A UNIVERSITY OF PENNSYLVANIA MANAGEMENT OF PENNSYLVANIA

Tuesday, November 7, 2000 Volume 47 Number 11 www.upenn.edu/almanac/

Rachleff Professor and Chair of CIS: Dr. Pereira



Fernando Pereira

Dr. Fernando C. N. Pereira, has been named Andrew and Debra Rachleff Professor and Chair of the Department of Computer and Information Science effective July 1, 2001.

Dr. Pereira comes to Penn from the technology sector and is currently a research scientist at the Pittsburgh office of WhizBang! Labs—a Web information mining company that has built the Internet's largest commercial on-line recruiting site, FlipDog.com. Dr. Pereira also spent 11 years as a researcher at Bell Laboratories and AT&T Labs, including six years as head of AT&T's machine learning and information retrieval research department.

Dr. Pereira holds degrees from the University of Lisbon and the University of Edinburgh, which awarded him a Ph.D. in 1982. An internationally recognized researcher in computational linguistics and artificial intelligence with particular focus on machine learning techniques in language and speech recognition, he has taught at Stanford University, the University of California at Santa Cruz, and Lisbon. A fellow of the American Association for Artificial Intelligence, Dr.

Pereira has served on the editorial boards of the *Journal of Logic Programming, Studies in Logic, Language, and Information*, the *Journal of Artificial Intelligence Research* and the MIT Press series on logic programming.

"Fernando Pereira is a deep scholar who also has an innate understanding of the practical applications of research," said SEAS Dean Eduardo D. Glandt. "This powerful combination of talents has allowed him to work successfully across the interface between the academic and the corporate worlds. His knowledge of the two cultures will be a precious asset to our school."

"The great successes of computing and communications technologies in the last few years are not a sign that all the main fundamental questions of computer science have been solved," Dr. Pereira said. "On the contrary, those successes are creating extraordinary new challenges in science, engineering, education and policy. Universities are in the best position to address those new questions. Their great permeability to society through the constant flow of students, postdoctoral researchers, research grants and faculty involvement in outside activities allows them to learn firsthand of the ideas, concerns and needs of all sectors of society."

As head of the computer and information science department at Penn, Dr. Pereira's priorities will include keeping undergraduate education abreast of rapid changes in technology and society; maintaining a strong, bold research program; and further developing links with other academic departments in the sciences and humanities.

The endowed chair Dr. Pereira will assume is named for Andrew and Debra Rachleff of Portola Valley, California. Andrew Rachleff, a 1980 graduate of the Wharton School and member of the Board of Overseers of SEAS, is co-founder and general partner of Benchmark Capital, a Silicon Valley venture capital firm dedicated to helping talented entrepreneurs build technology companies. He also serves on the boards of CacheFlow, Charitable Way, Equinix, CoreExpress, Gemini Networks, Loudcloud, Mahi Networks, NorthPoint Communications and Rasa Foundries.

The Law School's Levy Conference Center

As the Law School celebrates its Sesquicentennial Anniversary, Dean Michael Fitts will dedicate the Levy Conference Center at a ceremony next week.

Law School Overseer Paul S. Levy, L '72, and his wife, Karen Levy made a \$2 million gift in 1998 to fund the renovation and restoration of Sharswood Hall which is on the second floor of Silverman Hall. Sharswood Hall now contains a multimedia conference and meeting facility as well as the Segal Moot Court.

Mr. Levy is a founding partner and senior managing director of the N.Y. investment firm, Joseph Littlejohn & Levy.

In 1850, George Sharswood, faculty member and subsequently the school's first dean, welcomed a class of thirty law students who became the first to graduate from Penn's Law School.



Karen and Paul S. Levy

Agreement in Gene Therapy Lawsuit

Joint Statement

The parties to a lawsuit brought by the family of Jesse Gelsinger have reached an agreement to settle the suit. The University of Pennsylvania, the Children's National Medical Center of Washington, the Children's Hospital of Philadelphia, Genovo, and Drs. James M. Wilson, Mark L. Batshaw and Steven E. Raper are parties to the settlement. By mutual agreement, the amount of the settlement will be held confidential between the parties. Also by mutual agreement, Drs. Arthur L. Caplan and William N. Kelley will be dismissed from the suit prior to settlement.

University of Pennsylvania Statement

The University of Pennsylvania extends its deepest sympathy to the Gelsinger family. The University appreciates the seriousness and openness with which the family and its representatives entered into the discussions that led to the settlement. Penn's hope is that the agreement among the parties will enable the Gelsingers to bring a small measure of closure to their loss. It will also enable Penn to concentrate on moving forward with its aggressive efforts to improve its oversight and monitoring of human subject research, an effort to which the University has already devoted substantial resources of time, energy, and money. Our goal is to establishand to continually improve upon—a national model for clinical research and in this way honor Jesse Gelsinger's memory.

Statement of the Gelsinger Family

The purpose of this lawsuit was always to bring to the public certain critical issues concerning human participation in clinical trials in general, and gene therapy trials in particular. While the Gelsingers fervently hope gene therapy will one day be the means to cure many of the horrible diseases afflicting so many, they urge that the road toward this or any medical breakthrough is free of conflicts of interest, bioethical missteps and inadequate government oversight. The Gelsingers appreciate that Penn, whatever its faults in the past, is taking seriously the need for research universities to improve the conditions under which clinical research is conducted. Penn has said it is staking out a leadership position on these issues, and that meant a great deal in resolving this case.

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SENATE: From the Senate Office

The following agenda is published in accordance with the Faculty Senate Rules. Questions may be directed to Carolyn Burdon either by telephone at (215) 898-6943 or by e-mail at burdon@pobox.upenn.edu.

Agenda of Senate Executive Committee Meeting Wednesday, November 8, 2000 3-5 p.m.

- 1. Approval of the minutes of October 11, 2000
- 2. Chair's Report
- 3. Past Chair's Report on Academic Planning and Budget and Capital Council
- 4. Election of Ninth Member of the Senate Nominating Committee. Must be SEC member
- Selection of Five Faculty to the University Council Committee on Committees. The Faculty Senate Chair-Elect serves as a voting ex officio member
- 6. Discussion with Provost Barchi on the Proposed Revised Policy and Procedures Relating to Copyrights and Commitment of Effort for Faculty
- 7. Interim Report from 1999-2000 Senate Committee on the Economic Status of the Faculty
- 8. Other new business
- 9. Adjournment by 5 p.m.

Keeping the Dream Alive in the New Millennium

Dear Members of the Penn Community,

The MLK Planning Committee has begun planning for the 2001 Martin Luther King, Jr. Commemorative Celebration and Symposium that commences on January 15, 2001 through January 26, 2001.

This year's theme is "Keeping the Dream Alive in the New Millennium." The goal of the Celebration and Symposium is to offer a variety of academically based programs that fosters campus-wide participation in dialogue that reflects Dr. King's philosophy and ideals.

Over the past five years there has been a growing movement to transform the Martin Luther King federal holiday into a day of active citizenship and volunteer service.

As January 15, 2001, marks the first year the University will be officially closed, you will now have the opportunity to celebrate Dr. King's life and example of action, through service. The planning committee is developing several service projects for January 15, which will take place on the campus and the surrounding community. Details about these specific projects will be announced in a few weeks. For additional information, contact the African-American Resource Center at (215) 898-0104 or via e-mail aarc@pobox.upenn.edu.

—Jack B. Lewis, Assistant Director, African-American Resource Center Chair, MLK Planning Committee

MLK: Commitment to Community Nominations

To Members of the University Community and West Philadelphia Community Leaders:

"Life's most persistent and urgent question is, 'What are you doing for others?'"

—Rev. Dr. Martin Luther King, Jr.

In recognition of the late Rev. Dr. Martin Luther King, Jr.'s commitment to community service as essential to the struggle for equality, the 2001 Martin Luther King, Jr. Commemorative Program Planning Committee of the University of Pennsylvania is pleased to announce the Fourth Annual Community Involvement Recognition Awards. The Awards have been conceived to honor members of the University of Pennsylvania community and members of the broader West Philadelphia community whose service involvements have best exemplified the ideals espoused by Dr. King. Four awards in total will be presented; two will go to members of the Penn community, and two will honor members of the broader community. The awards will be presented during the week of January 15, 2001, as a part of the University's commemoration of the King Holiday.

We seek your help in nominating individuals whose work most merits recognition. Please share this information with others in your schools, departments, and organizations, so that we may identify those most deserving of this award. Nomination forms may be submitted through *Friday*, *December 1 2000*

Should you have any questions, please contact the African-American Resource Center at (215) 898-0104 or via email at *aarc@pobox.upenn.edu*. or visit the African-American Resouce Center's website at *www.upenn.edu/aarc/MLK2001awards.html*.

Thank you in advance for helping to pay special homage to those individuals who have demonstrated extraordinary service and commitment to enhance the University of Pennsylvania and the West Philadelphia community.

—Jack B. Lewis, Assistant Director, African-American Resource Center Chair, MLK Planning Committee

Faculty Retirement Task Force

Provost Robert L. Barchi has announced the creation of a Faculty Retirement Task Force. The task force will examine a number of outstanding issues related to faculty retirement, including the numbers of faculty remaining in full-time status past age 70.

The committee includes:

Regina Austin (Law)
Dorothy Cheney (SAS)
Ira Cohen (Engineering)
Rob Roy MacGregor (Medicine)
Ann O'Sullivan (Nursing)
Carl Polsky (Wharton)
Jerry Rosenbloom (Wharton), Chair
Gail Smith (Veterinary Medicine)
Beth Soldo (SAS)
Walter Wales (SAS)
Jack Heuer, ex officio
Barbara Lowery, ex officio
Elizabeth Salasko, ex officio

Trustees Meeting

The Fall Stated Meeting of the Trustees of the University will be held on Wednesday, November 8, in the Woodlands Ballroom, at the Inn at Penn from 2:30-3 p.m. The Stated Meeting is open to observers under the Commonwealth of Pennsylvania's Sunshine Law. Members of the University may register their interest in attending with the Office of the Secretary of the University, (215) 898-7005.

A-3 Assembly Meeting

The A-3's next General Assembly meeting will be held on Wednesday, November 15, in the Griski Room of Houston Hall on November 15 from 11:30 a.m. to 2 p.m. The topic of discussion will be Training and Development for members of the A-3 Assembly. Speakers to be annnounced.

Correction: In last week's issue of *Almanac*, Dr. Jerry Jacobs was incorrectly identified as having been chair of the Sociology department for seven years. It should have read *chair of the Sociology department's graduate program for seven years*. We regret the error. —*Ed.*

OIP Thanksgiving Trip

In the spirit of Thanksgiving, the Office of International

Programs is hosting a day-trip to Lancaster County. International students, scholars and their families are invited to join OIP on Sunday, November 19,

to experience the Amish

culture. Travel via train through the beautiful countryside and enjoy a traditional Pennsylvania Dutch meal.

Please visit OIP to purchase tickets. For more information, please see the OIP web-site at: www.upenn.edu/oip. For additional information, please contact Veronika Simon at (215) 898-1643.

—Office of International Programs

November Volunteer Opportunities

Dear Penn Community,

Thank you for the support you give to our "Beloved Community." During the month of October, we painted and helped to beautify the Heston School located on 54th & Lancaster Avenues and we also made strides against breast cancer—just to name a few of our activities. Please see below the most recent list of volunteer opportunities. These opportunities are developed from the many requests we get from the surrounding community to be partners in a particular initiative and/or sometimes to provide assistance.

Special thanks to the Division of Human Resources for their generous food drive. The collected canned and dry goods were given to the Carroll Park Association for distribution in their program that benefits indigent families in the surrounding community.

If you would like to volunteer for any of the following programs, contact me at (215) 898-2020 or send an e-mail: *sammapp@pobox.upenn.edu* for additional information and/or to volunteer for this program.

—Isabel Mapp, Associate Director, Faculty, Staff and Alumni Volunteer Services Director, Penn Volunteers in Public Service, Center for Community Partnerships

Thanksgiving Food Drive: Through November 17

You too can make a contribution to help out during the Thanksgiving Holidays. Please join us in the Annual Penn Volunteers In Public Service Food Drive. Your canned and dry goods donations will be donated to area shelters and community service agencies to help families during the Thanksgiving season.

Dental School Van Pelt Library Renal Division ISC ISC Wharton ISC Security Office Campus Dining Nursing Ed. Bldg. BRB II/III Political Science ISC 230A 3401 Walnut Plantin 1000 SH-DH 1000 SH 100	tenton tenton elle Nelson e McClean a Cantave Pate er Coleman a Milici n Johnson ha Vivek te Hayes Jo Pauxtis a Dotson Ritchie Dickson	898-6018 573-3416 898-8052 898-9048 573-4396 898-1788 573-6803 898-1092 898-0426 898-0196 898-2462 898-4479 898-0151 898-7641 573-3561 898-8835 898-0447
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Shadowing Day Thursday, November 16: Volunteer to let a 9th grade student from Central High School spend the day "shadowing" you. Spend the day teaching them about your career; talk to the student about their goals and aspirations and show them around Penn's campus. The program lasts from 9 a.m.-2 p.m. and the students will come to campus to meet you.

Donate Used (in good condition) Clothing to "One Day At A Time" during the month of November. One Day At A Time is a self-supporting community-based, non-profit Drug and Alcohol Recovery Community. They are asking for our help because they are in need of shirts, sweaters, pants, coats, jackets and children's clothing. Their program includes four havens for men, women and children. Help keep someone warm this winter.

Please bring your donations to room 504 of the Mellon Bank Building located at 36th & Walnut Streets

The Southwest Community Enrichment Center needs tutors: Tutor students in reading and math in the after-school program. Grades 1-5 meet on Wednesdays and Thursdays from 3-4:30 p.m. Grades 6-12 meet on Tuesdays, Wednesdays and Thursdays from 5-6:30 p.m.

Ronald McDonald House: The Philadelphia Ronald McDonald House is requesting volunteer help for our Share-A-Night fundraising activity. This annual solicitation takes place between November 1, 2000, and February 1, 2001. We are seeking short-term volunteers to prepare a large mailing on November 3 and 6. Beginning on November 13, eight volunteers will be needed every week day from 9 a.m. to 5 p.m. These volunteers will be asked to sort mail, donations, and write thank you notes. Come for a few hours—come for the day. We will welcome you with open arms.

Gather a group of your friends and lend a hand to the world's first Ronald McDonald House. With your help, we can continue to provide a home-away-from-home for seriously ill children and their families. Please call Tina McDonnell directly at (215) 387-8406 or email her at *tina@philarmh.org* to chose your dates.

Linking Protein Damage in Nerve Cells to Parkinson's and Alzheimer's Diseases

New evidence links oxidative damage in a protein found in nerve cells to the development of degenerative diseases of the nervous system, such as Parkinson's and Alzheimer's.

The first study to provide this evidence, conducted by Penn researchers, was published November 3 in *Science* magazine.

"The protein, called alpha-synuclein, is one of the building blocks of the brain lesions characteristic in patients with neurodegenerative diseases," said Dr. Virginia Lee, the John H. Ware III Professor in Alzheimer Research and co-director of the Center for Neurodegenerative Disease Research, Department of Pathology and Laboratory Medicine at the School of Medicine.

Oxidative damage, she explained, normally occurs when the body's cells are overwhelmed by molecules that have changed because they have combined with nitrogen (nitration) or oxygen (oxidation).

Both types of oxidants damage lipids, nucleic acids, proteins, and other cellular components—much like oxidation causes rust damage to metal in cars and buildings. This damage has been implicated in causing neurodegenerative disorders.

"We found that alpha-synuclein itself is a target of oxidative stress, specifically nitration, within these lesions," said Dr. Lee. "This is the first time anybody has identified nitration on a specific protein."

Neurodegenerative diseases—including Parkinson's, Alzheimer's, diffuse Lewy body disease, and multiple system atrophy—are collectively called synucleinopathies. Most commonly they become symptomatic due to a deficiency of a specific neurotransmitter—in the case of Parkinson's it is dopamine. When the neurons that produce these chemicals die or become impaired, which occurs with oxidation, the eventual results are tremors and sometimes dementia.

"Alpha-synuclein is found at the synapses of nerve cells," explained Dr. Lee. Earlier studies showed that two mutations in the alpha-synuclein gene cause familial Parkinson's disease, and that this protein is also a major component of Lewy bodies, the characteristic lesion in Parkinson's disease.

Penn scientists conducted a series of biochemical tests to determine whether nitrated alpha-synucleins are present, how abundant they are in Lewy bodies, and where they could be found, as well as in what form.

In determining whether the alpha-synucleins found in Lewy bodies are specifically nitrated, Dr. Lee said she and her colleagues found that, "in fact, nitrated alpha-synuclein is a widespread and abundant component of Lewy bodies. It is also an integral component of the filaments that form these lesions and are found in the affected brain regions of synucleinopathies."

Dr. Lee adds: "This is a major foothold in beginning

Dr. Lee adds: "This is a major foothold in beginning to understand how oxidative stress plays a role in causing Parkinson's and other synucleinopathies." Further studies can help determine the extent of this nitration and find other possible nitrating agents.

"Our studies provide conclusive evidence of oxidative damage in alpha-synuclein, and that such stress may be a primary event leading to the onset and progression of neurodegenerative synucleinopathies, particularly Parkinson's," said Dr. Lee. "This may pave the way for developing therapies to stop or slow the oxidative damage, and thus slow or reverse the progression of these diseases."

In the United States, Parkinson's disease affects over a million people, and Alzheimer's disease about 4 million people.

The research was funded by the National Institute on Aging, the Alzheimer's Association, and the Oxford Foundation.

ALMANAC November 7, 2000

The following report is scheduled for discussion at the November 15 Council Meeting.

Interim Report of the University Council Committee on Facilities: Campus Development Plan 2000

October 31, 2000

The University Council Committee on Facilities met twice (September 25, October 10) to consider the Campus Development Plan as presented by Vice President of Facilities Services, Mr. Omar Blaik. The Committee would first like to acknowledge the extraordinary amount of thought and effort that is obvious in this plan. The campus is in the debt of its authors. At the same time, however, it must note that this plan is still evolving; indeed the working committees that produced the plan have been meeting just this week. And, as we must all understand, the devil is in the details. So our report is not so much an Interim Report on the Campus Development Plan, as it is a report on the Interim Campus Development Plan. This Committee intends to continue to be involved with the plan as it evolves.

Planning and Opportunism

First, to place the plan in context, the committee made note of the fact that campus development at the University must include a heavy dose of opportunism. Opportunity is not a dirty word in this arena. It would be foolish, indeed, for the University to pass up opportunities to do well, even great things because they weren't planned for. Still, even though much development is opportunistic, a plan such as the one we are considering can serve two purposes:

- 1) It can guide the investment of University resources—resources not raised opportunistically, and
- 2) It can serve as a constraint guiding the carrying out of opportunistic projects. Of course it can serve this second function if, and only if, it is a live plan, alive in the minds of those engaged in planning specific projects, a point to which we shall return.

The Plan Itself

The Committee saw little reason to alter the Development Plan as it received it; for the most part, we endorse the goals and strategies of the plan. What the committee did try to do was establish priorities under the plan, distinguish goals from strategies, and highlight aspects of the plan that were contained in it, but which were, perhaps, not so prominent.

Goal 1: Invest on Capital Renewal of Existing Buildings

As the committee saw it, the first goal of a campus development plan is, and should be, to invest in the capital renewal of existing buildings. We have elevated this to first position to indicate two things:

- 1) It is, obviously, the most important goal of the plan—if we don't do this, there will be no campus to develop, and
- 2) It is the place where most of the University's own resources need to be invested.

Strategy: There are several strategies mentioned in the plan to advance this goal. First, Facilities Services, with the assistance of consultants, has begun (and almost finished) a survey of all of the University's buildings. The survey is intended to determine the state of each building from the point of view of structural and mechanical integrity; the survey, therefore, is intended to find out what deferred maintenance is needed. Secondly, the survey is intended to determine how well the users of each space feel the space serves their program's needs. The point of this survey is to accomplish two aims:

- Determine the need over the next decade for additional deferred maintenance funds to restore our buildings, and
- Determine whether programs might be moved from buildings in which they do not work well into buildings better suited to their functions.

A third strategy for reinvestment in campus buildings was also identified in the plan:

Buildings, which are primarily classroom buildings, e.g., Williams Hall, tend to be orphan buildings because no school or center sees itself as

responsible for it. As a consequence, though the Provost's classroom committee sees to it that the technology in the classrooms is up-to-date, there is no funding stream for the buildings themselves. A different budgeting scheme must be found for these spaces.

Goal 2: Strengthen Connections between the Various Campus Precincts and the Core

The committee lists this as the second goal because it believes that this goal will require the second largest investment of University resources. *Strategy:* The strategy to be used to accomplish this goal is to develop, so far as resources permit, the three (current or planned) arteries of the campus.

- Locust Walk is, obviously, the main boulevard of the campus. It is already thriving. But we might hope to extend the walk east, perhaps eventually even across a foot-bridge to Locust Street in Center City. To do this, alterations to Weightman Gym may be needed. But such changes should take place in the context of a plan to restore the Palestra. Restoration of the Palestra, then, may provide the opportunity to achieve this goal also. Further development to the east will require the acquisition of lands between the campus and the River. (See more on that below). The construction of a new school to the west of campus may provide the opportunity to continue Locust walk to the west.
- Woodland Avenue might have the potential to become another major boulevard of the campus. The avenue does not quite function that way now. Parking lots and other obstacles interrupt its course. But the campus is already developing in such a way as to increase the concentration of University members along Woodland: The new Life Sciences complex will be just south of Woodland, the School of Veterinary Medicine will be building along Woodland, new residences will be constructed just north of the diagonal near Chestnut and 34th.
- Finally, 36th Street is a main north-south artery. Its course is interrupted at the border of the Medical School Library. If the library were to be relocated it would be possible to continue 36th Street south to the Medical precinct.

Goal 3: Provide Additional Recreational Facilities and Green Space *Strategy:* The plan calls for the development of some of the land along the River to the east of Campus to become athletic facilities. If this eastern land can be acquired, then the expectation is that some of it would be used for development to tie the campus to the city, but that the rest will be used for athletic facilities.

Goal 4: Reinforce the Historic Core as the Center of Campus Life and Learning

The rehabilitation of the Furness Library, the Perelman Quadrangle, Logan Hall, and College Hall are, of course, the most obvious examples of this goal; but so, too, is the use of the former Christian Association for academic purposes.

Goal 5: Create a Coherent Identity by Extending the Quality of the Historic Core

This is a matter more of attention to detail than of investment of large sums of resources. It is a matter of trying to see to it that the rest of the campus looks like it is part of the historic core rather than an entirely different place.

Strategy: The committee did not intend this to mean that architectural homogeneity should be imposed across campus. It was pointed out in our committee that some of the least distinguished architecture on campus—some of it in the core area—was constructed under a regime of enforced homogeneity, while some of the most beautiful of our buildings were unrestrained.

(continued on page 5)

Goal 6: Preserve and Enhance the Residential Community in West Philadelphia

This goal is listed 6th in part because it was not expected that substantial amounts of University money would be spent on this goal.

Strategy: The University's strategy should be to act as a catalyst to encourage private development of the west side of campus. It has, quite obviously, already been doing this with the Sundance theater, the food market, and the partnership with Fannie Mae, one in which Fannie Mae will contribute most of the capital.

Goal 7: Connect the University to Center City

Penn is an urban campus; it is not Cornell. The University should embrace, not reject, the City.

Strategy: The University's strategy here should be to encourage development of a sort that is consistent with our aims, on the eastern edge of the campus. The Left Bank apartment complex is an example of such development, development that does not tax University resources.

Additional Goal

In addition to these goals, the committee made note of the fact that with the development of the Medical School south of Hamilton Walk, the creation of the LifeSciences complex south of Hamilton, and the building of a new School of Veterinary Medicine building at the south west edge of campus, a large number of Penn community members are, or will be, south of Spruce. Plans for the Stouffer retail complex are unclear. Thought needs to be devoted to how the needs of the southwest quadrant of the campus will be met.

Transportation

Campus development requires an integrated transportation network. Over the course of the last two years progress has been made toward defining the objectives of a transportation plan, but as yet an integrated transportation network including motor vehicle, bicycle and pedestrian transportation has not been developed. Such a network is a vital part of the Development Plan. So developing a transportation master plan is one major component that still needs to be addressed in a development plan.

Implementation

With regard to the transportation aspect of the plan, this committee has, for two years, called on the University to hire someone with expertise in transportation issues to oversee implementation of the transportation aspects of its development plans. And we have asked that the University find a way to speak with a single voice to the City and to the State on Transportation issues. We repeat those calls here.

With regard to building matters, the committee expressed the hope that this campus development plan would not be shipped directly to the University Archivist; the committee hopes that it will be a serious force shaping the development of individual (perhaps opportunistic) building projects. Mr. Blaik assured the committee that both at the beginning of the design phase, and at the end of the design phase, the architects responsible for the design of a project are made quite aware of the campus plan. But the committee would like to recommend that someone in particular on the Steering Committee—or its equivalent—of each new (or rehabilitated) building be given responsibility to bring the goals of the development plan to the table when the other goals of the building are being discussed. Every building we build on campus has a client, and that client's needs, obviously, must be met; but the campus as a whole is also a client, and it should—through the development plan—have a voice. We suggest that someone in particular be given this responsibility because we believe that responsibility diffused is much less effective than focused responsibility.

—John Sabini, Chair, Committee on Facilities

Lindback Nominations: December 1

Nominations for Lindback Awards for members of the standing faculty, and for Provost's Awards for full- and parttime associated faculty and academic support staff are now being accepted by the Office of the VPUL; send to Terri Conn at 3611 Locust Walk/6222 or conn@pobox.upenn.edu.

Criteria and Guideline

- 1. The Lindback Awards are given in recognition of distinguished teaching. "Distinguished" teaching is teaching that is intellectually demanding, unusually coherent, and permanent in its effect. The distinguished teacher has the capability of changing the way in which students view the subject they are studying. The distinguished teacher provides the basis for students to look with critical and informed perception at the fundamentals of a discipline, and he/she relates that discipline to other disciplines and to the worldview of the student. The distinguished teacher is accessible to students and open to new ideas, but also expresses his/her own views with articulate informed understanding of an academic field. The distinguished teacher is fair, free from prejudice, and single-minded in the pursuit of truth.
- 2. Distinguished teaching means different things in different fields. While the distinguished teacher should be versatile, as much at home in large groups as in small, and in beginning classes as in advanced, he or she may have skills of special importance in his/her area of specialization: skillful direction of dissertation students, effective supervision of student researchers, ability to organize a large course of many sections, skill in leading seminars, special talent with large classes, ability to handle discussions or to structure lectures—these are all relevant attributes, although it is unlikely that anyone will excel in all of them.
- **3.** Distinguished teaching is recognized and recorded in many ways; evaluation must also take several forms. It is not enough to look solely at letters of recommendation from students. It is not enough to consider "objective" evaluations of particular classes in tabulated form; a faculty member's influence extends beyond the classroom and beyond individual classes. Nor is it enough to look only at a candidate's most recent semester or at opinions expressed immediately after a course is over; the influence of the best teachers lasts while that of others may be great at first but lessen over time. It is not enough merely to gauge student adulation, for its basis is superficial; but neither should such feelings be discounted as unworthy of investigation. Rather, all of these factors and more should enter into the identification and assessment of distinguished teaching.
- **4.** The Lindback Awards have a symbolic importance that transcends the recognition of individual merit. They should be used to advance effective teaching by serving as reminders to as wide a spectrum of the University community as possible of the expectations of the University for the quality of its mission.
- **5.** Distinguished teaching occurs in all parts of the University and therefore faculty members from all schools are eligible for consideration. An excellent teacher who does not receive an award in a given year may be re-nominated in some future year and receive the award then.
- **6.** The Lindback Awards may be awarded to faculty members who have many years of service remaining, or they may recognize many years of distinguished service already expended. No faculty member may be considered for the Lindback Award in a year in which the member is considered for tenure or is in his or her terminal year. All nominees should be members of the standing faculty. The teaching activities for which the awards are granted must be components of the degree programs of the University of Pennsylvania.
- **7.** The awards should recognize excellence in either undergraduate or graduate teaching, or both.
- **8.** The recipient of a Lindback Award should be a teacher/scholar. While a long bibliography is not necessarily the mark of a fine mind, or the lack of one a sign of mediocrity, it is legitimate to look for an active relationship between a candidate's teaching and the current state of scholarship in his/her field.

Who has a Lindback? For a roster of Penn faculty who have won Lindback Awards since the program's inception in 1961, see the University Archives website,

www.upenn.edu/AR/men/awards/lindback.html which includes recipients through 2000.

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Ella T. Grasso Literary Award: On the Italian-American Experience

The purpose of this award is to recognize the writing of essays and short stories on the Italian-American Experience. This could include personal recollection, thoughts on being an Italian-American or appreciation of one's own Italian heritage.

Eligibility: Any living United States Citizen over the age of eighteen is eligible to submit entries. Members of UNICO National or their spouses are excluded.

Prizes: Three prizes will be awarded: First Prize of \$1,500; Second Prize of \$750; and Third Prize of \$500. Winners will be notified by June 15, 2001.

Rules: The following rules apply:

- All entries must be original, unpublished essays or short stories of not less than 1,500 nor more than 2.000 words.
- Entries will be judged on the basis of creativity, originality, literary merit and suitability for publication. The topic must relate to the Italian-American Experience.
- All entries must be submitted on double-spaced, typewritten form in duplicate on 8 1/2" x 11" paper.
- Written entries become the property of UNICO National for purposes of publication in the UNICO

magazine or any supplement. Authors retain the right for publication elsewhere.

- Each entry must include the author's name, address, telephone number and a signed statement that the eligibility requirements have been met.
- All entries must be postmarked no later than April 15, 2001, and mailed to:

UNICO National

Ella T. Grasso Literary Award Contest 72 Burroughs Place

Bloomfield, NJ 07003-3496 Phone: (973) 748-9144

Penn's Way Raffles

The Penn's Way Campaign will run from November 3 to December 31, 2000. Penn employees that return a sealed envelope either to their coordinator or to the Payroll Department by the close of business of November 10 will be eligible for the Week 1 raffle. The drawing will be on Monday, November 13. Winners will be announced in subsequent issues of Almanac.

For a complete list of rules and regulations regarding the weekly raffles and the grand prize drawing go to the Penn's Way website www.upenn.edu/ogcpa/pennsway.

Contact Information:

For Questions Regarding Pledge Forms: (215) 898-1733

For Questions Regarding Penn's Campaign: (215) 898-1637 or pennsway@pobox. upenn.edu

- Week One Raffle Prizes
- Epson Printer, compliments of Business Services and Computer Connection
- One pair of Sunglasses from Modern Eve
- Book from University of Pennsylvania
- Five passes for a Foundation for Architecture walking tour
- Three passes to the African American Museum in Philadelphia
- Two tickets to the Philadelphia Orchestra
- Cordless Phone, compliments of Business Services and Telecommunications
- Five CDs from WXPN

campaign include:

beverage at Chats

beverage at Cafe 58

- One month's parking from Business Services and Parking

 10. Penn note cards from Business Services

Some of the raffle prizes for the remainder of the

Free overnight stay at the Inn at Penn

beverage at the Cafe at Williams Hall

Design, Relay Hymn, Breathless

\$25 gift certificate from Shulas

Dinner for two at the Ivy Grill

Certificates to Houston Hall

Tickets to Annenberg Center events

Month of free parking from Transportation and

Certificate for two for a free sandwich and a

Certificate for two for a free sandwich and a

Certificate for two for a free sandwich and a

ICA exhibit art books for Wall Power, Against

Set of personalized note pads from Publications

Books of 10 passes from the Class of 1923 Ice

\$50 Computer Connection Gift Certificate

- Tickets to a performance by the Choral Arts Society
- Free night and breakfast for two at the University Sheraton
- Tickets from DRIA to the Penn Relays
- Tickets from DRIA to Penn Basketball Games
- Squash court time at Ringe
- Tennis court time at Levy compliments of DRIA
- Instructional class in aerobics from DRIA
- One-day DRIA pass to the Katz Fitness Center
- Children's book and toys from Chris' Corner: Books for Kid & Teens
 - \$25 gift certificate to Ma Jolie
- House of Our Own Bookstore \$20 Gift Certificate
- Foundation for Architecture walking tour passes
- Penn T-shirt
- CDs from WXPN
- Sunglasses from Modern Eye
- Mendelssohn Society Performance Tickets
- Passes to the Please Touch Museum
- \$20 gift certificate to University Jewelers
- Dinner for 2 to the White Dog Cafe and Gift Certificate to The Black Cat
- Household membership to the University of Pennsylvania Museum
- Membership to the Clay Studio
- UCD T-shirt and Tote Bag
- Gift Certificate and various items from Morris Arboretum
- Parfumerie Douglas Cosmetics basket
- Books from University of Pennsylvania Press
- Penn Sweatshirt and decorations from Paper Garden
- Penn Book Center—various items
- Tickets to Arden Theater Performance
- Tickets to the Prince Theater
- Tickets to POPS @The Mann Music Center
- Gift Certificates to Saturn Hair Club

Grand Prize Drawing:

- iBook Laptop Computer compliments of Computer Connection
- Two Domestic Airline Tickets (valued at \$500/piece) compliments of American Express One and Penn's Travel Office

We would like to thank Business Services, Department of Recreation and Intercollegiate Athletics (DRIA), the Computer Connection, the Penn Travel Office and American Express, the Annenberg Center, WXPN, University of Pennsylvania Museum, the ICA, and the many vendors and organizations listed above for their generous contributions to the Penn's Way 2001 raffle.

— David Hackney, Penn's Way Co-Chair - Carol R. Scheman, Penn's Way Co-Chair

For a list of coordinators, see last week's issue of Almanac. Bonnie Motley Bowser, the Coordinator for the Medical School Human Resources, was inadvertently omitted from that list. -Ed.



RESEARCH

Participants needed for hypertension pharmaceutical study. Must be diagnosed as hypertensive and able to keep early morning appointments. \$350. Contact Virginia Ford, MSN at HUP Hypertension Program. (215) 662-2410 or (215) 662-2638

Depression, Anxiety, or Panic? Free evaluation available for persons experiencing the symptoms of depression, anxiety, or panic disorders. We are conducting research studies using new and marketed medications in clinical research trials. If you qualify FREE treatment for up to 4 months is available. Please call the Mood and Anxiety Disorders Section of the University of Pennsylvania at 1-800-422-7000 for more information or e-mail us at wecare@mail.med.upenn.edu.

Children ages 6-17 and adults ages 18-65 are needed for ongoing medication trials for the treatment of depression and anxiety. Evaluation and treatment are FREE to those who qualify. Please call the Mood and Anxiety Disorders Section of the University of Pennsylvania at 1-800-422-7000 or e-mail us at wecare@mail.med.upenn.edu.

Premenstrual Syndrome

Do you feel irritable, depressed, moody, or anxious before your period? You may be eligible for FREE evaluation and treatment in the PMS research program. Appointments are available in Philadelphia, Radnor, Chestnut Hill, PA and Marlton, NJ. For more information, call (215) 662-3329 or 1-800-662-4487, PMS Program, Univ. of PA Medical Center.

Competent Psychotherapy: group, family and individual. Please call for an appointment: Shari D. Sobel, Ph.D. (215) 747-0460.

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

Update

NOVEMBER AT PENN

CANCELLED

10 Inventing the American Southwest: Archaeology, Historic Preservation and Native Americans, an exhibit at the Arthur Ross Gallery, will not be on display. It has been postponed indefinitely.

16 The Wonderful Whistling Walrus by Stimulus Children's Theatre announced in the November AT PENN calendar for November 16 is not being performed.

CHANGED

The *Erica Baum* visit to Kelly Writers House on November 17 has changed its time and location; she will be there at 3 p.m., in rm. 202.

MEETINGS

15 *WXPN Policy Board Meeting*; 4 p.m.; place *TBA*; Info: (215) 898-0628.

SPECIAL EVENTS

10 Battalion of Midshipmen; Veteran's Day commemoration, Battalion Commanding Officer Alex Fleming, speaker, and wreath laying ceremony;

7:45 a.m.; Veteran's Memorial, 33rd St., near Franklin Field (NROTC Consortium of Philadelphia).

TALKS

7 The Place of Religion in Public Life; panel discussion: William Harris, political science; Ed Gaffney, International Constitution Center; Burt Siegel, Jewish Community Relations Council of Philadelphia; 6:30 p.m.; Houston Hall; info: info@jrp.com (Jewish Renaissance Project).

8 Building Blocks of Estate Planning; noon-2 p.m.; BRBII & BRBIII; info. and register: 1-800-789-7366 (Penn Partners in Healthy Living). Also November 15.

Small Molecule Approachs to Cytoskeleton Biology; Timothy Mitchison, Harvard; 2 p.m.; Physiology Conference Room B 400, Richards Bldg. (Pennsylvania Muscle Institute).

9 Seniors Get Personal with a Trained Pharmiacist; brown bag program; Wayne Marquardt, HUP; noon-2 p.m.; Auditorium, Scheie Eye Institute (Partners in Healthy Living Passcard Program).

11 Making a House an Academic Home: Building and Renewing the College Houses; 10 a.m.-noon; rm 200, College Hall (GSFA).

14 *TBA*; Ken Ryan, Harvard Medical School; noon-1:30 p.m.; suite 320, 3401 Market St. (Center for Bioethics).

The Aging Eye: Older Eyes≠Poor Vision; Alexander Bricker, Scheie Eye Institute; 12:30-2 p.m.; Auditorium, Scheie Eye Institute (Partners in Healthy Living Passcard Program).

Deadlines: The deadline for the weekly update is each Monday for the following week's issue; for the December AT PENN calendar it is *November 7*.

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 the AT PENN calendar.

To register, send an e-mail message with "subscribe" as the Subject to

almanac@pobox.upenn.edu and include your name, e-mail address, and mailing address. —Ed.



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

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

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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).

Conversations at the Club: Commence in November

The Faculty Club is sponsoring the first in its series of buffet dinners with Penn faculty. Dinner Buffet (\$18.95 per person) starts at 6 p.m.; speaker to follow at approximately 7:15 p.m. Reservations (215) 898-4618.

On *Thursday, November 9, 6-8:30 p.m.* Dr. Diana Crane will offer her thoughts on the intersections of style and social substance in an illustrated talk on how women, both young and middle-aged, interpret fashion photographs and advertisements. Dr. Crane is professor of sociology in SAS and is a specialist in the sociology of art, media, and popular culture. Among her books are *The Transformation of the Avant-Garde: The New York Art Market, 1940-1985* and *Fashion and Its Social Agendas: Class, Gender, and Identity in Clothing.*

Save the Dates for future Conversations ...

Wednesday, November 15, 8-9 a.m. Dr. Freddy A. Grimm; Associate Director Outpatient and Support Services; HUP Pharmacy

Wednesday, November 29, 8-9 a.m. Dr. Arthur L. Caplan; Director, Center for Bioethics

Thursday, December 7, 6-8:30 p.m. Witold Rybczynski will read from his new book, One Good Turn: A Natural History of the Screwdriver and the Screw. Take screws and screwdrivers for granted at your own intellectual risk, Dr. Rybczynski advises; without them, society as we know it would not exist.

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 October 23 through October 29, 2000. Also reported were 28 Crimes Against Property: (including 19 thefts, 2 retail thefts, 1 burglary, 5 criminal mischiefs and 1 disorderly conduct). Full reports on the Web (www.upenn.edu/almanac/v47/n11/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 **October 23** and **October 29**, 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.

10/23/00	3:11 AM	305 S. 40th St.	Unauthorized male in building/wanted/Arrest Complainant threatened by former patient Male refused to leave area/Arrest Male wanted on warrant/Arrest Suspicious male stopped/wanted/Arrest Male cited for urinating inside building Male wanted on probation violation/Arrest
10/24/00	4:54 PM	3535 Market St.	
10/25/00	1:04 AM	3700 blk Spruce	
10/25/00	3:55 AM	4000 blk Locust	
10/25/00	4:51 PM	220 S. 32nd St	
10/27/00	2:07 AM	3549 Chestnut St.	
10/27/00	5:11 AM	37th/Walnut	
10/29/00	1:56 AM	200 S. 41st St.	Male cited for urinating in public
10/29/00	2:10 AM	3420 Walnut St.	Unknown male took complainants purse
10/29/00	2:21 AM	4000 blk Chestnut	Male cited for urinating in public
10/29/00	6:08 PM	3610 Hamilton Walk	Complainant robbed by unknown male
10/29/00	7:24 PM	3801 Chestnut St.	Panhandler refused to leave/Cited

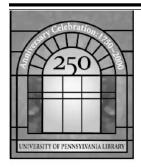
18th District Report

18 incidents and 2 arrests (10 robberies, 7 aggravated assaults and 1 homocide) were reported between **October 23 and October 29, 2000** by the 18th District covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

10/23/00	11:30 PM	4721 Windsor	Robbery
10/23/00	9:00 PM	4800 Pine	Robbery
10/24/00	9:25 PM	4600 Pine	Robbery
10/26/00	12:10 AM	4200 Chester	Robbery
10/27/00	10:20 PM	4200 Regent	Aggravated Assault
10/27/00	9:57 PM	229 Buckingham	Homicide/Arrest
10/27/00	6:55 PM	300 St. Marks	Robbery
10/27/00	4:30 PM	4641 Chestnut	Robbery
10/28/00	10:00 AM	4200 Chester	Aggravated Assault/Arrest
10/28/00	1:29 AM	4941 Catherine	Aggravated Assault
10/28/00	2:45 PM	205 52nd St.	Aggravated Assault
10/28/00	1:00 AM	4900 Warrington	Robbery
10/28/00	1:25 AM	4941 Catherine	Robbery
10/28/00	9:50 PM	4300 Regent	Robbery
10/29/00	2:08 AM	5124 Hazel	Aggravated Assault
10/29/00	8:30 PM	4700 Walnut	Aggravated Assault
10/29/00	2:58 AM	5124 Hazel	Aggravated Assault
10/29/00	6:00 PM	3610 Hamilton	Robbery

ALMANAC November 7, 2000

BENCHMARKS =



The Library at 250

By Adam Corson-Finnerty and Michael Ryan

Inter silvas academi quaerere verum¹



The University claims Benjamin Franklin as its founder, or at least as *primus interpares*. The Library also acknowledges the leading role played by Franklin in making sure that the new school in Philadelphia had books. Franklin was one of the Library's earliest donors, and, as a Trustee, he saw to it that funds were allocated for the purchase of texts from London.

Franklin casts a long shadow over the history of the Library. Like its founder, the Library has been practical, resourceful, and unostentatious. For Franklin, books were tools for improvement: improvement of self, of society, of the material world. Books were only as valuable as they were useful. Size was less important than content and quality. The Penn Library may not be the largest of its kind, but then it has never aspired to be. Rather, it has sought to be eminently useful to the diverse constituency of scholars, students, and the public who have had recourse to its resources since 1750. In this it has succeeded, and then some.

Why does the Library date its origins from 1750, when the University itself claims 1740? Good question. The answer is quite simple: the University dates itself from the founding of the Charitable School at 4th and Arch Streets in 1740. The opening of the Library, however, coincided with the opening of the College, Academy, and Charitable School of Philadelphia in 1750. In that year, Lewis Evans presented inscribed and dated copies of works by John Milton and Abraham Cowley to the new institution. They are our first evidence of Library books, and we still have them.

We also still have the 100 leather-bound volumes from the *Imprimerie Royale*, a gift in 1784 from His Majesty, Louis XVI, King of France. Through the 19th century, the Penn Library grew at a leisurely pace. By the end of its first year, the Library's collection amounted to a mere 90 volumes. By 1891 (when the first dedicated library building, the Furness Library, opened) we possessed a modest 55,000 volumes. The Library took another 54 years to reach one million volumes. But this year, as Penn admitted the Class of 2004, the combined collections hit the five million mark

But volume tallies do not truly describe how and how much the Library has grown.

What then is the measure of a 21st century library? In a word, access. Access to information on the Web (we collect and catalog worthy sites); access to e-journals and e-newspapers (we link to over 3,000 e-journals, sorted by subject); access to licensed databases which contain vast quantities of research-level material (think Medline, think Lexis-Nexis); access to rare and unique items through digital scanning (early Shakespeare, 19th century women's diaries, 4,000 photos from Marian Anderson's illustrious career). And there's more. Through cooperative arrangements with Columbia and Yale, their vast print holdings are available through a fast-track lending system. If those two worthy libraries don't have what's sought, the patron can leap directly to the combined catalog of the top research libraries in the world, and place an interlibrary loan order through a web-based form.

The Penn campus always sports new building projects. Currently we can see the evidence on Spruce Street (the new Museum wing), and on Locust Walk (the new Wharton building) and at 40th Street (a cinema and a food store). And anyone who walks into the Van Pelt-Dietrich Library Center can see the sparkling new Goldstein Undergraduate Study Center,

¹ Seek truth among the groves of academe
One of the many adages, apothegms, and aphorisms found in the
Fisher Fine Arts Library (formerly known as the Furness Library)

or glimpse at the final construction phase of our video and film viewing theater facility.

But what the Penn community cannot see is that the Penn Library is currently engaged in one of the most challenging of all construction projects, one for which no shared blueprints exist and where there is literally no firm ground. Together with leading libraries around the world, we are creating a vast library in cyberspace, one in which every networked computer, every wireless-linked laptop, perhaps every digital phone and PDA will have 24/7/365 access. Our partners in this effort are not just fellow libraries, but include governments, corporations, museums, publishing houses, and even individual pioneers like Brewster Kahle (founder of the Internet Archive) and Paul Ginsparg (founder of the physics archive, now www.arXiv.org).

Vice Provost and Director of Libraries Paul Mosher occasionally reminds us that our task is nothing less than building a "paradise for scholars." Some years ago, that paradise might have been constructed of good books, an up-to-date card catalog, good lighting, plenty of seats, and knowledgeable librarians within easy reach. That version of Library Paradise still seems appealing. However, scholarly communication has not confined itself to the printed page, and increasing numbers of scholars feel their dorm room, study or office is the ideal physical location for undertaking research. Our new vision of paradise has to incorporate the presence of the machine in the academic grove.

This is an exciting—and occasionally unnerving—time to be a librarian. Our role as keepers and finders is well established. Our role as builders is often recognized. But our role as architects, pioneers, and advocates for new information systems is still developing. Our present task is to bring that role to maturity without losing sight of our other paradise-building responsibilities.

Library Celebrations

Wednesday, November 8: Afternoon tea and a presentation of gift books on behalf of Her Majesty Queen Elizabeth II to the Library by the Consul General of the United Kingdom (3 p.m., in the Klein/'28 Lounge on the first floor of the Van Pelt-Dietrich Library Center).

Thursday, November 9 through Saturday, November 11: Sister Carrie Turns 100, a three-day tribute to the American realist author Theodore Dreiser, which combines scholarly panels, music, and theatrical productions (see the full-page ad in the *DP*, or call (215) 573-3610 for details). Be sure to get the "Penn Edition," (Penn Press, Penguin) and not the heavily censored standard text.

Monday, November 13: A reception and program in celebration of the 5 millionth volume milestone, and an exhibition of gift volumes that have come from almost 50 world leaders following the fine example of Louis XVI (but not following in his footsteps!). The engraved silver greeting from King Fahd is a must-see, and the Moroccan dagger was certainly unexpected (5 p.m., in the Klein/'28 Lounge).

Saturday, November 18: A Dedication Ribbon-Cutting Ceremony for the new Goldstein Undergraduate Center (11 a.m., in front of the Library).

For more information on Library events, call (215) 573-3610 or visit http://celebrate250.library.upenn.edu.

Adam Corson-Finnerty is Library Director of Development and External Affairs.

Dr. Michael Ryan is Director of the Walter and Leonore Annenberg Rare Book and Manuscript Library. He recently edited The Penn Library Collections at 250, a book that details the scope and history of some of the most famous special collections at Penn.

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