

UNIVERSITY of PENNSYLVANIA *Almanac*

Tuesday,
September 18, 2001
Volume 48 Number 4
www.upenn.edu/almanac/

Alfred West, Jr. \$10-Million Gift: Learning Lab

The Wharton School has announced the creation of the Alfred West Jr. Learning Lab with a \$10-million gift from Alfred P. West, Jr., chairman and CEO of SEI Investments. The Alfred West Jr. Learning Lab will create a series of innovative learning tools that challenge students to think strategically across business functions and organizations.

"Al West's commitment will enable Wharton to take a lead role in rethinking the learning paradigm," said Dean Patrick T. Harker. "There is tremendous potential for us to reach a deeper understanding of how people learn and to push that process to a higher level using advancements in technology and learning science. Al has been a pioneer in creating the innovative corporate culture and new management models that have formed the foundation for the success of SEI Investments. Now, he'll lead in creating a new academic culture as we create new learning models."

The Alfred West Jr. Learning Lab will draw on the creative expertise of faculty leaders and professionals to innovate, study and experiment with learning throughout all of the School's degree and non-degree programs. "On a broader scale, the Alfred West Jr. Learning Lab's technology-enhanced materials and world-class research on learning will contribute to academia and industry worldwide," said Dean Harker. "Beyond the impact to Wharton and Penn, the outcomes of the Alfred West Jr. Learning Lab will be applicable to corporate and government training programs, as well as collegiate and secondary education."

The Alfred West Jr. Learning Lab will be co directed by Wharton's Andrew B. Abel, Robert Morris Professor of Banking, and Robert W. Holthausen, Nomura Securities Co. Professor. They will work closely with an external advisory board of thought leaders to develop new learning modules and assessment tools. Advisory board members include Mr. West, John Seely Brown, chief scientist of Xerox and founding member of 12 Entrepreneurship, Mike Zisman, vice president of emerging business development at IBM, Elizabeth Daley, dean of the School of Cinema/TV and executive director of the Annenberg Center at the University of Southern California, Hal Abelson, professor at M.I.T., Patrick Harker, dean of the Wharton School, and Wharton Professor Jerry Wind, director of the SEI Center for Advanced Studies in Management.

When deployed in the curriculum, these interactive learning applications will add value to students' learning experiences by allowing them to participate fully in their own educational process, both within and outside of the classroom. The research and product creation that will result from the Alfred West Jr. Learning Lab will advance several strategic goals, including:

- Strengthening Wharton's ability to fulfill its mission to innovate through curricular advancements and the exploitation of opportunities made possible by evolving technology;
- Fostering a deeper understanding of how people learn throughout academia and industry;
- Developing a new "learner-centric" management education paradigm, helping to ensure Wharton's leadership and commitment to excellence in today's competitive educational market;
- Establishing new methodologies and metrics for testing the effectiveness in achieving learning objectives;
- Creating products and knowledge that will be used throughout management worldwide; and
- Continuing to promote bold experimentation in learning.

"I am delighted to have the opportunity to help Wharton push the boundaries of business education as we know it," said Mr. West. "One of the School's greatest strengths is its intellectual leadership, and I am confident that the Learning Lab will set the standard for ground-breaking research on learning and for technology-enhanced education."

The gift directly supports the strategic priorities of the Wharton School's Campaign for Sustained Leadership, a \$425-million fundraising initiative, and the *Agenda for Excellence*, which identifies key priorities for the University.

Mr. West founded Simulated Environments, Inc., the forerunner to SEI Investments, in 1968 while he was a Wharton MBA student. Today, with more than 1,700 employees worldwide, the Oaks, Pennsylvania-based SEI Investments (NASDAQ:SEIC), is a leading global provider of asset management and investment technology solutions. The company's innovative solutions help corporations, financial institutions, financial advisors, and affluent families create and manage wealth. SEI (as of June 30, 2001) processes over \$1.5 trillion of investment transactions daily, administers more than \$300 billion in mutual fund and pooled assets, manages almost \$80 billion in assets and operates 25 offices in 11 countries.

In addition to his role with SEI Investments, Mr. West is chairman of Wharton's SEI Center for Advanced Studies in Management, from which the idea for the Learning Lab was developed. Mr. West also is a member of the School's Graduate Executive Board.



Alfred West Jr.



Photo by Chris McFall

The Stars and Stripes on Penn's campus—like American flags all over the United States—flew at half-mast in memory of all who lost their lives in last Tuesday's terrorist attacks, at the World Trade Center, the Pentagon and in rural western Pennsylvania.

IN THIS ISSUE

- 2 Dealing with the National Tragedy
- 3 Recovering From Trauma, Loss & Disasters
- 4 Responding to Terrorism Symposium
- 10 QOWL Workshops; Penn Family Day; Careers in Academe; International Exchanges
- 11 Update; CrimeStats; Classifieds
- 12 The Event that Will Define a Generation

Gathering for Remembrance

Last Wednesday, the University community gathered together in Irvine Auditorium for a solemn ceremony to remember the thousands of victims of the terrorist attacks. Not only was Irvine filled to capacity with over 1,200 students, faculty and staff, but hundreds more listened from the Perelman Quad as flute selections by Kristen Wermuth filled the air. A dozen members of the Glee Club then sang New Jerusalem. Chaplain Will Gipson gave the Invocation, then called upon three religious leaders to give their reflections on faith: Rabbi Howard Alpert, Hillel; Imam Kenneth Nur-id Din, Majlis Ash-Shura; and Father Charles Pfeffer, Newman Hall. Remarks (below) from President Rodin were followed by more music from two more student groups, Inspiration and Quaker Notes. After the benediction by Chaplain Gipson, there was a well attended reception in Houston Hall.

This is a terrible, dark time for America, an anxious time for our extended Penn family, and a sad time for humanity.

Thousands of innocent lives—each one irreplaceable and precious—were taken in a wave of evil and destruction that we still are struggling to comprehend.

Many of us will know people whose lives have been taken or will be forever altered.

Today, we unite in mourning their deaths, and we pray for their families and the injured to find the strength to pick up the pieces of their shattered lives and carry on.

Gone, too, is the sense of invincibility in which we took our personal safety and national security pretty much for granted.

Now, we must learn the hard way that we can take nothing for granted—that life and every thing we truly hold dear in life are gifts to nourish and cherish, for they can all vanish the next instant.

Today, we are experiencing a range of emotions all strained to maximum pitch. Evil again has been loosed upon the world, this time in our own backyard that we thought was secure.

We are filled with shock, anger, despair, anxiety, confusion, and grief—a brew of understandable reactions that challenges our spiritual beliefs and civic values.

However, I have seen members of the Penn community and Americans everywhere affirm those beliefs and values by unleashing the greatest weapon against evil: our humanity.

I see emergency personnel risk their lives to rescue fellow citizens by the thousands.

I see our entire Penn community standing together as one family—each of us reaching out to help a friend or stranger in pain or need.

Through each act or gesture of our humanity, we take one step toward resisting evil and healing the wounds that evil has inflicted on our country and world.

The course of America's history has changed forever.

The world we knew before the awful events of September 11, 2001, is gone. But we have the power to transmute the most horrific national catastrophe into a resolve for moral action that establishes the primacy of goodness in the world.

We can and we will emerge from this ordeal sadder, to be sure, but richer in compassion and wisdom, and more determined to affirm the best of our common humanity.

We come together to mourn.

We stand together... To heal.

We leave together a community.

— President Judith Rodin

What the Penn Community Can Do to Help

To Members of the University Community,

The Penn community—along with the rest of the nation—is reeling in the aftermath of one of the most horrific attacks ever against the United States. Many of us want to do something to help, but aren't sure what to do.

Here are some options:

A special table was set up, from 9 a.m. to 5 p.m., starting September 14, in Houston Hall to collect donations for the American Red Cross. Checks should be made out to the American Red Cross Disaster Relief Fund. Over \$7,700 was donated by the Penn community on Friday.

You can also make a financial donation at www.redcross-philly.org or by calling 1-866-272-7372. Contributions can also be sent to the American Red Cross, 23rd and Chestnut Streets, Philadelphia, PA 19103.

Blood donations are also needed and can be arranged by contacting: www.pleasegiveblood.org or by calling 1-800-448-3543.

Student and faculty and staff volunteer efforts are being coordinated through Civic House (see below), the Undergraduate Assembly and Greek organizations, among others. Representatives from these organizations will be staffing a table in Houston Hall.

—John Fry, Executive Vice President

To Members of the Penn Community,

In response to September 11th's tragic events, there has been an outpouring of concern through a variety of means, ranging from blood donations to financial contributions, and more. The American Red Cross has also been eager to make use of people offering themselves as volunteers, but the extent of the emergency has made it difficult to identify specific local opportunities to help.

In partnership with the Southeastern Pennsylvania Chapter of the American Red Cross, we are eager to help connect Penn students, faculty, and staff who are interested in volunteering, particularly in the next few days. There are immediate needs for volunteers over the next few days at two Philadelphia sites: their Center City Community Donor Center at 7th & Spring Garden Streets, and their Regional Headquarters at 23rd & Chestnut Streets.

Given the tremendous number of people who have called the Red Cross to offer support, the organization desperately needs people to help at these two sites. Volunteers are mainly needed to assist with answering phones and data entry.

We expect to hear from the Red Cross about future opportunities, and will keep the Penn community informed as we learn more. Thank you in advance for your help.

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



Emergency Information: Message from Public Safety

A Message to the University Community,

The safety and security of the Penn community is of paramount importance to each and every member of the Division of Public Safety. In response to Tuesday's tragic events, the Division of Public Safety has taken extra measures to ensure the safety of our community. The University Police Department will be fully staffed until further notice. We have taken measures to secure our entire campus, utilizing both police and security personnel. We would like to extend our sincere appreciation to the University community for the cooperation and response we have received during these troubling times.

Additionally, we would like to take this opportunity to revisit best security practices to be followed at all times:

- Report any suspicious packages, threatening phone calls, or e-mails to the UPPD by calling 511 from any campus phone or by calling (215) 573-3333 from any off-campus phone.
- If you observe any suspicious behavior by persons in or around campus buildings, call the UPPD or report the activity by using the nearest Blue Light Emergency phone. For additional information on these and other security measures, please visit the University's emergency information website at www.upenn.edu/emergencyinfosite/. In particular, please review the protocol for suspicious packages as well as the checklist for telephone threats.

Thank you for your cooperation during these trying times.

—Maureen Rush, Vice President for Public Safety

—Thomas Rambo, Chief of Police

Counseling Services for Penn Faculty and Staff

The Division of Human Resources reminds faculty, staff and their families that counselors are available through the Employee Assistance Program at 1-888-321-4433. The Employee Assistance Program, through PENN-Friends, provides free, confidential counseling for faculty, staff and their family members.

If Schools, Centers or Departments would like to have group counseling sessions with the assistance of an Employee Assistance Program professional, please contact the Division of Human Resources at (215) 898-6018.

Please see the emergency information site at www.upenn.edu/emergencyinfosite/ or the Division of Human Resources website at www.hr.upenn.edu for additional information regarding coping with traumatic situations.

Also, on September 20, from 11:30 a.m.-1 p.m., the Quality of Worklife Workshop will be focussed on *Dealing With Uncertainty*, Room 311, Houston Hall.

To Share Information About Penn Family and Friends

Penn's Alumni Relations has provided links from their website at www.alumni.upenn.edu/ to some official websites that enable people to share news about those directly affected by the terrorist attacks. The resources are University of California, Berkeley; World Trade Center Survivor Database; and White House website.

The following is from a new booklet prepared and distributed last week by Penn's Counseling and Psychological Services (CAPS) to provide assistance to the campus community in dealing with the national tragedy.

Recovering from Trauma, Loss & Disasters

What to Expect After a Traumatic Event or Disaster

Disasters or traumatic events can affect all of us. They are dramatic and intense experiences that can cause major interruptions in the natural flow of life. Knowing the kinds of feelings and reactions that may occur following such events can assist in putting feelings in perspective and can help you make the transition from victim to survivor.

The emotional effects of these events may show up immediately or they may appear weeks, even months later. The signs and symptoms of emotional aftershock may last a few days, a few weeks, or a few months and occasionally longer. Sometimes, the traumatic event is so painful that professional assistance from a counselor may be necessary. This does not imply insanity or weakness, but rather, that the particular event was just too powerful for the person to manage alone.

Common Reactions to Stressful or Traumatic Situations

It is very common and quite normal to experience reactions after passing through a horrible event. Some reactions are emotional, some are physical and some cognitive thought processes. The following are common emotional and cognitive reactions:

shock	hopelessness
anger	numbness
self-pity	inability to cope
disbelief	grief
preoccupation	sadness
panic	desire to avoid situation
tearfulness	feeling overwhelmed
stunned	irritability
confusion	self-blame
fatigue	fear
nightmares	loneliness
remorse	flashbacks of events
isolation	relationship problems
memory problems	difficulty concentrating
intrusive thoughts/images	guilt

Common Physical Reactions

Some people tend to express their reactions through physical symptoms including:

headaches	loss of appetite	gastrointestinal disorders
aches and pains	vomiting	decreased performance levels
overeating	sleep disorders	increased ailments over the next 6-18 months (colds, hypertension)

Trauma and a Sense of Loss

People traumatized by events or disasters often experience a pervasive sense of loss:

loss of feeling safe, loss of friends, loss of hope, loss of personal power, loss of identity/future, loss of trust in others, loss of home/belongings.

Grief is a normal and natural response to loss and anyone can experience grief and loss. Individual reactions to grief and loss can vary widely, and the same person may experience different reactions to a sense of loss over time.

Recovering from Trauma, Loss and Disasters

Experiencing and accepting the natural responses described above represents an important part of the recovery process. Try to remember: You are having a normal reaction to an abnormal event! Here are some additional tips for dealing with your reactions:

- talk openly about your feelings and symptoms
- pay attention to healthy diet
- engage in physical activity
- maintain contact with friends and supports
- share memories
- tell stories
- rehearse safety measures to be taken in the future
- meditate
- try deep breathing and other relaxation techniques
- be aware of numbing the pain with overuse of drugs and alcohol
- maintain as normal a schedule as possible
- keep a journal
- do things that feel good to you
- don't make any big life changes

Helping Family Members and Friends

Sometimes it is difficult to know what to do or say to somebody who has just survived a traumatic event. Supporting a person following such an event can be stressful for the helper. In general, it is important to be available to the survivor and to let the person know that you care. Spending time with the traumatized person is also a basic, but important way to help.

Offer your assistance and a listening ear if they have not asked for help. Talking is the most healing medicine. Try to be patient if the person tells the same story over and over again; this is normal and can also be healing.

Here are some more suggestions for helping:

- listen carefully
- help them with everyday tasks like cleaning, cooking, caring for the family helping with the children
- give them some private time
- don't take their anger or other feelings personally
- don't minimize the loss
- avoid giving clichés or easy answers
- don't tell them that they are "lucky" (that it could be worse, that they have another daughter, etc.) traumatized people do not feel consoled by these types of statements
- be patient
- avoid judgmental statements
- avoid telling them how they feel
- help them find and utilize outside resources (books, support groups, professionals, government aid, workshops, other friends)

In our quest to help the survivors, we must not forget that we cannot take care of others if we are not taking care of ourselves. You may need the opportunity to express your emotions and to turn to other friends or family members for support.

If Problems Persist or if You Have Questions about Your Reactions

When these or other symptoms persist, increase in number or degree of severity to the point of interfering with personal functioning and/or are subjectively distressing, professional counseling or joining a support group may be helpful. If you are not sure whether you would benefit from additional assistance, it is better to consult a mental health professional than to do nothing or to guess.

Counseling can help you address and understand your feelings, help you identify normal reactions to crisis situations, and help you look at how your life and relationships have been impacted. It can also help you learn stress management techniques and sharpen your coping skills.

Support groups can help you feel less isolated since group members share similar experiences. Group members can often support and understand each other in special ways because of their common experiences. They share information about recovery and special ways of coping.

Finding support in general can help you feel like a survivor rather than like a victim.

—Adapted from "Surviving Trauma,"
Temple University Counseling Services, Philadelphia, PA
and Jeffrey Mitchell's "Model of Critical Incident Stress Debriefing"

Counseling and Psychological Services

Counseling and Psychological Services offers a wide range of confidential services to Penn students including individual, couples, and group counseling/therapy, crisis intervention, structured workshops, career and psychological testing, and consultation. Brochures and workshop flyers are available at the office and at various locations on campus. Appointments can be made by phone at (215) 898-7021 or in person. A counselor is available weekdays for emergency consultation for faculty, staff or parents who are concerned about a student.

Counseling and Psychological Services is open Monday -Friday, 9 a.m.-5 p.m. In case of emergencies, walk-in services are available during office hours and off hours (including weekends) call the hospital operator at the UPHS (215) 349-5490 and ask to speak to the CAPS counselor on-call.

—Ilene C. Rosenstein, Director, CAPS

The School of Arts and Sciences hosted a faculty symposium, *Responding to Terrorism*, in Irvine Auditorium last week, drawing a full house.

"We thought under the circumstances that it would be useful to bring some of the collective wisdom of the faculty to bear on the critically important events of the week. We will continue to have these kinds of discussions," said President Judith Rodin in opening the symposium.

She introduced the speakers: Brendan O'Leary, Department of Political Science, focusing on European precedents; Arthur Waldron, Department of History, focusing on international military and diplomatic issues; Seth Kreimer, Law School, focusing on civil liberties; Ian Lustick and Robert Vitalis, Department of Political Science, focusing on Middle Eastern politics in the international context. President Judith Rodin moderated the panel.

Questions they discussed included:

How should we, personally and collectively, respond to the recent tragedies in New York City and Washington, D.C.?

What can we do to prevent future events of this nature?

Are international covenants likely to be effective?

What can we learn from other countries' experience in dealing with terrorism?

What are the dangers to our society of overreaction? underreaction?

Responding to Terrorism Symposium

September 13, 2001

Brendan O'Leary is Professor of Political Science and Chair of the Department of Government at the London School of Economics and Political Science. We are delighted to have Professor O'Leary as a Visiting Professor in our Department of Political Science this year and I want to personally welcome you to the University. Professor O'Leary is a world-renowned expert on nationalism and ethnic conflict and has written extensively on hostilities in Northern Ireland. Not only is he a prolific author, he has worked as a broadcaster and in advisory capacities to governments and political parties.

International Impact

I deeply regret that the first occasion that I speak publicly at Penn should be in the aftermath of these appalling atrocities. These atrocities have affected all of us—for example, the niece of the friend I stayed with in Vermont, before coming here, is missing. And, these atrocities are not just national, they are international. The victims were international (two of the plane flight victims were from the city of my birth), the causes were very likely international, and the impact will be international. This is not just about America or 'America under attack'.

We must all *think*, and not be driven by our immediate collective passions, not least because these will have been anticipated. We must think, and avoid words like 'senseless' and 'mindless'—which only show our bewilderment.

Who did this? No one here knows for certain. Discussions of the usual suspects fill the airwaves, but we lack certainty. We know it is highly unlikely to have been a government, or authorized by a government. The risks of an American and NATO counter-reaction would have been too high for any barely rational government.

We know that it was organized: planned, trained for, and executed with remarkable efficiency—it seems that only heroic resistance on the plane that crashed in Pennsylvania prevented all these missions' objectives from being wholly fulfilled.

But, what was the purpose of these missions? These are dumb crimes, by which I mean that these atrocities have so far not been justified by speech, by arguments explaining why the relevant organization carried out these deeds. Think about this.

The political violence of nationalist movements is almost automatically accompanied by claims of responsibility. 'We did this to remove

your empire, and its soldiers from our land.' We are familiar with these voices, and when we are not from the relevant empires we may both understand and sympathize with them.

The political violence of secular ideological movements is also replete with words, whether these movements be fascist or anti-capitalist. They name their targets, explain why they are enemies, and glory in their successes.

Nationalist movements use violence instrumentally, to break the will of the empire that holds them. They may engage symbolic targets, but usually conduct their warfare to avoid deliberate civilian casualties, because they wish to win support for their actions in their constituencies, and externally. They try, fitfully, to fight just wars. If they don't, they erode their own support bases.

Secular ideological movements are usually weaker than nationalist movements—indeed, the weaker a nationalist movement is, the more likely it is deeply ideological. Ideological secular terrorists rarely enjoy mass, active or diffuse support—as we know from post-war Germany and Italy. They use violence symbolically—hitting centers of power to deflate and humiliate the incumbents, to show their vulnerability.

Many of you will have concluded that these suicide missions were ideological—and you may be correct. The Pentagon, the World Trade Center, and the White House—that was not hit, respectively symbolize the military, financial and executive power of the United States. But, perhaps that is not the whole story.

These acts have not been publicly justified—why not?

Is it the prudence of the organization's leaders? Is it to avoid the consequences of a U.S. and NATO 'search and destroy' mission of possibly apocalyptic proportions?

Is it to avoid antagonizing those who harbor them—to use President Bush's ambiguous phrase? These explanations have certain plausibility.

But, it is also possible that these acts have not been justified, because they are considered self-evidently right, a mass killing of personnel who man the institutions of evil—in which case these acts have been religious in character: value-rational, not instrumentally rational; the acts of holy crusaders, and not of those who negotiate, albeit with menaces.

I say this not to be provocative, but to ask you to think about how these suicide killers might

have seen their actions.

For make no mistake. This was not another Pearl Harbor—as many fools, including Dr. Kissinger, have thoughtlessly said. No plan of territorial seizure accompanies these atrocities: no government, no ambition of conquest, except perhaps moral conquest.

The people who organized these atrocities were probably motivated by the world-religion that is most secularization-resistant, and from the peoples who feel most humiliated and outraged by western power, and its leading state, the United States of America.

If this is so, it should make us think. The USA & NATO and their allies cannot sensibly go to war against Islam, or against Islamic believers, and to start to engage in public discourse of that type would simply make it more likely to lead to extensive repetitions of what has just occurred.

Having come from a part of the world that *may* just be coming out of thirty years of political violence, of a nationalist rather than of a religious character, let me suggest some things that should be thought about in three domains.

First, think about appropriate external policy. These acts were criminal: they have violated both U.S. law, and international law. The U.S. must organize with its allies to bring the perpetrators to justice—using all the savvy and skills of which America is capable.

But, think carefully before supporting large-scale retaliatory *jihad*s—recall that at least twice in recent memory the wrong locations have been hit by U.S. forces, and the wrong peoples have been aerially murdered.

I do not speak as a pacifist: I welcome an interventionist America, from the Balkans to Africa, depending, of course, upon the purposes of the interventions. But, through rage, an incensed America may act against its long-term values and interests. Killing civilians is wrong, and that applies both to terrorists and to governments—and governments are generally the biggest killers of all.

In the medium and longer term, the US must also appraise its policies in the Middle East and the Islamic worlds—these are, of course, not homogenous territories, and policy has not been homogenous or consistent. But, it must be asked why hatred of the U.S. is so fierce in these locations. It is, of course, true, that these hatreds are not spontaneous, and often have little basis in fact. They are often irrational, and the USA is scapegoated and demonized absurdly. But, U.S.

foreign policy before and after the Cold War has propped up authoritarian regimes. And it has, to the abiding humiliation of the Islamic world, supported Israel, right or wrong—and Israel is not always right.

Second, think about being normal as a way of standing up for yourself and your values. *Be normal*, as much as possible. Do not let your normal rhythms be disrupted. You are still more likely to be killed on the road, or by a fellow citizen than by externally organized paramilitaries. Keep a sense of proportion, despite the magnitude of the horrors unfolding. Don't close universities—make them places where people talk and argue about these questions; don't run extra fire-drills that drag visiting professors from their slumbers; don't encourage mass anxiety—there will be enough of it.

Third, there must be much thought about better internal prevention in the USA—preventing such things from happening, or from so easily happening again. That will involve security measures.

Your airports, domestically, are the laxest that I have experienced—that is because your decision-makers have put commerce ahead of personal security, and because they have chosen not to have rail networks that would make you less dependent upon planes. Be prepared to argue for slower planes and more trains.

Your immigration and border-controls, and internal surveillance mechanisms, must no doubt be enhanced. But, be careful; make sure that you do not suffer from the illusion of fortress America. Prevention is very difficult. And avoid antagonizing your Canadian and Mexican neighbours—who have also lost co-nationals.

Above all, ensure that your internal controls and surveillance do not lead to witch-hunts of those associated with 'harbouring' activities, or to special emergency regimes of detention. This is right, because it is right—the human rights of all should be protected. But, it is also prudent—if you make whole populations the targets of your security policies they will be less likely to co-operate with you voluntarily.

On Monday, over 99.9999 per cent of Americans of Islamic faith or of Arabic or Central Asian origin would have co-operated in reporting to the authorities anything they knew of these planned atrocities. The test of a good security policy is that they will feel exactly the same way in the future. Do not do to Muslim and Arab Americans what was done to Japanese Americans after Pearl Harbor.

Protect your human rights protections, because they are your human rights protections.

Arthur Waldron is Lauder Professor of International Relations and a member of our History Department. Professor Waldron joined Penn's faculty in 1998 after leaving the Naval War College where he was Professor of Strategy and Policy. Professor Waldron has written extensively on Chinese history and China's place in the world during the first half of the 20th century. But, he has larger interests in the subject of war and offers popular undergraduate courses in warfare and the impact of war from ancient times to the present.

Military Aspect of Terrorism

Terrorism has many aspects: it has social and political roots and connections that make it inseparable from larger problems of social equity. I could talk about all of that but my colleagues will do far better. So I will limit my own remarks to the military aspect of terrorism—that is, what kind of a use of violence is it, what are its effects, how is it to be dealt with?

Let me say that this was probably the most impressive act of terrorism in history, so far. Targets of great symbolic and practical significance were hit and destroyed, thousands of people were killed—and all of this was done in complete secrecy. Total surprise was achieved. Furthermore, the sword was borrowed. No need to smuggle explosives: these were supplied courtesy of American and United Airlines in the unparalleled precision operation of the simultaneous hijacking of four airliners—using box cutters and knives.

Most impressively, this was the work of a handful of people. Perhaps fifty at the most, I think. Had they come out and fought in conventional fashion, we would have had no need even for the U.S. Army or the National Guard. They would have been no match for the New York City Police Department.

But the terrorists this week did not accommodate us. They fought unconventionally, or asymmetrically, if you will, inflicting disproportionate damage and—as is obvious—creating a national and international effect the immense size of which is entirely disproportionate to their numbers.

And this is the first point about terrorism. It is the weapon of the few, or of the weak. It is a multiplier, a way of increasing the influence of those who resort to it, not by dint of logic or even the justice of their appeal, but by the sheer disproportionate amount of harm they cause.

It used to be that the need for secrecy and therefore to keep numbers very small limited the

military effectiveness of terrorists. All a few men could do was throw a few bombs or, if lucky, kill someone important. That was the caricature "mad bomber" of the end of the nineteenth century, when there was a wave of politically destabilizing assassinations and other terrorist acts. But if those terrorists had grown bigger—if they had tried to form a true private army—they could easily be infiltrated and dealt with.

Today, however, largely as a result of technological advances and a degree of sponsorship by a network of states, terrorists have far more resources. They have easy access to explosive such as Semtex, invented in Czechoslovakia during the period of Soviet occupation, and almost impossible to detect. Even a semi-competent amateur drug chemist can easily produce toxins such as Sarin and Ricin, which can kill thousands—released, for example, into a subway. They have far more money than ever before, from oil and narcotics and friendly governments, and a whole series of states within which they can move without being challenged. Some have anti-aircraft missiles. Ballistic missiles and weapons of mass destruction, not just nuclear weapons but things like anthrax bacilli, are next. I suspect many of you here today will, in the course of your lives, witness far more horrible acts of destruction even than those we saw on Tuesday.

Now if this is perhaps the most impressive act of terrorism in history so far, it is also perhaps the most catastrophic American intelligence failures since Pearl Harbor. How was it we had no clue what was about to hit us? For the best way to stop terrorism is not through security measures, identity screening, posting of guards, etc. It is by intelligence and advanced warning, "foreknowledge" as the great Chinese strategist Sun Zi wrote:

Now the reason the enlightened prince and the wise general conquer the enemy whenever they move and their achievements surpass those of ordinary men is foreknowledge. What is called foreknowledge cannot be elicited from spirits, nor from gods, nor by analogy with past events, nor from calculations. It must be obtained from men who know the enemy situation. [*Art of War*, tr. Griffith, XIII.3-4].

That is to say, you need men on the spot, infiltrators, spies. And here we are woefully inadequate. Listen to these remarks by one intelligence specialist:

The CIA probably doesn't have a single truly qualified Arabic-speaking officer of Middle Eastern background who can play a believable Muslim fundamentalist who would

volunteer to spend years of his life with shitty food and no women in the mountains of Afghanistan. For Christ's sake, most case officers live in the suburbs of Virginia. We don't do that kind of thing. [Reuel Marc Gerecht, a former senior Near East Division operative, quoted in the *Financial Times*, 12 September, 2001, p. 14]

I had the honor last year and earlier this year of serving as a member of the top secret investigative commission led by General Tilelli, former Army Commander in Korea, and established by the Director of Central Intelligence, George Tenet at Congressional insistence, to review the CIA's work on China. We could look at anything we wanted and more or less roam at will—and although the report remains Top Secret, press reports suggest that it was very negative and unfavorable to the Agency.

Obviously, I can't comment on that but I do believe that our intelligence agencies have two problems, neither of which is directly budget related. The first is a preference for technical means—i.e. satellites, communications monitoring, and so forth, which produces vast amounts of material. The second is a failure sufficiently to emphasize “humint”—human intelligence—which, as Sun Zi correctly observes, is the only way to judge your adversary's intent.

If I were president right now, I would immediately replace the current Director of Central Intelligence with someone equipped to do at the Agency what Mr. Rumsfeld is attempting at the Pentagon: namely, a long overdue housecleaning, from top to bottom. In particular I would emphasize the need for brainpower, rather than manpower alone, and attempt to revive the Directorate of Operations.

That said, what do we do?

The temptation is to do *something*: as they say, to “take the gloves off.” But no such option exists and attempts to do so will only make things worse. Here I would point out the predicament of the Israelis, who today face a military threat unlike any they have faced before and for which, quite frankly, they are at a loss for a military solution. The reason, of course, is that there is no purely military solution, as some imagined in the heady days just after the Six Day War. But by the same token, any solution will also have a military component.

We don't need what we call a “firepower demonstration” in which it is shown that advanced aircraft and missiles in large quantities can, if fact, utterly to obliterate some wretched shepherd's hut in the mountains of Afghanistan, or kill thousands of mountain goats, or worse still, thousands of innocent civilians.

Nor do we need to appoint a “terrorism tsar” and engage in a lot of empty talk.

Here is what we need to do, and I think Undersecretary of Defense Paul Wolfowitz cap-

tured it today when he spoke of the need for a “sustained campaign.”

First, we have to reconstruct the operation that hit us with such devastating impact. We have to determine exactly how it was carried out and by whom, and what we did wrong to allow it to happen.

Then we have to go to our allies and not-so-allies and talk about joint action. The most important thing I learned in my seven years at the Naval War College was that alliances, even more than technology, are the key to success in warfare. That means working closely with the British, the French—who will sympathize, I think, because a few years ago the Algerian extremists had a plan to hijack a plane and take out the Eiffel Tower—and the other Europeans, but also the Indians, and the Russians and the Chinese, who will want to horse trade over Chechnya and Xinjiang, where they are busy killing their own Muslims in the name of combating terrorism. And of course the Pakistanis, who are key. I was greatly encouraged to hear on the radio, just before coming over here, that Secretary Powell is already in touch with them. We have to make clear that this is a war on extremists and terrorists, and not on Muslims. If it turns into the second, then we will have lost it before we have even begun.

Finally, once we have unraveled the whole thing, we eliminate the terrorist network root and branch, and kill the people responsible for the murder of innocent Americans.

Some quail at the thought of actually killing terrorists. I was once told about the briefing of Warren Christopher before the ill fated Desert One attempt, in the Carter Administration, to rescue our hostages from Iran. There will be sentries, the briefer told Mr. Christopher, and we will neutralize them. “You mean you will shoot them?” asked Mr. Christopher. “Yes,” came the answer. “You mean in the knees or something, you won't kill them of course.” Mr. Christopher responded. The briefer nearly fainted. The fact is that in war, and in particular in an operation as delicate as Desert One was (which failed) lethal force is essential.

Under our law, terrorism is seen as a kind of homicide, so once they are caught, terrorists go to jail. But it is not a type of homicide, it is a variety of war and should be treated as such. Certainly we must make efforts of every kind to create a world in which no one will be driven to such desperation as to become a terrorist or a suicide bomber. That is part of the solution, no doubt. But so, unfortunately, is bloodshed part of the solution.

Let me quote Clausewitz:

We are not interested in generals who win victories without bloodshed. The fact that slaughter is a horrifying spectacle must make us take war more seriously, but not provide an

excuse for gradually blunting our swords in the name of humanity. Sooner or later someone will come along with a sharp sword and hack off our arms. (*On War*, tr. Howard and Paret, p. 260)

That is the reality. But lethal force is a very volatile quantity in international relations, to be used with care and precision.

Let me conclude with the following. Above all it will be up to you in the audience to solve this problem. You hear about war from the old, like me, and from the genuinely elderly, the veterans of World War II. But remember that when those men saved our country, they were young. Think of *Saving Private Ryan*. Those soldiers were your age or younger and many of them never had the opportunity to grow old. Ours is a deeply flawed and imperfect country, but it is also the freest and most accepting society I know of. But it can never be taken for granted. It was not somehow put here by the ancestors, permanently, for our benefit. It survives only because generation after generation of young Americans have, at some point, understood the stakes—in the Civil War, in World War II, and renewed our civic bonds with their own firm commitments. This is not someone else's country, it is our country, it is your country. With the events of Tuesday my feeling is that your turn is now at hand. Today, I think, you who are undergraduates now are beginning for the first time to feel that responsibility—to keep America free, and democratic, and sovereign—descending on to your shoulders. It is an awesome and sacred burden. But I have no doubt that you will rise to the occasion. I wish you all well.

Seth Kreimer is a Professor in the Law School who is an expert on constitutional law and civil liberties and individual rights. He is a member of the Board of the American Civil Liberties Union and consults for organizations such as the Lawyers Committee for Civil Rights under Law, the Mayor's Committee on the Homeless, the Juvenile Law Center and the Women's Law Project. Professor Kreimer is the winner of numerous teaching awards including the Lindback Award for Distinguished Teaching at Penn.

Protecting Liberty

Friends, we come together at a time when our society has been horrified by an attack on the United States, unprecedented in my lifetime, almost unprecedented in our history. America has been wounded; we mourn, we rage, we demand a response. I have no doubt that our response will and should come, and when it comes it will and should be forceful, sustained and effective.

My hope in these minutes is to raise with you the concern, rooted both in my commitment to our constitutional values and in my study of our constitutional history that America's defense

should not come at the cost of the very ideals that make it worth defending. Let me briefly address three sets of concerns arising out of our commitments to equality, to liberty and to individual dignity.

America is a nation of immigrants, and a nation as Lincoln said, "dedicated to the proposition that all are created equal." Yet in time of war there is a temptation to forget this dedication. When the enemy is faceless, we are tempted to see the enemy's face in those who resemble him. It is alluring to group people, to say there is no time to deal with them as individuals and to condemn them wholesale. Those who perpetrated the barbarities of September 11 made no nice distinctions among their victims; it is inviting to say that in time of war we should make no nice distinctions either. And, there is another often subconscious dynamic: when our anger demands vengeance it is tempting to take that vengeance vicariously on those who resemble the perpetrators.

Sadly, America has been down this road before. In the months after the attack on Pearl Harbor, impelled by fear of imminent invasion and anger at barbarous attack and the belief that there was no time to make nice distinctions the American military rounded up 120,000 Americans of Japanese origin and imprisoned them in internment camps. The claim, accepted by the Supreme Court in *Korematsu v. US* (1945) was that by virtue of their ethnic origin, the military could predict that some of these Americans were likely to pose a danger of disloyal action and that "under conditions of modern warfare when our shores are threatened by hostile forces, the power to protect must be commensurate with the threatened danger." Yet even at the time, there was a sense by some that our freedom had been overwhelmed by our fear; as Justice Murphy's dissent pointed out, the official report justifying the detention announced in part that "The very fact that no sabotage has taken place to date is a disturbing and confirming indication that such action will be taken." That sort of logic persuaded Justice Murphy that the military had gone "over the brink of constitutional power and into the ugly abyss of racism". Time has vindicated Justice Murphy; in 1988 Congress passed a statute officially apologizing to the survivors of the internment and awarding them reparations.

There is reason to hope that we will not need to apologize for our behavior in today's crisis; for we are a more tolerant society and truer to our ideals of equality than we were in 1942. Our allegiance to the obligation to treat each individual with equal respect, to reject the imposition of ethnic stereotypes is announced by attacks on racial profiling from the left and by attacks on racial preferences from the right. Those announcements provide guidance when

we are tempted to turn on our fellow Americans, to bar them from jobs or public transportation or free movement for reasons of "security." So on this front I am hopeful.

America is also a nation as Lincoln said "conceived in liberty". Freedom to differ, freedom to criticize, freedom to call the government to account has stood at the root of our self-conception. Yet in time of war, it is all too easy to equate difference with disloyalty, to sacrifice dissent and free information on the altar of military necessity. We have already heard calls to curtail the flow of information to the public on pain of criminal prosecution, and we will doubtless hear suggestions that those who associate with critics or dissidents should be shamed or shunned or surveilled or controlled. The difficulty, as Justice Powell observed during the Vietnam war is the "tendency of government—however benevolent and benign its motives—to view with suspicion those who most fervently dispute its policies." We cannot always rely on the courts to save us from ourselves in this regard. During the Civil War, Americans were imprisoned without trial for criticizing military strategy; during World War I Americans were prosecuted for questioning the motives of their leadership or the legitimacy of the draft; during the Cold War and McCarthyism, Americans were denied employment because of their associations and investigated for their beliefs.

Yet here, too we may have advanced as society, for we are more open and have more faith in our resilience than we did a century ago. And, amid the judicial failures in war time, we also have landmarks that guide us to our principles. In 1943, in the midst of America's struggle for survival in World War II, the West Virginia Board of Education demanded that every child begin the day with a flag salute. When the Barnette family out of their principles as Jehovah's Witnesses refused they found themselves haled into court, in a case that ultimately reached the Supreme Court of the United States. Justice Robert Jackson, the former Attorney General, acknowledged the importance of patriotism in time of war, but held for the Barnettes. His words are worth recalling. He said:

There is no mysticism in the American concept of the State or of the nature or origin of its authority. We set up government by consent of the governed, and the Bill of Rights denies those in power any legal opportunity to coerce that consent. Authority here is to be controlled by public opinion, not public opinion by authority.

The case is made difficult not because the principles of its decision are obscure but because the flag involved is our own. Nevertheless, we apply the limitations of the Constitution with no fear that freedom to be intellectually and spiritually diverse or even contrary will disintegrate the social organization. When they are so

harmless to others or to the State as those we deal with here, the price is not too great. But freedom to differ is not limited to things that do not matter much. That would be a mere shadow of freedom. The test of its substance is the right to differ as to things that touch the heart of the existing order.

If there is any fixed star in our constitutional constellation, it is that no official, high or petty, can prescribe what shall be orthodox in politics, nationalism, religion.... If there are any circumstances which permit an exception, they do not now occur to us.

The temptations to curtail the freedom of speech and association that makes democracy work in the coming days will not come from ignoble motives. They will come from fear and a properly high concern for the safety and future of our country.

But good motives are not enough, and there is reason to hope that we will remember Justice Robert Jackson rather than Senator Joseph McCarthy. In the modern era, our regard for freedom to differ has protected protesters who burn the American flag, notwithstanding the costs to patriotism just as it has protected Boy Scouts who exclude gay leaders notwithstanding the costs to equality. We have sustained these costs and grown as a society; when we are asked to trade liberties of speech and association for the perceived necessities of the coming days I am optimistic that we will remember that we *can* sustain costs in order to retain our freedom.

Finally, let me say a word about privacy. Seventy years ago, in the midst of Prohibition, American authorities struggled against what was perceived as a widespread, covert and insidious evil: the illegal sale of liquor. In response, they deployed what was then a modern investigative technique: the wiretap. Justice Louis Brandeis—dissenting at the time—did not dispute the proposition that the wiretaps were effective, he raised questions however about the degree to which America's constitutional order permitted them to be deployed without judicial oversight. As he put the matter,

The makers of our Constitution....recognized the significance of man's spiritual nature, of his feelings and of his intellect. They knew that only a part of the pain, pleasure and satisfactions of life are to be found in material things. They sought to protect Americans in their beliefs, their thoughts, their emotions and their sensations. They conferred, as against the Government, the right to be let alone—the most comprehensive of rights and the right most valued by civilized men. Experience should teach us to be most on our guard to protect liberty when the Government's purposes are beneficent. Men born to freedom are naturally alert to repel invasion of their liberty by evil-minded rulers. The greatest dangers to liberty lurk in insidious encroachment by men of zeal, well-meaning but without understanding.

Today, the threats with which we struggle make the dangers of the speakeasy or gin mill quaint, and Justice Brandeis' choice seems in retrospect an easy one. By contrast, the dangers we face from terrorism go to the root of civilized society. If we cannot go to work without fear of fire from the sky, our right "to be let alone" will be of little value. Yet the investigative resources at the disposal of the government today dwarf the capacities of the government in Justice Brandeis' time, and it seems to me that we must take care with the structures we put in place in response to this crisis, for we will live with them for years into the future. Whatever sacrifices we make must be measured ones, and as Justice Powell put it in rejecting the claim of President Nixon for an uncontrolled right to wiretap in the interests of national security "the price of unlawful public dissent must not be a dread of subjection to unchecked surveillance."

We have been attacked and that attack has been made easier by the openness of our society; we have been put in fear and that fear is more difficult to dispel because of our idealism. But that openness and that idealism are the basis of our strength and our hope; we must not purchase today's peace of mind by abandoning the liberty of our future.

Ian Lustick is Merriam Term Professor of Political Science at Penn and a key figure in Penn's Asch Center for the study of ethnopoliitical conflict. His expertise lies in comparative politics, international politics, organizational theory, the expansion and contraction of states, and Middle East affairs. His present research focuses on the future of Jerusalem and great power rivalries in the Middle East. Professor Lustick is the recipient of many fellowship awards, has held leadership positions both in the School of Arts and Sciences and professional organizations, and is currently a member of the Council on Foreign Relations.

Dispelling Misconceptions

The function of professional intellectuals, in a free society, is to stand with that society and yet also always, even when it is uncomfortable, to apply critical faculties to popular notions.

I want to talk briefly about several such notions:

First, I do identify with one popular notion: It was Osama bin Laden's groups.

Quoting one head of German intelligence: The type of motivation, the choice of targets, the military approach, the apparent motive, the professional preparation, the extent of financial resources involved and the repeat attacks indicate that the culprits can be found in the entourage of Osama bin Laden. (Frank-Walter Steinmeier)

Four Popular Misconceptions: That this has to do directly with Israel and the Palestinians.

Those who destroyed the twin towers in New York or blow up train stations and pizza parlors in Israel do not do so because of specific outrages or policy mistakes by the American or the Israeli government. Personal history or deep emotional or ideological reasons drove them to do such things regardless of particular circumstances. What can inhibit them, however, is the presence of real hope for the future by masses of ordinary people, a condition which they can imagine would lead the masses to reject them and their acts of terrorism, rather than celebrate their martyrdom.

On the one hand, while there is no question that U.S. ties to Israel, including Washington's failure to distance itself from the aggravating anti-Palestinian policies of the Israeli government, is the single biggest red-flag for Muslims and the single most useful wedge issue for the wild Islamists in their appeals to the masses. But I believe this particular attack and its timing is related more to events in Afghanistan and the Muslim world as a whole than in Israel or Palestine.

Let me suggest one possibility.

Ahmed Shah Massoud was defense minister in the previous Afghan government—a brilliant and charismatic commander who has led the Northern Alliance opposition to the Taliban. The Northern Alliance controls between 5 and 30% of Afghanistan. In the spring he conducted a very successful tour of Europe and received great support from European countries and the EU. He was planning to visit the United States. On Sunday he was the victim of two Arab suicide bombers. It appears he was killed. I see this as a contract hit by bin Laden for a Taliban government that feared Massoud and who will protect bin Laden—protection he knew he would need to survive the repercussions of the spectacular acts of terrorism his operatives have been planning against American targets here and in Europe.

That actions by some give evidence about all.

African Americans cheering, looting, and murdering while Los Angeles neighborhoods burn tell us *nothing* about tens of millions of African Americans struggling to build an America of justice, freedom, and equality.

Some young Palestinians dancing and enjoying "sweets from bin Laden" tell us *nothing* about the heartfelt sorrow and shock of Beit Sahour, ordinary Palestinians, or even Arafat himself (giving blood).

25 Muslim fundamentalist killers tell us *nothing* about Muslim children in an Australian bus under attack or about millions of Muslim and Arab Americans.

Jewish settlers with yarmulkes and Israeli

soldiers bulldozing Palestinian homes tell us *nothing* about masses of Israeli and other Jews yearning for a just, secure, and fair peace in the Middle East.

That we have had a massive intelligence failure caused by the abandonment of HUMINT.

Virtually impossible to infiltrate these organizations. We must rely heavily on electronic and other remote means, but what can and must change is the relationship between the externally directed reconnaissance apparatus in the CIA, DIA, and NSA, and the internally directed law enforcement apparatus: FBI. Absence of arrests and action following information from Ahmed Ressam in U.S. compared to Europe strongly suggests that organizational rivalries combined with understandable concerns about civil liberties are interfering with the effective coordination of our own capabilities.

Also, our indulgence in the dreams of complete immunity, old thinking about threats ICBM threats, spending hundreds of billions on bizarre schemes of unworkable missile defense, and wasting comparable resources on the so-called war on drugs, have distracted our leaders from the new, distributed, low intensity, but fundamentally dangerous threats we really face in our post-cold war globalizing shrunken world. Sam Nunn and others have warned repeatedly of this kind of threat.

Final popular and wrong belief: That this is the result of a blind irrational force of evil and not in part a consequence of our own behavior and status.

Many of the terrorists associated with bin Laden, and the whole arrangement of well-funded, dispersed, autonomous, extremely well trained, confident, and fanatical cells he has created, originated with our "brilliant" adventure in Afghanistan using Saudi money, Pakistani bases, and Islamic fundamentalist martyrs to fight the Soviets. Algerians, Egyptians, Tunisians, Muslims from everywhere came to Afghanistan to train with our weapons under the tutelage of bin Laden and others like him.

This is indeed a small world, a delicate world. We're the rich and visible elephant within it. We're so big that when we move, even when we don't move, we affect others, but we also massively affect the world we live in as well. In our Rambo like adventure in Afghanistan, in our callous attitude toward the slaughter of Muslims in Algeria, as in Vietnam, and elsewhere, we sowed the wind, and we are reaping the whirlwind.

In this war, and I agree this is a war, we must do all we can to be sure that our sword is sharp and wielded smartly, not broad and wielded furiously. We need to fight so as to plant the seeds of justice, equity, mutual recognition, and peace, not causeless hatred and an arrogance of temporary power.

Robert Vitalis is Associate Professor in the Political Science Department and Director of the Middle East Center. He joined Penn's faculty in 1999 and has become a popular teacher of courses on modern Middle East politics and American foreign affairs. Professor Vitalis' research interests lie in political economic developments in the Middle East and the impact of race relations on the formulation of foreign policy.

Analytical Distance

This University is a great place. It allows me to do this thing. I'm having a disconnect in all the conversations about America and its greatness. I believe and feel the things that you feel today. The disconnect is this: that this University allows me to tell you something that most Saudis don't know about their own history that I want to tell you about and that most Americans won't recognize about their own history. This is why I'm kind of dismayed sometimes by what I've been hearing in the past few days in discussions about Osama bin Laden.

I'm writing a book about it that I call *America's Kingdom*, about the early days of the United States and Saudi Arabia and it was in those moments when Osama bin Laden's father was first coming up out of an impoverished existence that I'm interested in. It's at those moments when America ruled a place called Saudi Arabia, more or less. It was the days when the first King of Saudi Arabia told the Americans, your people treat my people worse than we treat dogs in this country. That was the same year that the American ambassador to Saudi Arabia wrote in his last dispatch back to Washington about how he couldn't decide whether to consider Saudis dogs or children. This was a tricky one in terms of their psyches. But it was also about a king that Harry Truman said "with a few million dollars we can do whatever we want with."

It's that moment long ago in Saudi Arabia in a place where Americans would not let Saudis sit on their own soil, where Americans were living and told them they had to use bathrooms that were for Saudis alone, could not use water fountains that Americans drank from and would not have the same rights, would not get the same benefits. It's that moment that I'm writing about and those are the distant origins of this place, I guess, the United States; and it's place in the world, that we forget when we talk about how great it is at any moment or what its values are or how it's constantly climbing up the ladder to greater and greater equality and freedom, etc., or those values that are most important. Because many, many other people know a different story about this state. And the University lets me say, lets me think about that. There are very few other spaces where I could think about that. The Saudis won't allow me to say it. The oil from the Saudis keeps me out of the country because I'm saying it. Why? Because that's a kingdom today to quote the *Washington Post* "that runs a medieval

torture regime shrouded in feudal secrecy." And yet it is our closest ally in the region besides Israel and we've been very close to for forty years.

I love this country. In the past few days we've all been defining ourselves as part of a country. I feel connected to you guys in a way that I hadn't been before. But then a week ago I was telling at least some of you, you and I are a community here at the University. There are these two communities that I'm kind of in love with right now—the country and the University—and there's a tension between those two communities, in some sense. It seems to me the University requires us, forces us, obliges us, to step back from the discussions that go on as a nation, the patriotism, the revenge, the hatred, the passions, and try to get some analytical distance to think this through. And the University requires us to do that and it tries to make it safe to do so. It's important to make it safe to do so, particularly at moments like this, because it's at moments like this these things that I'm saying now could prove costly. And other moments when there are possibilities for war—or possibilities of violence or of the intervention—that people saying that I'm talking about today would get them into trouble. So I respect that about the University. Use this argument that I'm making about requiring you to get some analytical distance on the past few days to embrace what the University is, that would do that because it's also a coping strategy. It's been a coping strategy for me for the last few days to just step back and think about it or to say I'm going to think analytically for a second, not like a pundit, not like someone calling for I'm ready to decide who gets to die tomorrow and we'll figure out later what country it's going to be.

There's another important thing about this moment. See how you felt for the past few days? Now it's hit you. How you've seen everyone just going crazy. I've been sitting crying listening to the stories about a son calling up their mother at the last minute on a plane and sort of saying I love you very much. You know how bad you felt at that moment? You know how angry you feel now? There is the beginning of wisdom. Take that understanding that you yourselves are experiencing now because you get the chance, it seems to me for the first time in a long time, if you care to use it, to think about how other people are feeling about this country in the course of a long war it has waged with many, many people. Reasonably or not, their conceptions of that is right or not—it's direct rule or not, whatever stereotypes they also exercise—they feel that anger and rage because they know people who have died. They have relatives who have died, people who know people or imagine they do or construct stories about the wars waged upon them by the state that we celebrate, sometimes as the single remaining super-power, the beacon of light—those are the stories they construct about us and its that rage that they feel that lead to events like this at least in part.

I'm agreeing with all my colleagues, but it's

worth repeating, these are not crazy people. They are people like me and you. Here's why, and this is true, and I've got a dumb way of thinking about it. I don't know what you guys have been doing, the new *Buffy's* not on yet, at any rate, right? *The Sopranos* are not on, I don't know if you have HBO in your dorms yet, but HBO just started running a new series *Band of Brothers*, a ten part series about WWII. If you don't get HBO, run with this example: *Saving Private Ryan*. Here's the point about *Band of Brothers* and *Saving Private Ryan*: in some sense they tried to de-romanticize the process of warfare. If you remember *Saving Private Ryan*, all these guys that you were starting to love really early in the movie, what happens? First invasion a lot of people get killed really quickly. The HBO series, during the first two hours, about one hour forty-five minutes is showing you these eight or ten guys going through seven or nine months of basic training in order to be able to make them do the things that they were about to do. It's to go fight in the war, part of the invasion of Normandy. They had to be turned into machines to carry out this process because they are ordinary people and they had to be convinced in order to do this thing.

Now we call one set of folks suicide bombers, crazies and terrorists. These folks understood, as they were about to parachute down into Normandy, that there was a very, very good chance that they were going to die as a part of this process. And we don't call them crazy, understanding that they are probably going to die in defense of some project or other—we call them heroes, or patriots and I don't think there's any difference in the sense of the psyches of the folks who are doing the acts that we witnessed in the past few days. They have a project; they've been trained to do it; there might be a hope against hope of surviving but they understand that they are doing it for some other greater good.

I'll finally give you one more point and maybe this is going to be the hardest one because I thought of it this morning as I was walked in on the campus and I saw the editorial in the *Daily Pennsylvanian*, that led me to make the following call: that we exercise a little humility right now at this key moment. Just be a little quiet and think through what we're claiming. Take that analytical distance again. Do we really believe that this is the worst tragedy in the nation's history? By rewriting the past that way, you do some great injustices I think. I want people to think hard about that instead of reaching for what seems the fastest thing that they can think of. Do we really think that the rest of the world is suffering like the Penn campus from the terrible calamity? I don't know what it means to claim the rest of the world is doing something else. But if we had to be a little analytical about it, I would guess that that is not a true statement. That is very, very far from true about the world at-large. So again, the analytical distance, the humility, the stopping and thinking and we'll do the right thing at this moment.

Quality of Worklife Workshops

Human Resources is pleased to offer workshops for the fall semester on topics related to dependent care issues and emotional well-being. For a complete listing of these workshops and instructions on how to register on-line go to www.hr.upenn.edu/quality/workshop.asp.

These hour-long workshops (with an optional hour following the presentation for discussions and role-play) are presented by experts from Ceridian Performance Partners, our LifeBalance provider, and PENN-Friends, our Employee Assistance Program.

September 20, 11:30 a.m.-1 p.m., *Dealing With Uncertainty*, Room 311, Houston Hall

Oct. 4, 11:30 a.m.-1 p.m., *Where Will My Older Relative Live?*, Room 311, Houston Hall

Oct. 18, 11:30 a.m.-1 p.m., *Handling the Job of Customer Service*, Room 223, Houston Hall

Nov. 1, 11:30 a.m.-1 p.m., *The Nuts and Bolts of Choosing Child Care*, Room 223, Houston Hall

Nov. 15, 11:30 a.m.-1 p.m., *Beating the Winter Blues*, Room 223, Houston Hall,

Questions? Contact Orna Rosenthal at (215) 898-5116 or rosenthal@hr.upenn.edu. Please feel free to bring a brown bag lunch to these sessions.

—Division of Human Resources

Regulatory Affairs Moves

The Office of Regulatory Affairs is moving on October 5. We are the Institutional Review Board for the University of Pennsylvania, the University of Pennsylvania Hospital, the Veterinary School, Presbyterian Hospital, Pennsylvania Hospital etc. We will be moving to:

Mezzanine Level, Mellon Bank Building
133 S. 36th Street
Philadelphia, PA 19104-3246

—Office of Regulatory Affairs

Careers in Academe: September 25, October 16

To register for the Thirteenth Annual Academic Career Conference, co-sponsored by Career Services and the Deputy Provost, send an e-mail message to vick@pobox.upenn.edu or call (215) 898-7530.

Going on the Academic Job Market

September 25, Terrace Room, Logan Hall

4-5:15 p.m. *Interviewing for Academic Jobs: What to Expect*; Emily Steiner, assistant professor of English; Doris Wagner, assistant professor of biology.

5:15-6:30 p.m. *The Academic Job Search: Hiring from the Search Committee's Perspective*; Ralph Breck Taylor, professor and department chair, criminal justice, Temple; Bernard Mangiaracina, chair of Humanities Division, Montgomery County Community College; Nancy Bonini, professor of biology.

The Insiders' Guide to Graduate Education at Penn: A Program for First- and Second-Year Ph.D. Students

October 16, Ben Franklin Room, Houston Hall

4-5:30 p.m. *What you and your department can expect from each other*; Peter Conn, Deputy Provost; advanced doctoral students/recent Ph.D.'s, including Michelle Karnes, English, Becky Gusic, bioengineering, Louise Woodstock, communications and Benjamin Todd, Classical studies, moderated by Conn, will give first-hand advice.

There will be two more sessions of the conference during the spring semester.

9th Annual Penn Family Day: Saturday October 20

The President, Provost and Executive Vice President invite all Penn faculty and staff, their family and friends to come enjoy food, fun, football and University Museum family activities at the ninth annual Penn Family Day, which will be held on Saturday, October 20, 2001. Complimentary parking will be available at the 34th & Chestnut Streets garage with Penn ID.

Tickets are required for the picnic and the football game.

Prior to October 11: return the ticket request form, found in the upcoming brochure or on the web at www.hr.upenn.edu/quality/staffrecognition/familyday.asp, to the Penn Athletic Ticket Office (Weightman Hall/6322) and the tickets will be mailed to your campus address. Tickets may also be picked up in person at Weightman Hall.

After October 11: late orders will be held at Franklin Field on Saturday, October 20.

The schedule is as follows:

11 a.m.: Tailgate Party and Fun at Franklin Field

north side, between the Stadium and tennis courts (tickets required)

- Free for faculty, staff, family and friends
- **Menu:** Grilled Chicken or Veggie Wrap, Pasta Salad, Fruit Salad, Cookie, Assorted Beverages
- **Optional children's lunch:** cheese, peanut butter & jelly, crackers, raisins, fruit, cookies and juice
- **Entertainment:** Penn Marching Band, Penn Cheerleaders, Face Painting, Inflatable Moon Bounce-Slide, Basketball Toss and Balloon Clown

noon: Penn vs. Yale Football Game

on Franklin Field, 33rd & Spruce (tickets required)

- Free for faculty and staff
- \$2 each for family and friends.

11 a.m.-4 p.m.: Activities at the University Museum

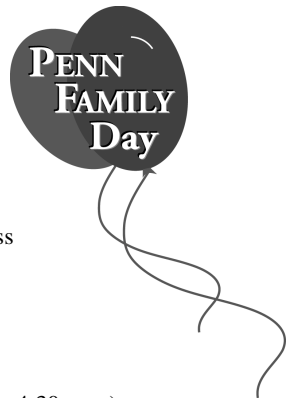
University of Pennsylvania Museum, 34th and Spruce (open 10 a.m.-4:30 p.m.)

- Free with PENNcard for faculty and staff, and their family and friends (No advance ticket is required)

Modern Mongolia: Reclaiming Genghis Khan

Join in the Festivities

- New Exhibition with materials and archival photos from the National Museum of Mongolian History
- Mongolian music and performances
- Arts and crafts
- Special children's activities



TransCoop Program 2002

Within the framework of the TransCoop Program, the Alexander von Humboldt Foundation provides funds for cooperative research between German, U.S., and/or Canadian scholars in the fields of the humanities, social sciences, economics, and law. The funds are supplied by the German Federal Ministry of Education and Research. The maximum duration of sponsorship for a TransCoop project is three years.

The TransCoop Program offers opportunities to researchers from universities and other research institutions in all three countries. Priority is given to new research initiatives central to the disciplines cited above. However, joint projects may also address topics from within the natural sciences, including engineering and life sciences, which are closely related to the humanities or social sciences.

The amount of funding is variable and may be used for:

- Short-term research visits at the partner's institute for up to three months per year
- Travel expenses
- Conference organization (maximum 20% of total)

- Material and equipment
- Printing costs
- Staff costs for research assistants working on the cooperative project, e.g. collecting and analysing data (maximum 20 % of total)

Grant Procedure: Applications for 2002 should be submitted jointly by at least one German and one U.S. and/or Canadian scholar and should be signed by at least two partners. The partners should have completed their doctoral degrees and should have conducted post-doctoral research.

The program selection committee chooses the proposals to be funded based on the following criteria:

- the originality of the research project—the academic qualifications of the applicants—the project's potential for strengthening transatlantic cooperation

Decisions are based solely on scholarly merit as documented in the application. The application deadline is *October 31, 2001*.

Application forms may be obtained from the AvH or may be downloaded from the website: www.humboldt-foundation.de. For further questions, contact Johannes Belz or Christine May (Tel: 0228/833-137, e-mail: my@avh.de).

Penn Leuven Exchange

Applications are invited from all Penn faculty interested in participating in Penn's exchange with the Katholieke Universiteit Leuven (K.U.Leuven) in Belgium. For more information see 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 2002 short-term and fall 2002 semester-long faculty exchanges is *Monday, October 15, 2001*. 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.

—Dr. Joyce M. Randolph, Executive Director, Office of International Programs (OIP)

Update

SEPTEMBER AT PENN

MUSIC

23 *Long Live Fairie Oriana: English Sing Tribute to Queen Elizabeth I*; Diana Barnhart, soprano; Jeff Nations, piano; 3 p.m.; Philadelphia Cathedral Chapel; \$10/\$8-students and seniors; info.: (215) 386-0234 (Philadelphia Cathedral).

READING

25 *Reading, Discussion and Reception with Max Apple*; author of *The Oranging of America* and *Others Stories* as well as peices for *Esquire* and the *New York Times*; 8 p.m.; Kelly Writers House (Kelly Writers House).

SPECIAL EVENT

25 *Reception for artist Jerry Di Falco*; painter who works in oil, watercolor and acrylic; 6-7:45 p.m.; Kelly Writers House (Kelly Writers House)

TALKS


19 *The Use of SIV/HIV Chimeric Viruses in Studies of Lentiviruses Pathogenesis*; Susan Ross, microbiology; noon; Auditorium, CRB (Microbiology).

25 *Time Felt, Time Understood: A guide for the Perplexed*; J.T. Fraser, founder of the International Society for the Study of Time; 5:30 p.m.; room 200, College Hall (Penn Humanities Forum).

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 16*. See www.upenn.edu/almanac/calendar/caldead.html.

Help Wanted: Work-Study Students

Positions available at *Almanac*. Duties include desktop publishing, web design and maintenance, proofreading, research. Send e-mail to morrisma@pobox.upenn.edu.



Are you responsible for some of the 118,000 hits to *Almanac*'s website last week? **Get on board Express Almanac:** 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.

CLASSIFIEDS—PERSONAL

FOR RENT

For rent in Cape May, N. J. **4 bedroom** historic home. Discounted September rates. \$975/week. Please call (215) 572-1140.

THERAPY

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

Almanac is not responsible for contents of classified ad material.

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 3 through September 9, 2001**. Also reported were **25 Crimes Against Property: (including 18 thefts, 1 retail theft, 4 burglaries and 2 vandalism)**. Full reports on the Web (www.upenn.edu/almanac/v48/n04/crimes.html). Prior weeks' reports are also on-line.—Ed.

This summary is prepared by the Division of Public Safety and in cludes all criminal incidents reported and made known to the University Police Department between the dates of **September 3 and September 9, 2001**. 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.

09/03/01	4:34 PM	100 S 42nd St.	Complainant robbed by unknown male
09/04/01	6:42 AM	3700 Sansom St.	Property taken from construction site
09/04/01	9:59 PM	3601 Walnut St.	Suspect took books/attempted to return same for payment/Arrest
09/05/01	1:41 PM	100 S 36th St.	Complainant receiving unwanted calls
09/06/01	12:13 PM	3620 Hamilton Wk.	Unauthorized charges made on credit card
09/06/01	2:05 PM	4105 Walnut St.	Complainant struck in jaw/Arrest
09/06/01	2:21 PM	4103 Walnut St.	Door forced open and property taken
09/06/01	6:30 PM	4103 Walnut St.	Residence entered/property taken
09/06/01	9:30 PM	3700 Spruce St.	Male sleeping on bench/Wanted on warrant/Arrest
09/07/01	1:53 PM	3809 Locust Walk	Various items taken from residence
09/07/01	6:55 PM	3131 Walnut St.	Male lying on ground with empty liquor bottle/Arrest
09/08/01	8:15 AM	3820 Locust Walk	Vehicle damaged while parked
09/08/01	10:02 PM	4200 blk. Locust	Complainant robbed by unknown male
09/08/01	11:58 PM	300 blk. S 41st St.	Male running across vehicles/Arrest
09/08/01	12:19 AM	3680 Walnut St.	Unauthorized male in building/Arrest
09/09/01	3:01 AM	41st/Sansom Sts.	Male urinating in public/Cited
09/09/01	10:22 PM	3800 Ludlow St.	Unknown male attempted to rob complainant

18th District Report

10 incidents and 4 arrests (including 4 robberies, 4 aggravated assaults and 2 rapes) were reported between **September 3 and September 9, 2001** by the 18th District covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

09/03/01	4:30 PM	100 42nd St.	Robbery
09/06/01	4:00 PM	4103 Walnut	Aggravated Assault/Arrest
09/07/01	5:50 AM	543 49th St	Aggravated Assault/Arrest
09/07/01	5:50 AM	543 49th St.	Aggravated Assault/Arrest
09/07/01	9:00 AM	4800 Spruce	Rape/Arrest
09/08/01	7:45 PM	3400 Civic Ctr.	Rape
09/09/01	1:19 AM	4901 Baltimore	Aggravated Assault/Arrest
09/09/01	10:00 PM	4200 Locust	Robbery
09/09/01	12:49 AM	100 42nd St.	Robbery
09/09/01	10:42 PM	3800 Ludlow	Robbery

CLASSIFIEDS—UNIVERSITY

RESEARCH

If you have **hypertension** or hypertension plus stable Type 2 diabetes, please call to learn about exciting upcoming research trials. Most visits take place in the morning. Renumeration varies per study. For information, call Virginia Ford @ (215) 662-2638.

Volunteers Needed for **early menopausal women** bone density research study. The University of Pennsylvania Health System seeks volunteers for a bone density medical research study. If you meet the following description, you might be eligible to participate: female ages 45-55, no menstrual periods for at least 6 months. Volunteers will be compensated for their involvement. Please contact: Helen Peachey at (215) 898-5664.

Do you have high cholesterol? Doctors at Penn are launching a novel new research study looking at two well-known cholesterol lowering agents. The study involves several visits to the Hospital of the University of Pennsylvania. If you have elevated cholesterol levels, are not currently taking any lipid-lowering medications, and think you might be interested in this study, please contact David Berezich at berezich@mail.med.upenn.edu or (215) 662-9040. Compensation is provided.

Are You Post-Menopausal? and Do You Have High Cholesterol? If Yes, Are you Worried About your Risk for Heart Disease? Doctors at The University of Pennsylvania are conducting an exciting new study for post-menopausal women with high cholesterol. Participants will receive a painless test called an Ultrafast CT (EBT) scan that will provide information about the amount of calcium buildup in the arteries. Calcium build-up in the arteries is an early feature of atherosclerotic plaque formation. Doctors want to test the effects of cholesterol-lowering drugs, Lipitor or Pravachol, to reduce calcium build-up in the blood vessels of the heart. All participants will receive either Lipitor or Pravachol. Compensation will be provided for time and effort. If you would like to hear more information and see if you qualify for the study, please call Melissa Fair at (215) 662-9056.

HELP WANTED

Research Technician Wanted: Position available in highly active NIH funded cardiovascular research laboratory involved in large animal research. Responsibilities would include preparing for and assisting with large animal surgical procedures. Excellent opportunity for those interested in career in medicine or research. For inquiries call (215) 662-7892.

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



Almanac

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.

EDITOR: Marguerite F. Miller
ASSOCIATE EDITOR: Margaret Ann Morris
ASSISTANT EDITOR: Tina Bejian
STUDENT ASSISTANTS: Clarette Kim; Chris McFall; William Yeoh

ALMANAC ADVISORY BOARD: *For the Faculty Senate*, Martin Pring (Chair), Helen Davies, David Hackney, Phoebe Leboy, Mitchell Marcus, Joseph Turow. *For the Administration*, Lori N. Doyle. *For the Staff Assemblies*, Michele Taylor, PPSA; Karen Pinckney, A-3 Assembly; David N. Nelson, Librarians Assembly.

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).

The Event that Will Define A Generation

Who could have imagined that such a horrible tragedy could happen on such a beautiful day? The pandemonium that unfolded before me on television sharply contradicted the cheerful weather streaming through my windows. Watching the repeated images of the explosions, crumbling buildings, and panicked crowds turned my stomach and gave me the chills, even though none of it seemed real. I had witnessed cultural icons destroyed on television before, only it happened in movies like *Independence Day* and *AI*. Whoever first said that life imitates art surely could not have meant this nightmare.

My thoughts were constantly with my little sister, a junior at NYU. Through a stroke of luck, I contacted her cell phone as she ran through Washington Square Park. Probably like most people, I spent the day with friends, hoping that this was just a bad dream. Only late in the evening did reality sink in. I locked myself in my room and listened to my favorite classical piece—Beethoven's 7th Symphony—because I couldn't bear to talk to anyone anymore. That night, I dreamed of friends who work for those companies whose offices and headquarters were destroyed. The following morning, I woke up momentarily happy about the sunshine peeking around my shade, until I remembered that the sun no longer shines for so many people.

Now, a few days after the event that will define my generation, I have begun to emerge from a quasi-catatonic state in which I simultaneously thought about both everything and nothing. My attention shifts from news broadcast to news broadcast, just like that of numerous other people. Although my mind craves a distraction from this disaster, I cannot pry my focus away from the news. I can only add my hopes to the millions of others that this will all be over as expeditiously as possible. Yet I cannot shake the fact that, September eleventh only catalyzed a precipitous descent into a dark, war-torn world.

— Margaret Grillo,
a senior anthropology major in the College
and an intern at WXPB