to its many constituencies. The Committee shall consist of eight faculty members, two A-1 staff members, two A-3 staff members, two graduate/professional students, and two undergraduate students. The director of university communications, vice provost and director of libraries, vice provost for information systems and computing, and vice president for business services or his or her designee, and associate vice president for campus services shall be non-voting ex officio members of the Committee.

e. *Committee on Community Relations.* The Committee on Community Relations shall advise on the relationship of the University to the surrounding community. It shall advise the Council and help make policy with respect to the community. It shall work with the Office of Community Relations to assure that the University develops and maintains a constructive relationship with the community. The chair of the committee shall have cognizance of pending real estate activities of concern to the community. The chair along with the director of community relations shall meet quarterly or more often, if needed, with the executive vice president or his or her designee for real estate to be informed of impending real estate activities that affect the community. They shall, with discretion, discuss relevant cases with the Committee, and may inform the community as the need arises. The Committee shall consist of eight faculty members, four A-1 staff members, two A-3 staff members, two graduate/professional students, and two undergraduates. At least three members shall reside in West Philadelphia. The executive vice president or his or her designee, the directors of recreation, community relations, the Annenberg Center, and the African-American Resource Center, the manager of WXPB-FM, and the directors of the Center for Community Partnerships, Civic House, and Community Housing shall be non-voting ex officio members of the Committee.

f. *Committee on Facilities.* The Committee on Facilities shall be responsible for keeping under review the planning and operation by the University of its physical plant and all services associated therewith, including transportation and parking. The Committee shall consist of eight faculty members, three A-1 staff members, two A-3 staff members, two graduate/professional students, and two undergraduate students. The vice president for facilities services, the chair of the Committee for an Accessible University, and the registrar shall be non-voting ex officio members of the Committee.

g. *Committee on International Programs.* The Committee on International Programs shall review and monitor issues related to the international programs and other international activities of the University. The International Programs Committee shall advise and make policy recommendations in such areas as services for international students and scholars, foreign fellowships and studies abroad, faculty, staff and student exchange programs, and cooperative undertakings with foreign universities. The Committee shall consist of eight faculty members, one A-1 staff member, one A-3 staff member, three undergraduates, and three graduate/professional students. The director of International Programs shall be a non-voting ex officio member of the Committee.

h. *Committee on Libraries.* The Committee on Libraries shall advise the vice provost and director of libraries on the policies, development, and operation of the University libraries. The Committee shall consist of eight faculty members, one A-1 staff member, one A-3 staff member, two graduate/professional students, and two undergraduate students. The director of the Biddle Law Library and the vice provost and director of libraries shall be non-voting ex officio members of the Committee.

i. *Committee on Personnel Benefits.* The Committee on Personnel Benefits shall have cognizance over the benefits programs for all University personnel. The Committee shall consist of eight faculty members (of whom one shall be a member of the Senate Committee on the Economic Status of the Faculty), three A-1 staff members (of whom one shall be a designated representative of the Penn Professional Staff Assembly), two representatives of the A-3 Assembly, and one graduate/professional student. The comptroller, vice president for human resources, and director of benefits shall serve as non-voting ex officio members.

j. *Committee on Pluralism.* The Committee on Pluralism shall advise the offices of the president, provost, the executive vice president, and the vice provost for university life on ways to develop and maintain a supportive atmosphere on campus for the inclusion and appreciation of pluralism among all members of the University community. The Committee will also address specific diversity issues that may arise on campus. The Committee shall consist of eight faculty members, two representatives of the Penn Professional Staff Assembly, three representatives of the A-3 Assembly, three graduate/professional students, and three undergraduate students, with due regard for appropriate diversity. The directors of the Penn Women's Center, the African-American Resource Center, Academic Support Programs, the Office of Fraternity and Sorority Affairs, the Lesbian Gay Bisexual Transgender Center, and the Office of International Programs shall be non-voting ex officio members of the Committee.

k. *Committee on Recreation and Intercollegiate Athletics.* The Committee on Recreation and Intercollegiate Athletics shall have cognizance over recreation and intramural and intercollegiate athletics and their integration with the educational program of the University, including the planning and provision of adequate facilities for various sports and recreational activities. The Committee shall consist of eight faculty members, two A-1 staff members, two A-3 staff members, two graduate/professional students, and two undergraduate students. The director of recreation and intercollegiate athletics, the vice provost for university life or his or her designee, the dean of admissions and one representative of the president's office shall be non-voting ex officio members of the Committee.

l. *Committee on Research.* The Committee on Research shall be generally concerned with the research activity of the University. It shall have cognizance of all matters of policy relating to research and the general environment for research at the University, including the assignment and distribution of indirect costs and the assignment of those research funds distributed by the University. It shall advise the administration on those proposals for sponsored research referred to it because of potential conflict with University policy.

Its membership shall include eight faculty members nominated by the Faculty Senate Executive Committee, four faculty and/or A-1 staff members nominated by the president and/or the provost, two graduate/professional students, and two undergraduate students. Faculty members and A-1 staff members shall be appointed for staggered two-year terms and students shall be appointed for one-year renewable terms. The chair is selected by the Steering Committee from among the membership. The vice provost for research and the executive director of research services shall be non-voting ex officio members of the Committee.

m. *Committee on Safety and Security.* The Committee on Safety and Security shall advise the president, the director of public safety, and the administrators or directors of specific buildings, offices, or projects on all matters concerning safety and security in the conduct of their operations. Its principal responsibility is to consider and assess means to improve safety and

security on the campus. The Committee shall consist of eight faculty members, two representatives of the Penn Professional Staff Assembly, two representatives of the A-3 Assembly, three graduate/professional students, and three undergraduate students. The directors of fraternity and sorority affairs, the Penn Women's Center, special services, transportation and parking or his or her designee, the director of off-campus living, the director of the African-American Resource Center, the vice provost for university life or his or her designee, and the vice president for public safety shall be non-voting ex officio members of the Committee.

n. *Committee on Quality of Student Life.* The Committee on Quality of Student Life shall have cognizance of the conditions and rules of undergraduate and graduate student life on campus. The Committee shall, inter alia: 1) gather and analyze information concerning student life and student affairs and make recommendations to Council; and 2) respond as appropriate to requests from and report information and recommendations concerning student life and student affairs to the vice provost for university life and other appropriate administrative officers. The Committee shall consist of eight faculty members, two A-1 staff members, three graduate/professional students, and three undergraduate students. The chair of the Undergraduate Assembly and the chair of the Graduate and Professional Student Assembly shall serve as voting ex officio members. The vice provost for university life or his or her designee, the director of college houses and academic services, and the chaplain shall serve as non-voting ex officio members. The Committee shall monitor the performance of all student services and shall recommend to appropriate administrators ways in which services to students may be improved; a standing Subcommittee on Student Services shall be charged with the monitoring function.

2. Special Committees

The Council may create special committees to undertake specific tasks or functions. The membership of special committees shall be specified in the charges detailed by the Council in creating such committees.

3. Independent Committees

The Council takes cognizance of several University committees, which it does not directly charge but which may be called upon to report to the Council on specific issues within their purview.

a. *Committee on Open Expression.* The Committee on Open Expression has as its major task: monitoring the communication processes to prevent conflicts that might emerge from failure of communication, recommending policies and procedures for improvement of all levels of communication, investigating alleged infringements of the right of open expression of any member or members of the University community, advising administrative officers where appropriate, and participating in evaluation and resolution of conflicts that may arise from incidents or disturbances on campus. The Committee shall consist of seventeen members: eight faculty members, two A-1 staff members, one A-3 staff member, three undergraduate students, and three graduate/professional students. The faculty and A-1 staff members are appointed to two-year terms, staggered so that in each year either two or three faculty members are appointed, and one A-1 member is appointed. The student members are appointed to one-year terms. The chair of the Committee shall be selected by the Steering Committee from among the members. The jurisdiction of and procedures of the Committee shall follow the Guidelines on Open Expression. At the beginning of every year, the Committee shall conduct a meeting in order to familiarize the members with the Guidelines and the responsibilities of Committee members in enforcing and implementing the Guidelines.

The members of the following independent committees and their chairs are appointed by the Steering Committee with the advice of the Committee on Committees.

b. *Disability Board.* The Disability Board continually evaluates the disability plan for adequacy, equity, and consistency with the broad University objectives; monitors the financial and administrative operations of the plan; oversees the processing of any applications for disability benefits and periodic reviews of existing disability cases; and hears appeals from decisions of the Medical Subcommittee of the Disability Board. The Board shall consist of eight faculty members, of whom at least three shall be members of the clinical faculty of the School of Medicine; two A-1 staff members; and two A-3 staff members. The chair of the Personnel Benefits Committee is an ex officio member.

c. *Committee on Honorary Degrees.* The Committee on Honorary Degrees solicits nominations from faculty and staff members and students for honorary degrees to be awarded by the University at Commencement and at special convocations and submits a slate of nominees for action by the trustees. It may make recommendations to the president regarding Commencement speakers and the conduct of special convocations. The Committee shall consist of eight faculty members, two graduate/professional students, and two undergraduate students.

VII. Amendments

These bylaws may be amended by a majority vote of the members of the Council in attendance in the presence of an actual quorum at any meeting if the proposed changes have been distributed in writing to the members of the Council at least one month in advance of that meeting.