

UNIVERSITY of PENNSYLVANIA *Almanac*

Tuesday,
November 13, 2001
Volume 48 Number 12
www.upenn.edu/almanac/

Steven F. Goldstone Endowed Term Chairs: Philosophy, Politics & Economics

SAS Dean Samuel H. Preston has announced that Drs. Samuel Freeman, Jack Nagel, and Andrew Postlewaite have been appointed to the Steven F. Goldstone Endowed Term Chairs for Philosophy, Politics and Economics.

Dr. Freeman is a professor of philosophy and law and is chair of the Philosophy, Politics, and Economics Program. He received his B.A. from the University of North Carolina at Chapel Hill in 1973, his J.D. from North Carolina in 1977, and his Ph.D. from Harvard University in 1985. He also studied at Goettingen University in Germany. Before coming to Penn in 1985, he served as a teaching fellow in the philosophy department at Harvard University and as a law clerk to Judge Dickson Phillips of the U.S. Court of Appeals, Fourth Circuit, and to Justice Dan K. Moore of the North Carolina Supreme Court.

His research interests include social and political philosophy, ethics, the history of ethics, and the philosophy of law. He has been a member of the American Philosophical Association, the Society for Political and Legal Philosophy, the North Carolina Bar Association, and the Federal Bar. He is a member of the editorial board of the journal *Ethics* and has served as a visiting professor in philosophy at the University of California at Berkeley.

In addition to his scholarly activities, Dr. Freeman has chaired the philosophy graduate group and the SAS committees on planning and programs. He also has served as a freshman advisor and as a faculty fellow and advisor in residence at Van Pelt College House.

Dr. Nagel is a professor of political science and chairman of the Department of Political Science. He received his B.A. from Swarthmore College in 1966, his M.Phil. from Yale University in 1970, and his Ph.D. from Yale in 1972.

His research and teaching focus on democratic theory and the closely related topics of voting systems, social choice, and political participation. He has taught at Penn since 1971, and he has chaired the graduate programs in political science and public policy analysis, served as acting dean of the School of Public and Urban Policy, and taught for the Fels Center of Government. He is also director of the College's Washington Semester Program, which offers students first-hand experience in the political and governmental process while they take courses taught by Penn faculty in the nation's capital.

His awards include grants from NSF and the Fulbright and IRIS programs. A former co-editor of the *Journal of Policy Analysis and Management*, he currently serves on the editorial boards of that journal, *Electoral Studies*, the *Journal of Theoretical Politics*, and *Political Science*. He is a member of the Education Advisory Committee of the Center for Voting and Democracy and has been a visiting professor at Swarthmore College, Bryn Mawr College, the University of Canterbury in New Zealand, and the University of Essex in England.



Samuel Freeman



Jack Nagel



Andrew Postlewaite

Dr. Postlewaite is a professor of economics and finance. He came to Penn in 1980 after serving as an associate professor at the University of Illinois, where he received both undergraduate and graduate teaching awards. He received his B.A. from Illinois Wesleyan University in 1965, his M.S. from DePaul University in 1969, and his Ph.D. from Northwestern University in 1974. His research and teaching interests include microeconomic theory and public economics.

A world-class scholar, he has been a visiting professor at Stanford University, Princeton University, the University of California at San Di-

ego, the University of Tokyo, Tel Aviv University, and Chulalongkorn University in Thailand. He has been a visiting scholar at the London School of Economics, Western Ontario University, the Federal Reserve Banks of Philadelphia and Minneapolis, the University of Bonn, European University in Florence, the University of Toulouse, and Autonomous University of Barcelona, and a visiting research associate at Bell Laboratories.

In addition, Dr. Postlewaite has chaired the economics department and the provost search committee at Penn. He has published extensively and is the co-editor of *Econometrica* and the former editor of the *International Economic Review*. He is a fellow of the Econometric Society and has received grants from NSF and the Sloan Foundation.

The Steven F. Goldstone Endowed Term Chairs for Philosophy, Politics, and Economics were established earlier this year (*Almanac* February 27, 2001) by Steven F. Goldstone, retired chairman of Nabisco Group Holdings. Mr. Goldstone, who graduated from the College in 1967, joined Nabisco in 1995. Previously, he was a senior partner with the New York City law firm of Davis Polk and Wardwell.

Missing SEAS Grad Student



Anirban Majumdar

Anirban Majumdar, a 25-year old CIS doctoral student in SEAS, has disappeared according to Patricia Brennan, director of Special Services in the Penn Police Department. He was last seen on Friday, November 2, his birthday, by two of his roommates in the Moore School. His roommates contacted Penn Police on Monday, November 5, when he had not come home over the weekend. A native of Calcutta, India, who has been living on the 4500 block of Locust Street with four other students this—his first—semester at Penn. When last seen, Mr. Majumdar was wearing dark trousers and a blue jacket. He is approximately 5'6", 130 lbs, has black hair, black eyes and wears glasses.

The investigation is being treated as a missing person's case. The Philadelphia Police have been notified and Mr. Majumdar's name has been entered into the National Crime Center database. Ms. Brennan has asked anyone with information regarding Mr. Majumdar's whereabouts to contact the Penn Police at (215) 898-6600 or (215) 898-4481.

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Homelessness Awareness: November 11-17

Project Home, a group dedicated to providing homelessness education to the Penn community, is holding *Homelessness Awareness Day* on Thursday, November 15, from 10 a.m.-5 p.m. on Locust Walk. In conjunction with National Homelessness Awareness Week, the program will make available literature as well as petitions from the Greater Philadelphia Coalition Against Hunger and will host a Food & Clothing Drive.

Project Home, after recently participating in the OCC Census & Survey and collecting data on homeless men and women throughout the Philadelphia area, will be presenting their Penn Program to the Mayor's Task Force on November 30 in an attempt to coordinate their efforts with those of the City of Philadelphia.

For more information on Project Home, including a lecture series slated for the spring semester, visit www.projecthome.net.

Lindback Nominations: November 30

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

Criteria and Guidelines

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.archives.upenn.edu/histy/notables/awards/lindback.html which includes recipients through 2001.

MLK: Remembering the Dream, Living the Vision

Dear Members of the Penn Community,

The MLK Planning Committee has begun preparations for the 2002 Martin Luther King, Jr. Commemorative Celebration and Symposium. This multi-faceted program will take place January 21- February 1, 2002.

This year's theme is *Remembering the Dream, Living the Vision*. The goal of the two-week long Celebration and Symposium is to offer a variety of academically-based programs to foster campus-wide dialogue that reflects Dr. King's philosophies and ideals.

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

To that end, the planning committee is developing several service projects which will take place on campus and in the surrounding community on the holiday. Additionally, a full slate of commemorative events are being planned for the weeks following the holiday to give as many members of the Penn community as possible an opportunity to "remember the dream and live the vision."

Complete details about the 2002 Martin Luther King, Jr. Commemorative Celebration and Symposium will be announced in a few weeks. For more information, contact the African-American Resource Center at (215) 898-0104 or aarc@pobox.upenn.edu.

—Afi Roberson, Chair, 2002 MLK Planning Committee

Commitment to Community Nominations: December 7

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 2002 Martin Luther King, Jr. Commemorative Program Planning Committee of the University of Pennsylvania is pleased to announce the Fifth Annual Community Involvement Recognition Awards. The Awards were created to honor members of the University of Pennsylvania community and members of the broader West Philadelphia community whose service have best exemplified the ideals espoused by Dr. King.

Four awards will be presented. Two will be presented to members of the Penn community, and two will honor members of the community at large. The awards will be presented on Thursday January 24, 2002, at the Martin Luther King, Jr. Interfaith Program.

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 are available at www.upenn.edu/aarc/Nomform.html and may be submitted through Friday December 7, 2001.

For more information please contact the African-American Resource Center at (215) 898-0104 or aarc@pobox.upenn.edu.

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.

—Afi Roberson, Chair,
2002 MLK Planning Committee

CCTV Cameras

The Division of Public Safety is committed to enhancing the quality of life of the campus community by integrating the best practices of public and private policing with state-of-the-art technology. A critical component of a comprehensive security plan using state-of-the-art technology is closed circuit television (CCTV).

As prescribed by the University Policy "Closed Circuit Television Monitoring and Recording of Public Areas for Safety and Security Purposes," the locations of all outside Closed Circuit Television cameras monitored by the Division of Public Safety are to be published semi-annually in *Almanac*.

The following cameras meet that criteria:

- 4040 Chestnut St.
- 4000 Sansom St.
- 42nd & Chestnut
- 40th & Locust St.
- 40th & Spruce St.
- 39th & Spruce St.
- 39th & Walnut St.
- 38th & Walnut St.
- 38th & Spruce St.
- Lot #15 (Between 38th & 39th / Walnut & Locust Walk)
- 36th & Walnut St.
- 37th & Spruce St.
- 36th & Spruce St.
- 33rd & Smith Walk
- 34th & Walnut St.
- 100 block S. 37th St.
- Sansom St. & Steve Murray Way
- 37th & Walnut St.
- SEAS Complex (Between 33rd & 34th/ Smith Walk & Walnut)
- Steve Murray Way & Chestnut St.
- University Museum Loading Dock & Driveway
- 300 S 33rd St.
- 3200 South St. (University Museum Courtyard)
- 3200 South St. (University Museum Main Entrance)
- University Museum Kress Entrance/Driveway

Additional information regarding the University Closed Circuit Television policy can be found on the Public Safety, Security Services web site www.upenn.edu/police/Policies.htm.

Almanac's Schedule

There is no *Almanac* scheduled for November 27.

Today, November 13, is the deadline for the Update which will appear in the November 20 issue and will cover the remainder of this month of November.

December 4 is the deadline for the January AT PENN calendar.

Almanac will publish on these dates:

- November 13
- November 20
- December 4
- December 11
- December 18

Breaking news and bulletins will be posted to "Almanac Between Issues" (see www.upenn.edu/almanac/between/).

—Ed.

DEATH

Ms. Goss, Veterinary School

Rosetta Goss, a retired diagnostic parasitology technician for the Veterinary Hospital, died on October 25 at the age of 74.

Ms. Goss, began working at Penn in 1950 at the Medical School and moved to the Veterinary School in 1967, where she stayed until her retirement in 1995. In 1984, she was awarded the School of Veterinary Medicine's Distinguished Service Award for her "unfailing dedication, hard work and loyalty".

She is survived by a brother, Harold Chisholm; two sisters, Doris Chisholm and Bernice Simmons; a sister-in-law, Frances Chisholm; and nieces, nephews, great nephews and nieces.

To Report A Death: *Almanac* appreciates being informed of the deaths of current and former faculty and staff members, students, and other members of the University community.

However, notices of alumni deaths should be directed to the Alumni Records Office at Room 545, Franklin Building, (215) 898-8136 or record@ben.dev.upenn.edu.

Council Meeting Coverage

Last Wednesday's University Council meeting was devoted entirely to reports on the state of the University and followed by questions and answers about those presentations. The first topic was the next strategic plan for the University to carry Penn forward into the next five years, beyond the *Agenda for Excellence*. Provost Robert Barchi outlined what steps have been taken thus far and what will occur in the next few months. Next, President Judith Rodin described the new structure for Penn Medicine, a fully-integrated system combining the School of Medicine and the Health System into a cohesive entity. Then, President Rodin asked Landis Zimmerman, managing director of investments, to provide an Endowment Overview for fiscal year 2001.

The president's and provost's presentations, on the strategic plan and on Penn Medicine, as well as the lists of the 14 strategic planning committees, are on the following pages (see pages 4-7). The presentation on the endowment will be published next week.

Section IV.3(c) of the Council Bylaws provides that a University Council meeting "shall incorporate an open forum to which all members of the University community are invited and during which any member of the University community can direct questions to the Council."

All members of the University community are invited to bring their concerns to the

University Council Open Forum

Wednesday, December 5, 2001, 4-6 p.m.

Bodek Lounge, Houston Hall

Persons who wish to speak at Council must inform the Office of the Secretary (215) 898-7457 by Tuesday, November 27, 2001.

Topics may include issues such as the following: Admissions & Financial Aid, Bookstore, Communications, Community Relations, Facilities, International Programs, the Library, Pluralism concerns, Recreation and Intercollegiate Athletics, Safety and Security, Student Affairs, Open Expression, etc.

Please see the format below. Questions may be directed to the Office of the Secretary.

— Office of the Secretary

Format for University Council's Open Forum

December 5, 2001

The University Council will devote a substantial portion of its December 5, 2001 meeting to a public forum, in accordance with the terms of the University Council Bylaws (*Almanac* September 19, 2000). The purpose of the Open Forum is to inform Council of issues important to the University's general welfare and of the range of views held by members of the University. The forum is open to all members of the University community under the conditions set by the Bylaws, following guidelines established by the Steering Committee of Council:

1. Any member of the University Community who wishes to do so may attend the Council meeting. Persons who wish to speak to Council, however, must inform the Office of the Secretary (215) 898-7457 by Tuesday, November 27, 2001 indicating briefly the subject of their remarks. Those who have not so informed the Office of the Secretary will be permitted to speak only at the discretion of the moderator of University Council and in the event that time remains after the scheduled speakers.

2. Speakers should expect to be limited to three minutes with the possibility of additional time in cases where members of Council engage the speakers with follow-up questions or remarks. The moderator may restrict repetition of views. Speakers are encouraged to provide Council with supporting materials and/or written extensions of their statements before, during, or after the Council meeting.

3. Following the deadline for speakers to sign up in the Office of the Secretary, the chair of Steering and the moderator of Council will structure the subject matter themes, speakers, and times of the Open Forum session. In the event that there is not enough time available at the meeting to provide for all those who have requested to speak, the two officers may make selections which accommodate the broadest array of issues having important implications for Council's work and represent the breadth of Council's constituencies. The resulting order of the Open Forum of University Council will be made available no later than the Tuesday before the meeting, to be published in the *Daily Pennsylvanian*, and posted on Penn Web on that day and, if possible under publication deadlines, in *Almanac* the week of the meeting.

4. Speakers' statements should be framed so as to present policy issues and directed to University Council as a body through the moderator. The moderator will have discretion to interrupt statements that are directed against persons and otherwise to maintain the decorum of the meeting, as provided for in the Bylaws. In cases where questions or positions can be appropriately addressed by members of Council, or where a colloquy would seem to be productive given the time constraints of the meeting, the moderator may recognize members of Council to respond to speakers' statements, with opportunities for follow-up by the speakers.

Strategic Planning Process Update

President Judith Rodin's introduction to Strategic Planning Update

It would be very hard to begin an overview of where we are and strategically where we're going without at least noting, once again, that we all are so affected still by the events of September 11. The comment that I'd like to make is that it has clearly influenced our community in many very painful ways. But as all events of such epic proportion do, it has also influenced us in some positive ways. I'm seeing a much more related sense of community, which has been part of our ambitions; and I'm seeing it in a variety of different ways. I do hope that out of this horror we really will be able to continue learning, to continue reaching out to each other across our differences, and find ways to demonstrate—on campus—that there is a sense of community that we share and about which we're proud, and that we really learn from one another.

At the end of the semester last year there was a supplement in *Almanac* that reported on *The Agenda for Excellence*, and I'm obviously not going to review this very lengthy tome, except to remind you once again that it is available still on the *Almanac* web site and it will be a good way for members of Council to be knowledgeable about what we have been working on for the past five or six years, if you haven't been here or, if you haven't been in official roles that made you pay attention to it. But I do want to mention just a couple of things because they are, in a way, a prelude to some of the things that the Provost will be discussing.

As we've tried to increase the ways that Penn is viewed throughout the University as a thought leader in teaching and research and innovative curricula, and in the use of technology, we've done a number of things over these five or six years (which, again certainly less transparent to the undergraduates who weren't here seven years ago, but certainly worth noting). There are now regular curriculum reviews by the school faculty in all of the schools and you're seeing now the pilot curriculum in the College, a result of an effort to think creatively about the new arts and sciences curriculum. Wharton, over the past several years, has continued to change and refresh its curriculum. There's been almost a total overhaul during this period of the Engineering and Applied Sciences undergraduate curriculum and we are continuing to try to refresh the Nursing curriculum as well.

Over the course of the past several years we've expanded cross-school and cross-disciplinary programs. And when I reported to you annually, I think it was harder to really see the impact of the change in Penn as it developed this strategic niche as one of its sets of undergraduate offerings. But since 1995, new joint- and dual-degree programs include the program in nursing and health care management; computer and cognitive science, specializing in artificial intelligence; environment and technology; nursing and computer science program; several sub-matriculation programs; a B.A. and M.S. in education program; a juris doctor program, starting from the undergraduate level; an intensive major in architecture; molecular life sciences; and digital media design—all new and accomplishments of the strategic plan.

Another innovation of the plan has been the development of what we call normative reviews of all of the schools and centers. This week we completed the review of admissions; we've done reviews of athletics and a review of seven of the twelve schools. When I say normative, we will put these on a six- to seven-year cycle. They are not done because we think the entity is in trouble or that we have any concerns, but merely because we think first, the opportunity for self-study and second, the opportunity to bring external experts who spend two intensive days examining that program, is a very good way of bench-marking what we're doing and really continuing to develop as a cutting-edge, state-of-the-art institution. We'll be doing it in information technology. In the library, which we did already, we've learned a great deal and we've implemented a number of changes as a result of what we've learned. We believe in this kind of self-evaluation and self-improvement as we go through this self-evaluation cycle.

Certainly you know that the College House System, the Undergraduate Research Hub, the Fox Leadership program, Kelly Writers House, and Civic House are all initiatives that were developed under the last strategic plan and have really transformed the way the campus feels in terms of the academic programs.

Many, many other initiatives have been undertaken and I think the challenge for us now is to really build on those strengths and work to enhance where we're going and how we're thinking about that.

Provost Robert Barchi on Strategic Planning Process

What I'd like to do is to take you through the process that we have initiated that moves the *Agenda for Excellence* forward to the next round of planning for the University. Let me preface this by simply saying that the *Agenda* itself is a living document. We don't consider this new strategic planning effort to be a revolutionary change but rather an evolutionary one; we're working with a mission statement that essentially remains unchanged. Our mission as a University remains the same, but we need to update and recast our goals in the context of today's environment and where we think the University is going to be in the next five years. We need to make sure that our academic priorities are in the context of the University's over arching goals and that the organizational priorities for the institution support the academic mission.

So let me tell you a little bit about where we've gone so far. First of all, the process started in the fall of 1999 with a Trustee Retreat. At that time the Trustees went off campus for several days and met with the senior administration and the deans to think about what the University should be and where it should go. Some very interesting ideas emerged from those discussions that helped to guide the subsequent process.

Assessing the Agenda for Excellence

We then undertook an assessment of the *Agenda for Excellence* over a period of months—a retrospective, if you will—recapping what had been accomplished under the current *Agenda*; this led to a detailed report that was summarized and published in *Almanac* last spring, *The Agenda for Excellence* review. We then moved into what I will call the leadership phase. The senior administration, the Council of Deans, and the Academic Planning and Budget Committee in conjunction with the provost and the vice provost undertook a self assessment. What are our strengths and weaknesses? How do we see ourselves as an institution? How do we see our students and what kind of students do we want to have here? How do we see our faculty? How would we describe ourselves? Most importantly, what do we see as the unique differentiators of Penn in the marketplace? These questions led us then into a discussion of a draft strategic plan outline, the key elements that we thought should be the backbone of the next round of strategic planning and the key academic and organizational priorities that we would like to put forward for further discussion.

The key word here is really *evolutionary*. Let me give you an example. In the current strategic plan, one of our major goals was to move our undergraduate program upward in the rankings from a position that at the beginning of that plan was hovering near the beginning of the top ten or slightly below. We are now unquestionably one of the premier undergraduate research intensive universities in the nation. From this point forward we should be looking at how we solidify and strengthen that position. What differentiates us from other comparable institutions in this very elite group and how do we build on those differentiating strengths? That's the kind of a process that we're going through.

Let me just outline for you what the strategic plan will look like. It will have three elements: the first set of elements will be institutional goals that cut across the entire set of schools and programs of our institution—where we're going as a University, what we set as the highest and most important agenda items for the institution as a whole. Then intersecting with these institutional goals will be a set of academic priorities that identify key areas of opportunity; key areas of strength or differentiating features that should be expanded; key areas perhaps of weakness that we should build on and fill in; and opportunities that were not there five ago that we now see looming on the horizon and where we want to be pushing the envelope and building rapidly into, ahead of the power curve of other universities. Each one of those academic priorities should cut across and pick up a number of the institutional goals as it moves forward. Finally, we should make sure that the organizational priorities, the operational elements of the University that need to be tuned up or amplified or extended, are serving in the mission of both the institutional goals and the academic priorities.

Institutional Goals

Let me take you briefly through the outline of where we're going beginning with institutional goals first. We've identified a set of five institutional goals: the first is to solidify Penn's position as one of the premier research and teaching institutions in the nation and in the world. The second, to improve the quality, impact and translatability of our

scholarly activity. Here the words are very important focusing on *quality*, focusing on the *impact* of the research as opposed to just the volume of the research and the *translation* of ideas from the laboratory, from the research office to the real world. Third, we're looking to provide a continuum of education that engages learners throughout their lives; we're looking at what we do as an institution from the time a student walks in our door as a pre-college high school student, to their college years, through their graduate years and throughout their lives to recreational learning, if you will, in their retirement years. We want to create a continuum rather than an episodic contact with our learners throughout their lives and try to understand what that means. One of the most important elements in our future plans is that the first three goals require the building of an outstanding and diverse faculty; faculty recruitment and retention and faculty diversity will be a key element of the next strategic plan. Finally creating a physical environment that's supportive of the academic and research mission is also important; how can we most effectively integrate these academic goals within the framework of the campus development plan we have just completed?

Let me just amplify one of those elements to show you where we're going and the kinds of ideas we're starting to tease out. We've mentioned the need to focus on differentiating areas—what makes Penn unique, what creates the value added here for a student at Penn and strengthening those areas. This may require a continuing focus on excellence in undergraduate education, thinking about the liberal core that should cut across all our educational programs, better integration across the four undergraduate schools, expansion of our interdisciplinary programs and the need to improve financial aid. It could mean a strengthening of the quality of graduate education and thinking about vertical integration of our educational programs, taking advantage of the presence of outstanding professional schools and graduate schools on campus as we develop our undergraduate programs and vice versa.

Academic Priorities

Let me skip now to the academic priorities. Here we've picked six areas that we think are particularly prime targets. Some of those are carry-overs from the past plan, such as arts, humanities in society, which continues to be an area that we think Penn should be focusing on and developing. The life sciences are another. We are a world leader in the life sciences here at Penn. Any cutting-edge university in the future that's a research-intensive university will be a powerhouse in the life sciences, and we aim to be too.

The urban community is important, too, particularly given Penn's place in an urban environment and the expertise we have here on this campus in such areas as urban architecture, urban planning and the movement of populations in and out of cities and in urban health.

Technological innovation is a fourth, and one that cuts across the Engineering School and other schools of our University—in such areas as bioengineering, nanotechnology, and computer sciences.

The last two priorities are the global perspective and organizations, institutions, and leadership.

Again let me expand on just one of these—the global perspective—to give you an idea of the direction in which we are going. This is an area that we think will be critically important for universities in the new world in the next 10 years and one in which we think we have selective strengths but not the level of external visibility that we should have. We're looking to expand and extend on the political science of governments and nations; to build programs that study the international business, commerce, and affairs of countries and their relation to the global economy; legal aspects of international relations and politics; ethnicity, race and gender; and international health. So you can see the breadth of programs that might fit under each one of these academic priorities.

Organizational Priorities

And finally, there are the organizational priorities that will support the institutional goals and the academic priorities. Here we are talking about enhancing the financial and operational capacity of the University, making sure we are the most economical and leanest operational unit that we possibly can be, that we're the most efficient at doing what we need to do to support our academic programs.

We are also talking about encouraging and supporting entrepreneurial activity. This could involve looking at ways to translate our knowledge in

new and different ways to the broader community, both to the marketplace and to the broader world environment, allowing our faculty and our students to be entrepreneurial and providing them the support that they need to do those kinds of things. We also need to consider the operational aspects of enhancing the campus environment, the business functions that allow us to do that, and to make those growths possible.

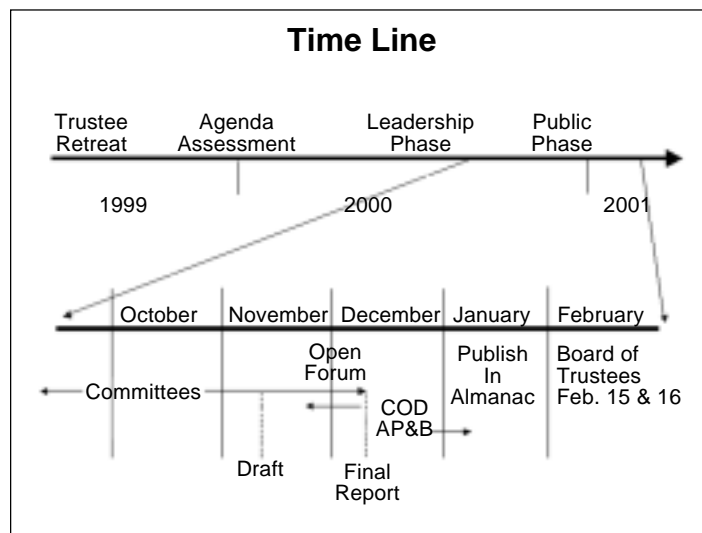
And finally we need to develop a financial strategy that allows us to align the resources that we have as a University with the needs that are generated by the strategic plan, to make sure that we're always thinking about keeping those two things in concert, and that we don't let one outstrip the other. We need to have the appropriate checks and balances in place to be sure that we, on the one hand, are living within our means but, on the other hand, are generating the new means to make the strategic plan possible.

Community Input

That's the broad outline of the proposed plan. The next step is to bring this into the broader public domain and for community input. What we've done is to create 14 committees that are looking at various elements of this outline. These committees incorporate more than 200 faculty and staff and students, and they include key opinion-makers from throughout the campus [see page 6]. As you know they're already out there working. Their job is to make a fairly short turnaround of this analysis.

We will invite comment from across the University community for discussion of elements of this plan as we develop them. We will publish a draft of the document to the University community for comment. The committee process is not one that rubber stamps an agenda that is already completed. What I showed you is an outline. It is what was given to the committees for their work. There is not a detailed analysis behind this, that's the job of the committees. They will validate these concepts, they'll help us to order the relative priorities, they'll provide definition to the ideas that we've put forward and more importantly, they'll add additional ideas and take out things they think are not consistent. They'll look for potential conflicts between areas covered by the different committees. The chairs of each one of these committees are meeting regularly with me as a group specifically for that purpose. We'll look at ways to implement the strategies as they're brought forward, each one of these committees will generate a very brief report, which will be part of the overall agenda.

We're looking for draft reports from the committees by the end of November and final reports by December. We'll bring an assembled, collated document back to the Council of Deans and to the Academic Planning and Budget Committee by the end of December or early January. We're looking to publish a draft strategic plan in one of the January editions of *Almanac* that you will then all see and be able to comment on. We'll look at your comments and try to incorporate them in a final version, which will be presented to the Board of Trustees on the 15th and the 16th of February.



Members of the Strategic Planning Committees

(November 2, 2001)

III. A2, Strive for continuing excellence in undergraduate education

Steven Fluharty, Animal Biology, Vet. Med, *Chair*
Rick Beeman, History; Dean of the College, SAS
Michael Cancro, Pathology & Lab Med., Medicine
Frank Claus, Student Financial Services
Dennis De Turck, Mathematics, SAS
Thomas Dunfee, Legal Studies; Vice Dean, Wharton
Tom Farrell, Development and Alumni Relations
David Gringer, Col '04
Cristle Judd, Music, SAS
Barbara Kahn, Marketing, Wharton
Mark Liberman, Linguistics, SAS
Lindsey Mathews, Col '02
Kathy McCauley, Nursing
Max Mintz, CIS, SEAS
David Pope, Materials Science & Eng., SEAS
Julie Schneider, Fine Arts, GSFA
Staff: Anita Gelburd, Office of the Provost

III. A3, Strengthen both the depth and the quality of graduate education across all of Penn's schools

Walter Licht, History; Associate Dean, SAS, *Chair*
Norman Badler, CIS; Assoc. Dean, Grad Studies, SEAS
Michael Baker, SAS External Affairs
Cala Beatty, Romance Languages grad student, SAS
Andy Binns, Biology, SAS
Evis Cama, Chemistry grad student, SAS
Nader Engheta, Electrical Engineering, SEAS
Joseph Farrell, Classical Studies; Assoc. Dean, SAS
Susan Gennaro, Nursing
Ajani Jain, Vice Dean & Dir., Wharton Grad. Div.
Amy Johnson, Business Services
George Mailath, Economics, SAS
Mickey Selzer, Neurology; Assoc. Dean, Medicine
Greg Tausz, Finance Administration
Joel Waldfogel, Business & Public Policy, Wharton
Staff: Karen Lawrence, Office of the Provost

III. B, Strive to improve the quality, impact, visibility and translatability of our academic research and scholarly activity

Craig Thompson, Biology of Cancer; Med., *Chair*
David Asch, General Internal Medicine, Medicine
David Balamuth, Physics; Associate Dean, SAS
Daniel Bujnak, Political Science grad student, SAS
Glen Gaulton, Pathology & Lab. Med.; Vice Dean, Med.
Phil Goldstein, Penn to Business
Erica Holzbaur, Cell & Molecular Biology, Vet Med.
Randy Kamien, Physics, SAS
Jean-Marie Knealey, SEAS External Affairs
Vijay Kumar, Mechanical Engineering, SEAS
Douglas Massey, Sociology, SAS
Lindsey Mathews, Col '02
Barbara Medoff-Cooper, Nursing
Paul Messaris, Annenberg School for Communication
Olivia Mitchell, Ins. and Risk Mgt., Wharton
Andy Rudczynski, Research Services
Kim Scheppele, Law
Rogers Smith, Political Science, SAS
Staff: Jeanne Leong, University Relations

III. C, Provide a continuum of education that engages learners throughout their lives and in various stages of their careers

Al Filreis, English, SAS, *Chair*
Bob Alig, Alumni Relations
Beverly Edwards, Human Resources
Richard Hendrix, College of General Studies
Anne Keene, Nursing
Susan Lytle, GSE
Robert Mittelstaedt, Vice Dean, Exec. Ed., Wharton
Gail Morrison, Gen. Intl. Med.; Vice Dean for Ed., Med.
Anne Nicolaysen, Col '02
Jason Parsley, Mathematics graduate student, SAS
Sharon Thompson-Schiller, Psychology, SAS
Dana Tomlin, Landscape Architecture, GSFA
Lyle Ungar, CIS, SEAS
Rick Whitfield, Audit and Compliance
Staff: Stephanie Ives, Office of the VPUL

III. D, Focus on building and retaining an outstanding faculty in all Disciplines

Janice Bellace, Legal Studies, Wharton, *Chair*
Takeshi Egami, Material Science, SEAS
Sharon Moorer-Harris, Human Resources
Joan Hendricks, Clinical Medicine, Vet Medicine
John Dixon Hunt, Landscape Architecture, GSFA
Rebecca Maynard, GSE

Michael Mennuti, Ob/Gyn, Medicine
Medha Narvekar, Dev. & Alumni Relations
Edward Rock, Law
James Saunders, Otorhinolaryngology, Medicine
Herb Smith, Sociology, SAS
Irene Wong, Social Work
Staff: Marge Lizotte, Office of the Provost

IV. A, Arts, Humanities and Society

Greg Urban, Anthropology, SAS, *Chair*
Julia Converse, GSFA Ext. Affairs; Arch. Archives
Claudia Gould, Institute for Contemporary Art
Dwight Jaggard, Electrical Engineering, SEAS
Tom Lussenhop, Office of Executive Vice President
Paul Meyer, Morris Arboretum
Dan Raff, Management, Wharton
Michael Rose, Annenberg Center
Jeremy Sabloff, University Museum
James Serpell, Hum. Ethics & Animal Welfare, Vet Med.
Lawrence Sipe, GSE
Stephanie Sherman, Col '03
Gary Tomlinson, Music, SAS
David Wallace, English, SAS
Liliane Weissberg, German and Comp Lit, SAS
Staff: Steve Gagne, Office of the President

IV. B, Life Sciences

Mark Tykocinski, Medicine, *Chair*
Susan Davidson, CIS, SEAS
George Day, Wharton
Martha Farah, Psychology, SAS
Barry Hiltz, Facilities Operations
David Lazar, Col '02
Sam Lundquist, Dev. and Alumni Relations
Sandra Matalonis, Technology Transfer
Susan Margulies, Bioengineering, SEAS
Glenn McGee, Molecular and Cell Eng., Medicine
David Roos, Biology, SAS
Hans Scholer, Animal Biology, Vet Medicine
Robert Seyfarth, Psychology, SAS
Jerome Strauss, Medicine
Lee Sweeny, Physiology, Medicine
John Wolfe, Pathology, Vet Medicine
Staff: Janine Corbett, Office of the Provost

IV. C, The Urban Community

Dennis Culhane, Social Work, *Chair*
Larry Bell, Business Services
Eugenie Birch, City and Regional Planning, GSFA
Marjorie Bowman, Family Practice & Comm. Med., Med.

Joseph Gyourko, Real Estate, Wharton
Lucy Kerman, Office of the President
Shiriki Kumanyika, Biostat. & Epidemiology, Med.
Melissa Kushner, Col '02
Jeremy Martin, City & Reg. Plan. grad. student, GSFA
Ann O'Sullivan, Nursing
Janet Pack, Business and Public Policy, Wharton
John Puckett, GSE
Maureen Rush, Public Safety
Lawrence Sherman, Sociology, SAS
Carol Wilson Spigner, Social Work
Tom Sugrue, History, SAS
Mark Stern, Social Work; co-dir., Urban Studies
Staff: Carol DeFries, Off. of Govt., Comm. & Public Affairs

IV. D, Technological Innovation

Dawn Bonnell, Material Science, SEAS, *Chair*
Lisa Marie Bouillion, GSE
Chris Bradie, Business Services
Nick Bryan, Radiology, Medicine
Yang Liang Chua, City & Reg. Plan. grad student, GSFA
Margaret Cotroneo, Nursing
Jeanne Curtis, ISC
Peter Davies, Path. & Lab. Med., Med.; Bioeng., SEAS
Ray Gorte, Chemical Engineering, SEAS
George Hain, SEAS Development
William Hamilton, Management, Wharton
Branko Kolarevic, Architecture, GSFA
Mitch Marcus, CIS, SEAS
Reed Shuldiner, Law
Harbir Singh, Management, Wharton
Staff: Steven Fabiani, ISC

IV. E, The Global Perspective

Richard Herring, Finance, *Chair*
Sandra Barnes, Anthropology, SAS
Peter Berthold, Dental Care Systems, Dental Med.
Robert Boruch, GSE

Omar Blaik, Facilities and Real Estate Services
William Ewald, Law
Garret FitzGerald, Pharmacology, Medicine
Joanne Gowa, Political Science, SAS
Tania Johnson, Poli Sci/Intl. Rel. grad student, SAS
Steve Kobrin, Management, Wharton
James Lok, Parasitology, Vet Medicine
Ian Lustick, Political Science, SAS
Ed Resovsky, Development and Alumni Relations
Donald Silberberg, Neurology; Sr. Assoc. Dean, Med.
Joanne Yun, Col '04

Staff: James Gardner, Office of the President

IV. F., Organizations, Institutions & Leadership

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Robin Beck, ISC
Michael Black, Admin. and Finance, Medicine
Jamaine Davis, Biochem & Biophysics, Med.
John DiIulio, Political Science, SAS
Nicole Epps, Col '03
Gerald Faulhaber, Bus. & Public Policy, Wharton
Vivian Gadsden, GSE
Margaret Goertz, GSE
Jerry Jacobs, Sociology, SAS
Charles Mooney, Law
Steven Oliveira, Wharton Dev. and Alumni Affairs
Brian Strom, Biostatistics and Epidemiology, Med.
Marie Witt, Business Services
Michael Useem, Management, Wharton
Staff: Max King, Office of the VPUL

V. A, Building and Enhance the Financial and Operational Capacity of the University

Rick Whitfield, Audit and Compliance, *Chair*
Craig Carnaroli, Fin. & Treasurer's Office, *Co-Chair*
Jack Heuer, Div. of Human Resources, *Co-Chair*
Ken Campbell, Comptroller's Office
Peter Cappelli, Management, Wharton
Jeanne Curtis, ISC
Scott Douglas, Wharton Finance and Admin.
Mina Fader, Facilities and Real Estate Services
Al Glessner, Center for Technology Transfer
Phil Goldstein, Penn to Business
Chris Griffith, Human Resources
Walter Licht, History; Associate Dean, SAS
Susan Phillips, Dean's Office, School of Medicine
Tom Rambo, Division of Public Safety
Ramin Sedehi, SAS
Steve Semenuk, Budget & Management Analysis
Marie Witt, Business Services
Coordinator: Pat O'Toole, Audit and Compliance

V.B, Entrepreneurial Ventures

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Robin Beck, ISC, *Co-Chair*
Jim O'Donnell, Classical Studies, SAS; ISC, *Co-Chair*
Lou Berneman, Center for Technology Transfer
Chris Bradie, Business Services
Mary Lee Brown, Audit and Compliance
Frank Claus, Student Financial Services
Steffie Crowther, Dev. and Alumni Relations
Christopher Hopey, Executive Education, GSE
Vijay Kumar, Mechanical Engineering, SEAS
Lisa Prasad, Business Services
Paul Sehnert, Institutional Real Estate
Barry Stupine, Veterinary Hospital
Gary Truhlar, Human Resources
Coordinators: Sara Gallagher, Office of EVP
and Shaheedah Saalim, Penn to Business

V.C, Campus Environment

Omar Blaik, Facilities & Real Estate Services, *Chair*
Lee Nunery, Business Services Co-Chair
Maureen Rush, Division of Public Safety, *Co-Chair*
Doug Berger, Housing and Conference Services
Eugenie Birch, Fine Arts, GSFA
David Brownlee, Art History, SAS; College Houses
Dennis Culhane, Social Work
Bob Furniss, Transportation and Mail Services
Hanni Hindi, Col '02
Marilyn Kraut, Human Resources
Sam Lundquist, Dev. and Alumni Relations
Tom Lussenhop, Office of the EVP
Lucy Momjian, Treasurer's Office
Charles Newman, Facilities & Real Estate Services
Michael Rose, Annenberg Center
Thomas Stump, Budget and Administration, SEAS
Coordinator: Leslie Mellet, Facilities & Real Estate

Proposal to Create Penn Medicine

by Judith Rodin, President

I'll move on, then, and talk about the Health System. Those of you who have been around for a while know that Penn, over the past five or six years, has had a meteoric rise and fall of the finances of its health services. We were able to build all of the infrastructure that I just mentioned—the research space and the new hospital space—and to acquire a number of hospitals to create the Health System, but then we have spent the last three years trying to recover from some terrible losses. The good news is that we have turned the Health System around. We reported the audited financials to the Trustees at the meeting last week. The Health System is several million dollars in the black and will continue to be positive for the next several years unless there are extraordinary, unforeseen circumstances. But the days of generating huge dollars from patient revenues, given the change in academic medical reimbursement, is probably gone. We have been spending a great deal of time over the last year in many, many committees and much conversation about the future of Penn Medicine, thinking about whether we should sell the Health Services component or spin it off into a separate entity and try to manage it as a more distant relative of the University of Pennsylvania.

I mentioned to Council at its last session that we had recruited Dr. Arthur Rubenstein to become the new executive vice president and dean. His conversation with department chairs and many members of the faculty and trustees and others has led to what we think is very good and very interesting for the next phase of our medical endeavors.

We have in the School of Medicine (slide 1 below) a single entity—that was governed as our other schools have been—with a Board of Overseers and then the clinical components called the Health System, which is governed by its own board. What we're proposing instead of that is to create a new entity called Penn Medicine. It would replace both the current Health System Trustee Board and the School of Medicine Overseers. That structure was approved by the Trustees at its board meeting last week. Then we would have a more relaxed time to begin to work on any further restructuring that we wish to accomplish. The Penn Medicine board would be about 30 or 40 people. It would have committees, as our Trustee Board does, an executive committee, finance, compensation, research and teaching committees as well, and would be structured to prevent unnecessary overlap with the general Trustee Board. The clinical components would continue to interact, but in a much more creative way with the School of Medicine. The only entity within the Health System universe that is not a separate 501 (c) (3) is HUP (the Hospital of the University of Pennsylvania) and unless there are regulatory issues to prevent us from doing so, we will create a separate 501 (c) (3), which is a separate entity.

This is the previous Health System governance structure (below left) and when you look at it, you can understand perhaps why we got into trouble. Here are the Trustees sitting over the Health system Trustee Board. The squares are corporate entities, the ovals are entities but without

corporate governance capacity. So the Trustees sat over the Health System board, the Health System board had an executive committee; it had some committees but not a full array of committees. In addition, there was a Medical Center board that sat over a separate board for HUP. That board sat over a board called the Board of Women Visitors. The School of Medicine had its own Board of Overseers sitting over the School of Medicine and someone—I think, this board—had responsibility for our separate clinical entities, the hospitals and all of the other clinical entities. Going to 14 meetings a month of these various boards certainly didn't use our time wisely, but that is what we did.

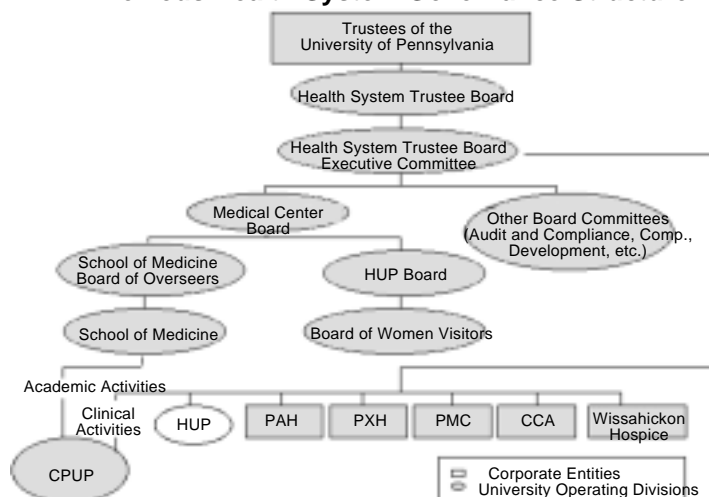
This is the new organization that we are proposing (slide 2 below). The Trustees sit over an entity called Penn Medicine, it's an umbrella governance structure for everything, meaning the School of Medicine and the Health System, the clinical components and this entity has responsibility for everything for CPUP which is our faculty clinical practice plan and for all the hospitals and other entities. There is only one meeting site and that is the Penn Medicine site and there is a very significant amount of overlap between the Trustees and the members of the Penn Medicine board now by statute. So the chairman of the board of Penn Medicine is a University Trustee, the chairman of the University Trustees sits on the Penn Medicine board. There are overlaps between the Trustee and the Penn Medicine audit committee membership and the budget and finance membership and it moves research and student affairs to new board status in this committee. What had happened, and those of you who are in medicine will know this well, is the power resided in the Health System board. That's where the resources were and that it had the opportunity to make a variety of decisions with regard to the future of Penn Medicine the Board of Overseers over the Medical School was fairly perfunctory. Now with a unified board, no decisions will be made about the clinical component that aren't in the interest of or tested against the importance of those decisions for the Medical School in this overall entity. That entity reports to the Trustees, so there is a very significant amount of interaction.

In this model the CEO of the Health Services component reports to the dean and EVP, who sits up in the Penn Medicine box as a member of that board. We have gone through a number of processes to get to this point and a variety of touchstones. The dean has been meeting with Medical School faculty and leadership throughout this period and will be continuing now to flesh this out and engage in a Penn Medicine strategic planning process that we will be hearing about over the next several months.

I think that this is a significant and important outcome for the University. It provides a fully integrated Health System and Penn Medicine system that provides efficiencies, economies of scale and references every decision about health service delivery through its impact on and its benefit for the School of Medicine, which is why we are running health services in the first place.

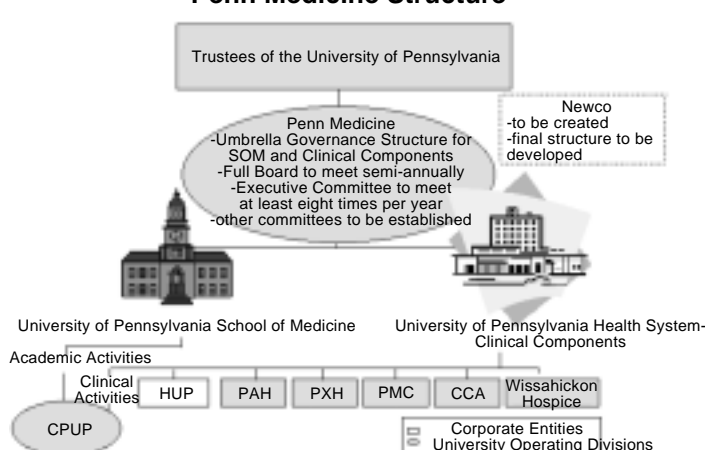
Slide 1

Previous Health System Governance Structure



Slide 2

Penn Medicine Structure



Resident Directorship of Penn Abroad Program in Seville, Spain: Academic Year 2002-2003

The Office of International Programs will be appointing a University of Pennsylvania faculty member to direct its program in Seville, Spain, during the 2002-2003 academic year. The program is sponsored jointly with Cornell University and the University of Michigan, and enrolls up to 45 students from all three schools for one or two semesters of study at the University of Seville.

The Resident Director is the academic and administrative head of the program, supervising the on-site operations and staff (an assistant director and an office assistant), advising students on their academic program and course selection, and serving as the representative of the program in Spain. He/she will also teach one course each term to program participants. Requirements for the position include fluent Spanish and a demonstrated ability to work with undergraduate students. Administrative experience is also desirable. Applications from tenured and non-tenured faculty will be considered.

It is expected that the Resident Director will spend eleven months in Spain, arriving in late August and remaining through July 15 of the following year. Salary and benefits will be negotiated with the selected candidate. The program provides housing and supplementary medical insurance. Additionally, the program will pay for an orientation trip for the Resident Director and for travel for the academic year for the Resident Director and his or her spouse, and will provide a limited allowance for excess baggage.

Faculty who wish to be considered for the directorship should submit a letter of application and a current curriculum vitae to Donna Butler, Office of International Programs, 133 Bennett Hall, by *November 26, 2001*. For further information please contact Donna Butler at (215) 898-1652 or by e-mail at butlerd@pobox.upenn.edu.

—Office of International Programs

OF RECORD

Policy on Deployment, Operation, and Registration Requirements for Wireless Access Points on PennNet

Authority and Responsibility

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

Executive Summary

This policy specifies the requirements for Wireless Access Points (APs) and related wireless LAN infrastructure operating on PennNet. It also provides related "best practice" recommendations.

Purpose

The purpose of this policy is to specify the requirements and limitations for wireless LAN operation on PennNet. While wireless LANs can provide a very efficient and convenient way to maintain access and provide some limited user mobility, their use under certain circumstances can cause significant problems (*see Risk of Non-compliance, below*).

Definitions

Access Point or AP—A device that provides radio signal connectivity for wireless LAN clients and a wired-network connection, bridging the wireless and wireline networks.

Wireless Client—A network node using wireless radio signaling to reach a network through an association with a wireless AP.

Center Frequency or Channel—The specific frequency range at which a given AP and its wireless clients operates within the larger frequency range used by wireless Local Area Networks.

Risk of Non-compliance

IEEE standard 802.11 networks operate using unlicensed wireless spectrum. Given that, only a very small number of wireless APs can be in active operation within a given geographic area without creating performance-degrading interference for each other. Even given limited deployment, it is important to have the AP frequency settings configured in a non-interfering way. For this reason, coordination among those operating wireless LAN APs is essential.

Scope

This policy applies to any device acting as a wireless AP on PennNet and/or in any University of Pennsylvania building.

Statement of Policy

1. Anyone running a wireless AP must register the AP with ISC Networking & Telecommunications at www.upenn.edu/computing/pennnet/AP/. ISC Networking & Telecommunications reserves the right to disallow the registration and operation of an AP if it would result in a conflict with another serving the same area.

2. Authorized APs may need to be shut down or reconfigured at a later date if another academic or administrative unit in the area experiences interference in the relevant frequency ranges.

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

4. AP devices acting as DHCP servers must comply with the Policy on the Operation of DHCP Servers on PennNet at www.isc-net.upenn.edu/

policy/approved/20000530-dhcpserver.html.

Recommendations and Best Practices

The following related practices are strongly recommended by ISC Networking & Telecommunications.

1. Check with your School or Center computing director before planning a wireless LAN. Plans may already exist for broader building-wide wireless LAN initiatives.

2. Careful planning of wireless LANs, including use of a formal site survey process, can significantly reduce later frequency conflicts and network performance problems. ISC Networking & Telecommunications can provide assistance in wireless LAN site surveys upon request.

3. Wireless LAN "center frequencies" should be chosen such as to avoid frequency overlap. The use of only channels 1, 6, and 11 in 802.11 and 802.11b wireless LANs can help to avoid overlap.

4. In cases where access points have variable radio power levels, the minimal power level that provides the intended coverage should be chosen so as to limit interference with other devices operating in that frequency range.

Compliance

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

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

C. Remedy: Remedy will normally be the removal of the access point (AP) from the network until such time as it can be brought into compliance. ISC Networking & Telecommunications will offer assistance to the LSP for the area in bringing AP configuration and registration into compliance.

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

E. Responsibility: Responsibility for remedy lies with those responsible for the AP and/or the local area network. In the vast majority of cases, the area LSP will have involvement in the implementation of the remedy.

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

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

H. Appeals: Please see the Appeals section of the Policy on Computer Disconnection from PennNet at www.upenn.edu/computing/policy/disconnect.html.

References

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

Policy on the Operation of DHCP Servers on PennNet at www.isc-net.upenn.edu/policy/approved/20000530-dhcpserver.html.

—Information Systems and Computing,
Networking & Telecommunications

Policy on Requirements for Authenticated Access at Public Jacks, Public Kiosks, Wireless Networks, and Lab Computers on PennNet

Authority and Responsibility

Information Systems and Computing's Networking & Telecommunications organization is responsible for the operation of PennNet (Penn's data networks) and therefore has the authority and responsibility to specify requirements for any devices connecting to PennNet. This authority extends to requirements for authentication in access to PennNet.

Information Systems and Computing's Information Security organization is responsible for establishing information security policies, guidelines and standards and therefore has the authority and responsibility to specify security requirements for access to PennNet. This authority extends to requirements for authentication in access to PennNet.

Executive Summary

This policy specifies authentication and accounting requirements for certain user access to PennNet. Specifically, it addresses on-campus access to PennNet from locations or devices that are not directly associated with a specific individual Penn user. Primary examples are access to PennNet from public jacks, public kiosk computers, wireless networks, and lab computers. This policy is therefore addressed to the local computing directors and computing support personnel responsible for these areas and/or these network jacks. This policy document also provides related "best practice" recommendations on configuration decisions associated with authentication and accounting.

Purpose

The purpose of this policy is to specify the minimum user authentication and accounting requirements for access via public network jacks, public kiosk computers, wireless networks, and lab computers attached to PennNet.

Definitions

Public — For the purposes of this policy document, "public" is defined to be those campus spaces that are not in private or semi-private offices or suites with locking doors. All outdoor locations in which PennNet is available are also considered "public" campus locations for the purposes of this policy document.

Kiosk — For the purposes of this policy document, a "kiosk" computer is a computer or similar user interface device that is available in a public or common area and is intended for shared use by any person in that common area. A "standalone kiosk" is one that has no external connections to networks or telephone lines.

Risk of Non-compliance

Unauthenticated access to PennNet may in some cases allow for inadvertent exposure of University-confidential information and may contribute to violation of University license agreements for limited access to software or information. Unauthenticated access can lead to illegal anonymous activity such as harassing and threatening e-mail messages.

Scope

This policy applies to on-campus user access to PennNet from locations or devices that are not directly associated with a specific individual Penn user. Primary examples are access to PennNet from public jacks, PennNet-connected public kiosk computers (standalone kiosks are exempt), wireless networks, and lab computers. This policy is therefore addressed to the local computing directors and computing support personnel responsible for these areas and/or these network jacks.

Statement of Policy

1. User authentication is *not* required for access to computers that are generally for the use of one individual, and that are located in locked, private offices. Authentication is also not required in locked office suites if each computer requires some form of access control (such as a password protected screen saver) to gain access.

2. Access to PennNet in computer labs on campus must require user authentication.

3. Access to PennNet from newly deployed, unrestricted kiosk computers must require user authentication. Access to PennNet from unrestricted kiosks deployed before the effective date of this policy must require user authentication by September 1, 2002 (assuming thorough supporting infrastructure committed to by January 15, 2002 for deployment by March 15, 2002). Authentication is not required at restricted-access kiosks which provide reasonable controls to ensure that users:

- Can not change security-sensitive settings.
- Can not alter the reboot process or the operating environment.
- Can not use arbitrary remote applications or services.
- Can not initiate connections to arbitrary networked resources.
- Can not send electronic messages including, but not limited to, e-mail, news group postings, and instant messages.

4. Access to PennNet at network jacks in "public" campus locations must require user authentication by September 1, 2002 (assuming thorough supporting infrastructure committed to by January 15, 2002 for deployment by March 15, 2002).

5. Access to PennNet via wireless local area networks must require user authentication by September 1, 2002 (assuming thorough supporting infrastructure committed to by January 15, 2002 for deployment by March 15, 2002).

6. Records of access must be retained for at least six months. Logs must include at least the identity of the user, IP address, and the date and time of the connection.

7. The user namespace used for authentication must be fully PennNames compliant (Please see www.upenn.edu/computing/pennnames/).

Recommendations and Best Practices

The following related practices are strongly recommended by ISC:

1. So that time-stamped log entries are accurate, use of reliable time synchronization protocols, such as Network Time Protocol (NTP), is encouraged.

2. Until scalable user authentication for wireless networks is practical, access to PennNet via wireless local area networks should be configured to attempt to limit user access to authorized Penn users through one of the available approaches. At the time of writing of this policy document, some current approaches are limited by Media Access Control (MAC) address, limits via Closed Group Service Sets, and Service Set password protection. These approaches are supported by the most popular access points, including, for example, Apple Airport, Avaya WaveLan, Cisco Aironet, and many others.

3. Computer labs are encouraged to use the ISC authentication modules for Windows NT and Windows 2000 whenever possible to enforce authentication. Public kiosk computers connected to PennNet may also be able to use the available ISC authentication modules for Windows NT and Windows 2000. [Assuming that a MacOS X authentication module becomes available during spring of 2001, this will be recommended as a best practice as well].

4. Public labs should be staffed whenever practical, and require that users show PennCards or use a PennCard card swipe to gain entry.

5. Obtain temporary network authentication credentials for short-term visitors needing access to on-line Penn resources during their stay. It is recommended that credentials be created with the minimal lifetime sufficient to cover the need. The procedure, including sponsorship requirements and fees, is described at www.isc-net.upenn.edu/policy/supporting/guestpas.html.

6. Position lab and public kiosk computers to be within view of security cameras when possible.

Compliance

A. **Verification:** ISC reserves the right to review the access control implementation for computers, servers, and services that provide user access to PennNet.

B. **Notification:** Notification shall be made to the LSP for the area.

C. **Remedy:** Remedy will be the re-configuration of the computer, server or service to require appropriate authentication and access control as per this policy. ISC will offer consulting assistance to the operator of the computer, server or service where possible in order to bring the access control into compliance as quickly as possible.

D. **Financial Implications:** Costs associated with the implementation of authenticated access control are the responsibility of the computer, server or service operator.

Please see the Policy on Troubleshooting Charges for Violations of PennNet Policies at www.isc-net.upenn.edu/policy/trfees.html for information on additional fees that may be assessed to cover the costs incurred in troubleshooting related to violations of this policy.

E. **Responsibility:** Responsibility for remedy lies with the provider of the computer, server or service.

F. **Time Frame:** Non-compliant devices must be remedied within two weeks of first notification from ISC Information Security, unless a special waiver is granted.

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

H. **Appeals:** Please see the Appeals section of the Policy on Computer Disconnection from PennNet at www.upenn.edu/computing/policy/disconnect.html.

References

Policy on Computer Disconnection from PennNet at www.upenn.edu/computing/policy/disconnect.html.

PennNames documentation at www.upenn.edu/computing/pennnames/.
Network Time Protocol (NTP) reference material.

—Information Systems and Computing, Information Security

—Information Systems and Computing,
Networking & Telecommunications

Thanksgiving Break Safety and Security: Special Checks

Dear Students, Faculty and Staff:

Thanksgiving Break 2001 (5 p.m. 11/21/01 through 8 a.m. 11/26/01) is approaching quickly. Traditionally, this is a time of lower occupancy and greater opportunity for crime. Therefore, we need to be more safety and security conscious.

In order to reduce the opportunity for crime (i.e., criminal mischief, burglaries, etc.), the Division of Public Safety is again offering to conduct Special Checks of Residential Properties during the following time frame: 5 p.m. Wednesday, November 21 to 7 a.m. Monday, November 26.

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

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

If you would like to list your residence for Special Checks during Thanksgiving Break 2001, please pick up an application at the Penn Police Headquarters, 4040 Chestnut Street. You need to complete and return the application prior to vacating the premise. Or, you may request "Special Checks" via the web. Complete the application form on the Public Safety website at www.upenn.edu/police/ and go to "Online Forms" and follow the instructions to submit.

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

—Patricia Brennan, Division of Public Safety

Safety and Security Tips for Thanksgiving Break 2001

If you are Leaving Penn for Thanksgiving Break:

- Register your residence with Public Safety for Special Checks during the Break.
- Secure or remove all valuables (i.e., jewelry, computers, stereos, televisions, etc.).
- All valuables should already be engraved with your Personal ID. Engravers are available at the Detective Unit, 4040 Chestnut Street, (215) 898-4485.
- Close and lock all windows; close all shades, drapes and blinds. Lock and bolt entrance doors to rooms or apartments.
- Use timers on lights and on a radio or television to give your residence the appearance of being occupied.
- Your answering device message should never indicate that you are not at home. Always use plural nouns even if you live alone (e.g., "we're not available to take your call right now"). Don't use your name.
- Make sure that your exterior lighting works and turn all lights on. Preferably, exterior lights should be on a timer or photoelectric cell. If not, contact your landlord regarding these security devices before you leave for Break!

If you are Remaining at Penn during Thanksgiving Break:

- Use one of the interior automated teller machines (ATMs). (Contact the Detective Unit, (215) 898-4485, for locations of interior ATMs).
- Avoid withdrawing money at night. Check the amount withdrawn only after you are safely inside your residence or office. Never display money in a crowd.
- Carry only necessary credit cards and money.
- Carry your wallet in an inside coat pocket or side trouser pocket. Carry your handbag tightly under your arm with the clasp toward your body. Never let it dangle by the handle.
- Keep your wallet or handbag closed and with you at all times. Never place it on the seat beside you, on the counter next to you or under a seat when dining.
- Be aware of your surroundings and the people around you, trust your instincts. Stay in well-lit and well-traveled areas.
- Walk with your head up, shoulders back and your eyes scanning the people around you.
- Use the "buddy" system or the Penn Transit System when traveling at night. From non-University exchanges, dial (215) 898-RIDE (7433) for the vehicular escort service or (215) 898-WALK (9255) for the walking escort service between the hours of 8 p.m. and 3 a.m., daily.
- If you are expecting guests or workers, do not open your door until you know it is the right person(s). Always ask to see identification of visitors you don't know.
- If accosted, don't resist! Don't panic! Get a good description, direction traveled, etc. and report the incident to the police as soon as possible.
- Know the locations of Penn's blue-light emergency telephones. Open the box, lift the receiver or push the button to talk.
- Report any suspicious activities to the police as soon as you can: Where, What, Who, When and How.

—Division of Public Safety

Know your Emergency Numbers:

Division of Public Safety
Penn Police Department
4040 Chestnut Street

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

Philadelphia Police Department
18th Police District
5510 Pine Street

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

SEPTA Police Department

Emergencies: (215) 580-4131

Penn's Way Prizes

Some of the raffle prizes for this year include:

- Epson 777 printer from the Computer Connection
- Overnight stay with breakfast at the Inn at Penn
- Gift certificate for 2 for dinner at the Ivy Grille
- Overnight stay with breakfast at the Sheraton
- \$100 Gift Certificate for the Penn Bookstore
- Free month of parking from Parking Services
- Two \$20 gift certificates to Shula's
- Ten \$10 gift certificates to Houston Market from Bon Appetit
- Family membership (\$50) and \$25 gift certificate to the 2002 spring plant sale to the Morris Arboretum
- One membership (\$30) and lunch for two in the Harrison dining room Faculty Club
- Book of 10 passes: Class of 1923 Rink
- Framed University photograph collection and 2 Photographic Portrait books from Publications
- Family membership and other prizes from the University Museum
- Gift Certificate for two tickets to The Painted Bride
- 4 passes to the Please Touch Museum
- Gift Certificate for \$20 at University Jewelers
- Two picture frames from the Paper Garden
- Tickets to performances at International House
- 2 sets of two tickets 5 different Men's basketball games, 2 sets of two tickets to Penn Wrestling, 2 one-day passes to the Katz fitness center, 2 passes to an Aerobics class, 4 sets of two tickets to the Penn Relays, 2 prizes of one-hour court time at Levy Tennis and 2 tickets to a Penn Football game from Dept. of Recreation and Intercollegiate Athletics
- 2 posters, 3 books and 10 passes to walking tours from Foundation for Architecture
- Deadbolt lock, doorknob and 4 keys from West Philadelphia Locksmith
- Dinner for 2 (\$60) at The White Dog Café and Gift Certificate for \$15 from The Black Cat
- Tickets to music, dance and theater performances at the Annenberg Center
- Tickets to a performance at Arden Theatre
- Teddy bears from Chris' Corner
- Tickets to a performance of the Pennsylvania Ballet
- Gift Certificate for \$10 to Pizza Rustica
- Sari from the Museum's International Classroom
- Two passes to The Academy of Natural Sciences
- 30 CD's from WXPB
- Three pair of sunglasses from Modern Eye

Grand Prize Drawing: Apple iBook laptop computer from Computer Connection.

For more information see the web site at www.upenn.edu/osl/pennsway.

CLASSIFIEDS—PERSONAL

FOR RENT

University City - Beautiful, 1400 sq. ft. 2-bedroom apartment for rent. Garden view, hardwood floors throughout, new appliances, four walk-in closets. \$1,000/mo includes heat, water and 3X weekly trash removal. If interested, please call: (215) 898-8084 (day) or (215) 476-7736 (eve/wkends).

HOME INSPECTION

Need Home Repairs? You may be entitled to money for home repairs. Roof/plumbing leaks, water stains, etc. *at no cost to you.* Call for free property inspection today. Lisa Smith (215) 668-4180.

THERAPY

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.

Almanac is not responsible for contents of classified ad material.

Update

NOVEMBER AT PENN

CHANGE

MFA Class of 2002 Exhibition originally listed for November 13, will open on November 19, with a reception.

EXHIBITS

Now *Ilaria Arpino: Chorus of a Woman*; and *Catherine Gontarek: Four Visions in Collage*; reception: November 28, 5:30-6:45 p.m.; Kelly Writers House Art Gallery. Through December 8 (Writers House).

FILMS

13 *Deadly Business*; gun industry's role in U.S. violence epidemic; features Sen. Richard Durbin, Rep. Carolyn McCarthy; live satellite Q&A follows; 9 p.m.; Hall of Flags, Houston Hall (Alliance for Justice).

14 *The Nightmare Before Christmas*; animated film by Tim Burton; 7 p.m.; CA (Christian Association).

15 *Spy Game*; Robert Redford, Brad Pitt; 8 p.m.; International House Theatre. Tickets/Info.: (215) 898-6533 (SPEC Film).

MEETING

14 *Single Parents Association*; 12:30 p.m.; Greenfield Intercultural Ctr. (Single Parents Assn.).

MUSIC

18 *An Evening With Marc Ribot*; jazz guitarist; 6:30 p.m.; Iron gate Theater; \$12; \$10/Penn ID. Info.: (215) 898-3900 (SPEC Jazz and Grooves).

TALK

14 *Fireside Chat with Provost Barchi*; 5 p.m.; Bistro, Houston Hall (UA; SCUE; Office of Student Life).

Calendar Deadline: The deadline for the January At Penn calendar is *December 4*.



Incubus, by Catherine Gontarek, is a mixed media collage. Ms. Gontarek is the art director of *The Pennsylvania Gazette*. This work is part of the Kelly Writers House Art Gallery exhibit through December 8. Reception is on November 28, from 5:30 to 6:45 p.m.



Are you responsible for some of the 188,000 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—UNIVERSITY

RESEARCH

Want to Lose Weight? The UPenn Weight and Eating Disorders Program is offering a free 2-year weight loss program. Women aged 21-50 who are 50 or more pounds overweight (BMI 30-40) may be eligible. If interested, please call Leanne at (215) 898-3184 for more details.

Quit Smoking for Free! If you are 18 years of age or older, you may be eligible to receive 8 sessions of free counseling and study medication at no cost. Interested? Call the Quit for Health Program at (215) 746-7170.

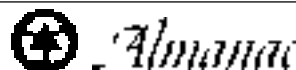
Do you have high cholesterol? Doctors at Penn are launching a novel new research study looking at two well-known cholesterol lowering agents. The study involves several visits to the Hospital of the University of Pennsylvania. If you have elevated cholesterol levels, are not currently taking any lipid-lowering 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.

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.

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.

Postmenopausal women age 55 to 100 years old are needed for a research study examining estrogen use, memory, and the ability to smell. Subjects compensated \$50 for approximately 2 hours of time. For study details contact the Smell and Taste Center at the Hospital of the University of Pennsylvania, (215) 662-6580.

Do you know of an interesting Penn website that is up-to-date, and easy to navigate? *Almanac* is now accepting suggestions for inclusion in the "Other Interesting Sites" link on our homepage.



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).

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 29, 2001 to November 4, 2001**. Also reported were **48 Crimes Against Property (including 22 Thefts; 7 retail thefts; 3 incidents of disorderly conduct; 3 incidents of vandalism; and 2 burglaries)**. Full reports on the Web (www.upenn.edu/almanac/v48/n12/crimes.html). Prior weeks' reports are also on-line. —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 29, 2001 and November 4, 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.

| | | | |
|----------|----------|--------------------|---|
| 10/29/01 | 10:12 PM | 3906 Spruce St. | Complainant robbed by unknown male with knife |
| 10/29/01 | 11:00 PM | 40th/Locust Sts. | Complainant robbed by unknown females |
| 10/30/01 | 11:30 PM | 40th/Chestnut Sts. | Male with handgun/Arrest |
| 10/30/01 | 9:08 AM | 39th/Woodland | Male stopped in auto/auto stolen/Arrest |
| 10/30/01 | 2:28 PM | 3900 Walnut St. | Unwanted calls received |
| 10/30/01 | 7:21 PM | 3600 Chestnut St. | Unwanted call received |
| 11/01/01 | 1:42 AM | 40th/Walnut Sts. | Intoxicated driver arrested |
| 11/01/01 | 2:05 PM | 43rd/Spruce Sts. | Complainant struck by unknown male |
| 11/03/01 | 5:03 AM | 4251 Walnut St. | Intentional fire started in bedroom |
| 11/03/01 | 6:35 AM | 204 S. 41st St. | Known persons harassing complainant |
| 11/04/01 | 9:02 PM | 41st/Irving Sts. | Unknown male with gun robbed complainant |

18th District Report

13 incidents and 4 arrests (including 9 robberies, 3 aggravated assaults and 1 rape) were reported between **October 29, 2001 and November 4, 2001** by the 18th District covering the Schuylkill River to 49th St. & Market St. to Woodland Ave.

| | | | |
|----------|----------|--------------------|---------------------------|
| 10/29/01 | 3:40 PM | 1223 49th St. | Robbery |
| 10/30/01 | 3:15 PM | 5000 Spruce St. | Aggravated Assault/Arrest |
| 10/30/01 | 1:00 PM | 4900 Sansom | Aggravated Assault |
| 10/30/01 | 11:33 PM | 100 Farragut | Robbery |
| 10/30/01 | 1:23 AM | 4834 Spruce St. | Robbery |
| 10/30/01 | 11:00 PM | 4000 Locust | Robbery |
| 10/30/01 | 10:07 PM | 3906 Spruce St. | Robbery |
| 11/02/01 | 10:45 AM | 3020 Market St. | Aggravated Assault/Arrest |
| 11/03/01 | 11:35 AM | 4837 Walton St. | Robbery/Arrest |
| 11/04/01 | 12:30 AM | 5000 blk Larchwood | Rape/Arrest |
| 11/04/01 | 2:05 AM | 3809 Locust | Robbery |
| 11/04/01 | 1:40 AM | 4300 Chestnut | Robbery |
| 11/04/01 | 9:00 PM | 4100 Irving St. | Robbery |

125 Years of Women at Penn



Althea Hottel (1907-2000), first Dean of Women, 1943-59; Penn trustee, 1959-69. 1965 portrait by Agnes Allen, in Hottel Lounge, Hill House.



Theresa Lynch (1896-1994), first female dean of the School of Nursing, 1950-1965. 1965 portrait by Edith Rosenow in Nursing Education Building.



Sarah Stevenson (1848-1921), one of the founders of the University Museum and the first woman recipient of an honorary degree at Penn (1894). 1917 portrait by Leopold Seyffert.



Judith Rodin, first woman president of Penn, 1994-present. 1995 portrait by Jon Harris in the Penn Club in NYC.



Sadie Alexander (1898-1989), the first African-American woman to earn a Ph.D. in economics (1921) and a bachelor of laws (1927) at Penn. 1991 portrait by Alonzo Adams in the Law School.



Jean Brownlee (1911-1995), first woman Dean of the College for Women, 1960-1975. 2001 portrait by Camille Mueller in the Rebecca Jean Brownlee Room, Van Pelt Library Center.



Ruth Smalley (1904-1979), first dean of the School of Social Work, 1958-1966. 2001 portrait by Camille Mueller, in the Caster Building.

While two more portraits of Penn women were unveiled this month to honor some of the University's "firsts", a new book—*Franklin's Daughters*, featuring vignettes of the lives of 23 women pioneers who overcame obstacles to pave the way—arrived at the Penn Bookstore, and the 38th Street bridge was redesigned to include hundreds of pavers and posts that alumnae and their families purchased to celebrate the 125 Years of Women at Penn. \$3.9 million was raised thus far.



Photo by Stuart Watson

A delectable version of the Women's Walkway and the Generational Bridge based on an architectural rendering, made of chocolate chip poundcake, buttercream icing and edible gold and silver, spanned over six feet long and was suspended two feet high and two feet wide. It was made by Emmerich Zach of Zach's Cakes & Pastries of Distinction.



Photo by Stuart Watson

Locust Walk was packed with hundreds of Penn alumnae and others on November 2, who eagerly awaited the inauguration of the Women's Walkway and the Class of 1949 Generational Bridge at 38th Street. After brief remarks and the ribbon cutting, there was a chance to see the numerous newly inscribed pavers honoring those loyal Pennsylvanians who have paved the way for future generations.