

# UNIVERSITY of PENNSYLVANIA *Almanac*

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## Allan Day Term Chair: Dr. Molander



Gary Molander

Dean Samuel H. Preston has announced that Dr. Gary Molander, professor of chemistry, has been appointed to the Allan Day Term Chair.

Dr. Molander received his B.S. from Iowa State University in 1975 and his Ph.D. from Purdue University in 1979. He has been a professor of organic chemistry at Penn since 1999. He began his career at the University of Colorado at Boulder in 1981. Dr. Molander's teaching and research focus on the development of new synthetic methods and their application to the synthesis of organic molecules.

He has served as a visiting professor at Université de Paris-Sud, Orsay, France; Philipps Universität, Marburg, Germany;

École Supérieure de Physique et de Chimie Industrielle de Paris, France; Universidade Federal da Paraíba, Brazil; Universidade Federal de Pernambuco, Brazil; Universidad Nacional del Litoral, Santa Fe, Argentina; Institute of Organometallic Chemistry; Russian Academy of Sciences, Nizhny Novgorod, Russia; Institut de Recherche en Chimie Organique Fine, Rouen, France; and Universidad da Santa Maria, Brazil.

He is an associate editor of *Organic Letters*, a member of the editorial board of *Organometallics*, the chair of the Philadelphia Organic Chemists Club, and an alternate counselor of the Philadelphia Section of the American Chemical Society. He has received the Arthur C. Cope Scholar Award of the American Chemical Society and the American Cyanamid Academic Award and has held fellowships from Eastman Kodak, the NIH, and the Alfred P. Sloan Foundation. He has authored or co-authored more than 130 journal articles.

The Allan Day Term Chair was created in 2001 by Dr. Madeleine M. Joullie, professor of chemistry, and her husband, Richard Prange, to support a faculty member specializing in organic chemistry. The chair is named for Dr. Allan R. Day, a former Penn chemistry professor and Dr. Joullie's mentor.

## Kahn Term Chair: Dr. Richards

Dean Samuel H. Preston has also announced that Dr. Virginia M. Richards, professor of psychology, has been appointed to the Edmund J. and Louise W. Kahn Term Professorship.

Dr. Richards' teaching and research interests include auditory perception and cognitive psychology. She has published extensively, authoring or co-authoring numerous journal articles and book chapters. She earned her bachelor's degree from the University of California at San Diego in 1979 and her Ph.D. at the University of California at Berkeley in 1986. She was an NIH Postdoctoral Fellow at the University of Florida before coming to Penn in 1990. She has received several awards, including research grants from the NIH, the Troland Award from the National Academy of Sciences, and funds for educational innovations in curriculum as part of a grant to the University from the Pew Charitable Trusts.

Edmund Kahn, a 1925 Wharton graduate, had a successful career in the oil and natural gas industry. Louise Kahn, a Smith College graduate, worked for *Newsweek* magazine and owned an interior design firm. The Kahns were dedicated philanthropists whose support of Penn has included Van Pelt Library, the Modern Languages College House, and the School of Arts and Sciences. The Kahns' generosity to SAS includes several named professorships, a departmental prize, and fellowships in the Penn Humanities Forum.



Virginia Richards

## Trustee Term Chair in SEAS: Dr. Bonnell

Dr. Dawn A. Bonnell has been named Trustee Term Professor of Materials Science and Engineering. Dr. Bonnell is an alumna of the University of Michigan, where she received her bachelor's degree in 1983 and her Ph.D. in 1986. She joined the faculty of the School of Engineering in 1988 after working as a Research Scientist at IBM Thomas Watson Research Center. At Penn, Dr. Bonnell also serves as Director of the Center for Science and Engineering of Nanoscale Systems, which was created to foster research and educational activities in nanoscale science and engineering. The Center involves faculty from SEAS, SAS and SOM. She currently is Chair of the Dean's Committee on Nanoscience and Technology and Chair of the Provost's strategic planning committee on Academic Priorities in Technological Innovation.

Dr. Bonnell's research is in nanometer scale phenomena at interfaces involving atomic imaging; electronic structure and bonding related to nanometer variation in optical, magnetic, and electrical properties; charge mediated assembly of nanoelectronics; and proximity effects in functional and biomolecular nanostructures.

Dr. Bonnell is a fellow of the American Ceramic Society and a member of the Materials Research Society, AVS: Science and Technology Society and the American Physical Society.

"Dawn has worked tirelessly to build and promote the School's research and its visibility in nanotechnology," said Dean Eduardo Glandt. "This chair appointment will further assist her in accomplishing her research goals and in contributing to the goals of the School."



Dawn Bonnell

## BEN Financials Update

The University's updated financial system, BEN Financials, has been in operation for nearly three weeks. Here are some items of note from the first two weeks of activity.

From January 2 through 16, BEN Buys users filled more than 4,000 electronic shopping carts for processing into purchase orders, and there were more than a thousand logins each day. Also during this period, more than 5,000 approved purchase orders were created and 8,500 invoices processed.

While users' feedback and reactions have been generally favorable, we have already done some fine-tuning to make BEN Buys and the Penn Marketplace run more efficiently. And no doubt, we'll have to do more in the weeks ahead as we continually monitor the system's performance and response time levels.

During the first two weeks we experienced several outages, all of which were resolved expeditiously, with no loss of data. Our apologies for any inconvenience the downtime may have caused. In an upgrade as extensive and complex as this one, it is, however, inevitable that some problems will crop up, no matter how thorough the planning and testing.

To keep users abreast of late-breaking news and important usage tips, particularly during these first weeks after implementation, we've created an "Advisories" web page at [www.finance.upenn.edu/ben/benfin/advisories.shtml](http://www.finance.upenn.edu/ben/benfin/advisories.shtml). It's readily accessible from the BEN Financials login page, and we encourage users to check it frequently for updates.

As BEN Financials settles into routine operation, your continued support and cooperation are greatly appreciated.

— The BEN Project Team

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## SENATE: From the Senate Office

*The following statement is published in accordance with the Senate Rules. Among other purposes, the publication of SEC actions is intended to stimulate discussion among the constituencies and their representatives. Please communicate your comments to Executive Assistant Carolyn Burdon, Box 12 College Hall/6303, (215) 898-6943 or burdon@pobox.upenn.edu.*

### **Actions Taken by the Senate Executive Committee Wednesday, January 16, 2002**

**1. Chair's Report.** Professor David Hackney reported that the Gender Equity Report had been referred to the Senate Committee on the Faculty for review. The Minority Equity Committee has been charged. The Senate chairs met with the Vice Provost for Research regarding the Center for Technology Transfer. They are considering a committee to review the technology transfer process, services provided by the CTT, costs of CTT and patent policy. Penn is working to comply with a requirement that it track its students and employees who are there on visas. There have been no requests for information from the University that might compromise student privacy. Professor Hackney noted a recent alcohol survey that reported that although overall binge drinking by students is down significantly there remain groups with a high rate. Athletes who are in fraternities have rates 19 times as high as others. Drinking at Penn is down but problems are concentrated in a few sorts. The Provost is working with the Athletic Department and coaches to address problems.

**2. March Meeting.** SEC cancelled the March 13 meeting and rescheduled it for March 20 at 3 p.m.

**3. Past Chair's Report on Academic Planning and Budget Committee and Capital Council.** Professor Gerald Porter reported that there had been one meeting of Academic Planning and Budget since the last SEC meeting that he was unable to attend.

Capital Council has held no meetings since the last SEC meeting.

**4. Election of Committees.** SEC voted on candidates for the Senate Nominating Committee Chair (*at right*), the Senate Committee on Committees and faculty members of the Council Committee on Committees.

**5. Informal Discussion with Provost Robert Barchi.** Professor Hackney outlined the questions on the economic status of the faculty that he had asked the Provost to cover. A SEC member inquired whether the financial status of the Health System influenced the need for an increase in health insurance rates, and whether changes in health plan design could improve the status of UPHS. An extended discussion ensued. The Provost stated that there was no relationship between increases in health plan rates and the financial status of the Health System. He reported that the Health System was in the black last year, but that it will not be able to retire its large debt for many years. Health benefit costs are rising across the country. He noted that continually rising costs of prescriptions are the largest contributors to these increases. Hospital costs are only up slightly and physician fees are flat. Associate Provost Barbara Lowery spoke to the need for the University to contain these costs and provide affordable health benefit options that will work for those who are covered by the plans. The administration has been working with the University Council Committee on Personnel Benefits, chaired by Professor Gerald Porter. The committee has been reviewing options for change and the decision will be announced to the University community in a few months. Professor Porter noted that 25% of the University community is taking maintenance drugs. He added that people request the newest drugs and that is driving up costs. A SEC member requested that in the event the health care plans change and require more pre-approval for procedures that the community be provided with a list of all procedures that would require pre-approval to inform them in selecting a plan. Professor Hackney suggested that Associate Provost Lowery return to SEC to continue the discussion.

A SEC member inquired about the high salaries of some administrators that far exceed salaries of most professors and the provost. Provost Barchi said it is a condition of the competitive marketplace and the difficulty in hiring and retaining the top individuals for an academic setting. Although less dramatic, there are also wide variations in faculty salaries by field, and among different schools. This is the case at our peer universities as well.

Attention turned to the economic status of the faculty. Provost Barchi reminded SEC of the several studies now carried out by his office, including a study done every five years of salary distribution in rank by department. In this review they identify outliers at the high and low ends of the distribution. These are reviewed by the deans to ensure that salaries are appropriate, or to make corrections if necessary. The Provost also reviews all faculty raises annually and the deans are required to provide documentation and justification of raises outside the guideline range for salary increases. The Senate Committee on the Economic Status of the Faculty (SCESF), working with the Provost's office prepares an analysis of 5-year raises versus Consumer Price Index increases in the same five years. This identifies classes of faculty members who have received cumulative raises below the CPI over this period of time. Although the SCESF does not review salary data for individuals, the Provost's office provides the deans with historic salary data on individuals, so that the deans can ensure that the cumulative effect of annual salary decisions is appropriate. SEC members pointed out that many faculty have no information about the basis for salary decisions made by their department chair. The Provost emphasized that faculty should get an annual letter containing feedback on their performance during the year, and the rationale for the salary increase they receive. It was suggested that the Senate Committee on the Economic Status of the Faculty undertake a survey of the deans to determine their practices in providing faculty with specific feedback on performance and its relationship to salary actions. The Provost noted that there is always a range of faculty performance, with most in the middle, but some far above or below the expected standards. For this reason, he has instructed the deans that salary increases should reflect performance, and that a uniform raise for all faculty members in a division is rarely, if ever, appropriate.

In response to Professor Hackney's request Provost Barchi turned to an update on the Strategic Planning Process. The Provost recalled that one year ago he met with the Academic Planning and Budget Committee and the Council of Undergraduate Deans to formulate an outline of directions. In September 2001 fourteen committees were established to consider and revise sections of the outline. He has been meeting with the committee chairs weekly and they are close to a final draft. An Open Forum on the Strategic Plan is scheduled for January 28 at 4 p.m. in 200 College Hall. Community input will be considered and the plan will go to the Trustees in February. Over several months the plan will be costed out, tied to the 5-year budget cycle and the capital plan, prioritized and a fund-raising plan will begin.

## SENATE: From the Senate Office

*Under the Faculty Senate Rules formal notification to members may be accomplished by publication in Almanac. The following is published under that rule:*

**To: Members of the Standing Faculty  
From: David B. Hackney, Chair**

### **Nominations for Offices Requested**

In accordance with the Rules of the Faculty Senate you are invited to suggest candidates for the posts and terms stated below, with supporting letters if desired. Candidates' names should be submitted promptly to David B. Brownlee, Chair of the Senate Nominating Committee by telephone at (215) 898-5551 or by e-mail at [dbrownle@sas.upenn.edu](mailto:dbrownle@sas.upenn.edu).

The following posts are to be filled for 2002-2003:

*Chair-elect:* (Incumbent: Mitchell Marcus)

*Secretary-elect:* (Incumbent: Louis A. Thomas)

*Four At-large Members of the Senate Executive Committee (3-year term)*  
(Incumbents: Stephen Gluckman  
Robert Hornik, Ann Mayer,  
Tukufu Zuberi)

*One At-large Member of the Senate Executive Committee (1-year term)*  
(Incumbent: Vacancy)

*One Assistant Professor Member of the Senate Executive Committee (2-yr term)*  
(Incumbent: Sanjeev Khanna)

*Three Members of the Senate Committee on Academic Freedom and Responsibility (3-year term)*  
(Incumbents: Helen C. Davies  
Howard Lesnick, Sally Zigmond)

*Three Members of the Senate Committee on Conduct (2-year term)*  
(Incumbents: Jeffrey M. Field  
Carolyn Marvin, Peggy R. Sanday)

*Two Members of the Senate Committee on the Economic Status of the Faculty (3-year term)*  
(Incumbents: Andrew Postlewaite,  
Lorraine Tulman)

### **Nominating Committee Elected**

The Senate Executive Committee's slate of nominees for the Senate Nominating Committee was circulated to the Senate Membership on December 18, 2001. No additional nominations by petition have been received by the January 15, 2002 deadline. Therefore, according to the Senate Rules, the Executive Committee's slate is declared elected.

Those elected are:

David B. Brownlee (Prof., History of Art),  
*Chair*  
Irma Elo (Asst. Prof., Sociology)  
Susan Gennaro (Prof., Nursing)  
Judy Meinkoth (Assoc. Prof.,  
Pharmacology)  
Harvey Rubin (Prof., Medicine)  
Julius Shaneson (Prof., Mathematics)  
Vaclav Vitek (Prof., Materials Science &  
Engineering)  
Scott Weinstein (Prof., Philosophy)  
Irene Wong (Assoc. Prof., Social Work)

## Agenda For University Council Meeting

Wednesday, January 23, 2002, from 4 to 6 p.m.  
Bodek Lounge, Houston Hall

- I. Approval of the minutes of December 5, 2001. 3 minutes.
- II. Follow-up comments or questions on Status Reports. 5 minutes.
- III. Report on Faculty Gender Equity Study. Presentation 15 minutes, discussion 30 minutes.
- IV. Report on Review of Policy on Privacy in the Electronic Environment by Committee on Communications. Presentation 10 minutes, discussion 5 minutes.
- V. Follow-up on Report of Task Force on Privacy of Personal Information. Presentation 30 minutes, discussion 10 minutes.
- VI. Adjournment by 6 p.m.

## Pilot Study: Alzheimer's Disease Core Center

The University of Pennsylvania, NIH-funded, ADCC in the Center for Neurodegenerative Disease Research Center (CNDR) will fund two pilot projects on biomedical, epidemiological or behavioral research in basic science or clinical areas each at a level of up to \$20,000/year. These one-year, non-renewable grants support pilot research projects on the etiology, pathogenesis, diagnosis or management of dementia of the Alzheimer's type or related conditions. The purpose is to assist faculty in obtaining preliminary data to serve as the basis of a grant application to the NIH or other public or private agencies concerned with this important medical and social problem (see the CNDR website: [www.med.upenn.edu/cndr/ADCCPilot.html](http://www.med.upenn.edu/cndr/ADCCPilot.html)). A committee will review the proposals and funding depends not only on scientific merit, but also on the likelihood that the pilots will lead to independent investigator initiated proposals. Priority will be given to:

- faculty in the early stages of their career who seek to enter the Alzheimer's Disease research arena
- senior faculty who intend to shift their research emphasis towards neurodegenerative diseases

Applicants should utilize the NIH PHS 398 form with a limit of 5 pages (exclusive of literature cited). Please find application submission details on the CNDR website. The application submission deadline is *April 1, 2002* and questions may be directed to Gayle Viale, staff assistant, Center for Neurodegenerative Disease Research (CNDR), phone (215) 662-4708 or e-mail: [viale@mail.med.upenn.edu](mailto:viale@mail.med.upenn.edu).

## FOR COMMENT

### PENNCARD Policy

In January of 1998, the University instituted a policy requiring the wearing of PENNCARD identification cards in buildings that are being used 24 hours a day (*Almanac*, December 15, 1998). The first phase targeted specific buildings with high after-hours populations. The policy states "building users are required to prominently display their PENNCARDS between the hours of 10 p.m. and 7 a.m.—7 days a week."

In February of 2000, phase II of the PENNCARD Identification Policy was expanded to include all campus buildings used by students, staff and faculty after hours (between 10 p.m. and 7 a.m.), with the obvious exception of students, staff and faculty residents in residential buildings and those actively participating in activities in athletic buildings.

As a result of the terrorist attacks of September 11, 2001, the Division of Public Safety's Advisory Board was asked to examine the issue of security within all University buildings, and in particular the issue of displaying PENNCARD identification cards 24 hours a day —7 days a week. The Board issued the following recommendation:

"Acknowledging that building security is currently a school and center responsibility, the Advisory Board also recognizes that DPS must be prepared to undertake heightened security measures at specific buildings or across campus in the event of an emergency or high security risk. The Board reviewed the current policies governing the use of PENNCARD identification cards, and wishes to acknowledge that there are currently two University of Pennsylvania policies governing their use:

The first policy is the *University of Pennsylvania Human Resources policy number 119*.

This policy states, "Each faculty and regular staff member will be issued a photo identification card (PENNCARD) while a member of the University community. The PENNCARD is the property of the University of Pennsylvania and is not transferable. It should be carried at all times and presented upon request of any University official."

The second PENNCARD policy is the *University of Pennsylvania Security Policy for 24 Hour Academic Buildings* (see *Almanac* Of Record, January 18, 2000).

This policy requires faculty, staff and students utilizing Academic Buildings between the hours of 10 p.m. and 7 a.m. prominently display their PENNCARD identification.

The Advisory Board wishes to note that in the event of a heightened security risk, members of the Penn community must be prepared for the enforcement of these policies, as well as potentially greater restrictions on access to campus buildings and events. To that end, the DPS Advisory Board recommends that these policies be expanded to include a statement to the effect that "Faculty, staff and students of the University of Pennsylvania must carry their PENNCARD Identification Cards with them, or risk being denied access to a University event or building." The DPS Advisory Board also wishes to acknowledge that some schools and centers may implement procedures regarding their individual building internal security that exceed those governing the general PENNCARD policies adopted by the University."

The Public Safety Advisory Board seeks the input of all segments of the Penn community. Please direct your comments to: Maureen Rush via [tcoffey@pobox.upenn.edu](mailto:tcoffey@pobox.upenn.edu).

—Maureen Rush, Vice President Public Safety

## Call for Proposals: The Diversity Fund

### Statement of Purpose

The Diversity Fund was established five years ago to help foster the recruitment and retention of faculty and students from under-represented minority groups as well as to facilitate research on diversity in higher education. Although the amount of funding awarded varies, funding for most projects will not exceed \$20,000.

*The Diversity Fund supports:*

- Implementation of schools' strategic plans to increase the presence of under-represented minorities (matching funds required).
- Research on diversity in higher education.
- Projects to diversify the campus environment.

### Application Process

Proposals to the Diversity Fund consisting of an original and three copies should be submitted to the Office of the Provost, 122 College Hall/6303 before *March 15th* of each year. If the date falls on a weekend or holiday the deadline is the following business day.

*Proposals must include:*

1. The Diversity Fund Cover Sheet. Failure to complete the cover sheet or to comply with page limitations will risk disqualification from the competition. The cover sheet should include: name of Principal Investigator, rank, phone number, e-mail address, department, school, campus address, and mail code; the name of the Business Administrator, phone, and e-mail address; the title of the proposal; and the signatures of the Dean, Department Chair and Principal Investigator.

2. 100-word abstract of the proposal.
3. Amount of current support for the project.

4. Other pending proposals for the same project.

5. A list of related support received during the past three years. If the proposal was funded in the past by the Diversity Fund, a report on the use of those funds and an assessment of the project's impact should be included.

6. A one-page biographical sketch of each project director.

7. A proposal of not more than ten single spaced pages giving the scope, rationale, significance, plan, and impact of the project.

8. Budget (one page). Budget items should be listed in order of priority. Please note that financial support cannot be provided for non-Penn faculty.

### Criteria for Review

Criteria for review will include the following:

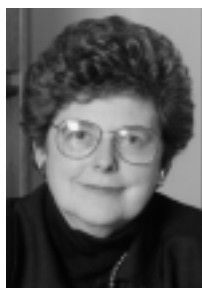
- Relation of the project to the *Agenda for Excellence* and the University's goals for recruitment and retention of under-represented minorities.
- Potential for generating new insights about diversity in higher education.
- Budget appropriateness.
- Current support.
- Projected/committed amount of matching funds and/or School/Responsibility Center contribution.

—Office of the Provost



# HONORS and Other Things

## ANA Awards: Dr. Lang and Dr. Aiken



Norma Lang

Dr. Norma Lang, former dean of nursing, and professor of nursing, has been named the Jessie M. Scott recipient for 2002 by the American Nurses Association.

The Jessie M. Scott Award is given for the demonstration of the interdependent relationships among nursing education, nursing practice, and nursing research.

Dr. Linda Aiken, the Claire M. Fagin Leadership Professor of Nursing, professor of sociology and director of the Center for Health Outcomes and Policy Research, has been awarded the Barbara Thoman Curtis award by the American Nurses Association.

The Barbara Thoman Curtis Award is given for significant contributions to nursing practice and health policy through political and legislative activity.

Both awards will be presented at the 2002 ANA Convention in Philadelphia, in June.

## USSOCOM Medal: Dr. Lambertsen



Christian Lambertsen

Dr. Christian J. Lambertsen, emeritus professor of environmental medicine, and founder of the Institute for Environmental Medicine, has received the U.S. Special Operations Command Medal. This is the highest award the U.S. Special Operations Command confers upon a civilian.

The citation signed by USSOCOM Commander in Chief, General Charles R. Holland, USAF, read in part: "Dr. Christian J. Lambertsen has distinguished himself through significant and lasting research and development contributions to the Special Operations Community and the Department of Defense. He invented the first self-contained underwater circuit-breathing apparatus and became the first U.S. self-contained diver. He conceived and instituted military underwater operational functions with the office of Strategic Services, combining self-contained diving and one-man submersibles for the United States during World War II, and was the first to perform a deployment and recovery operation using a small submersible with a submerged, underway submarine. Dr. Lambertsen trained Coast Guard, Army engineers, and Navy underwater demolition team cadres for submerged operations methods, including composite fleet submarine and operational swimmers activity. He is recognized by the naval Special Warfare community as 'The Father of U.S. Combat Swimming'."

## Math Award: Dennis DeTurck

Dr. Dennis DeTurck, the Davidson Kennedy Professor of Mathematics, chair of the Math Department and faculty master of Stouffer College House, has received the Deborah and Franklin Tepper Haimo Award for Distinguished College or University Teaching of Mathematics. The award, given by the Mathematical Association of America, honors college or university teachers who have been widely recognized as extraordinarily successful and whose teaching effectiveness has been shown to have had influence beyond their own institutions.

In part the citation reads: "A charismatic classroom teacher who inspires students at all levels to learn and to love the subject, (Dr.) DeTurck is also a talented innovator who has created a variety of programs to enhance teaching..." "Many of Professor DeTurck's innovative programs involve creative use of technology. He teaches a web-based course, *Ideas in Mathematics*, to Penn students, high school students around the country, and alumni. He was active in introducing substantial use of computers in all of Penn's calculus classes, in establishing 'Maple Centers' in residence halls, where students can work on assignments cooperatively, and in promoting various uses of the internet such as on-line tutorials and late-at-night help from faculty and graduate students." Dr. DeTurck's research interests center on systems of partial differential equations in differential geometry.



Dennis DeTurck

## Endangered Languages: Dr. Bird



Steven Bird

are endangered or unknown to science.

## ASME Award: Dr. Ayyaswamy

Dr. Portonovo S. Ayyaswamy, professor of mechanical engineering and applied mechanics, received the 2001 American Society of Mechanical Engineers International (ASME) Heat Transfer Memorial Award—Science. The award is conferred upon an individual for outstanding contributions to the field of heat transfer through teaching, research, practice or design. His contributions include the identification of new mechanisms associated with drag/transport of moving droplets experiencing phase-change, polarity effects on arc-plasma heat transfer and oscillatory enhancement of non-Newtonian fluid flows. He is the co-author of a well-known monograph entitled *Transport Phenomena with Drops and Bubbles* (Springer, 1997).

## APA President-Elect: Dr. O'Donnell



James O'Donnell

Dr. James O'Donnell, professor of classical studies and vice provost for information systems and computing, has been named the American Philological Association's (APA) President-Elect for 2002, he will succeed to President in 2003 and Past President in 2004.

Dr. O'Donnell has published widely on the cultural history of the late antique Mediterranean world

and is known for his three-volume edition and commentary on Augustine's Confessions. He is presently completing a book entitled *What Augustine Didn't Confess: an Antibibliography*.

The Association was founded in 1869, and is the principal learned society in North America for the study of ancient Greek and Roman languages, literatures and civilizations.

## Bolton-Johnson Prize: Dr. Alvear



Ann Farnsworth Alvear

Dr. Ann Farnsworth Alvear, associate professor of history and director of the Latin American Cultures Program, has been awarded the Bolton-Johnson prize, by the Conference on Latin American History, an affiliate of the American Hispanic Association. The prize honors Dr.

Alvear's book *Dulcinea in the Factory: Myths, Morals, Men and Women in Colombia's Industrial Experiment, 1905-1960*.

## Four Physical Society Fellows

The American Physical Society has named four physics faculty as Fellows. They are: Dr. Mirjam Cvetic, Class of 1965 Endowed Term Professor; Dr. Paul Heiney, professor of physics; Dr. Randall Kamien, the William Smith Term Associate Professor; and Dr. Eugene Mele, professor of physics.

## Honorary Director for Life: Dr. Striker

Dr. Cecil L. Striker, professor of the history of art, has been elected Honorary Director for Life of the American Research Institute in Turkey. He has been associated with the Institute since its founding in 1965 and was president of the organization from 1977-1984.

## School Reform: Mike Masch

Michael Masch, vice president for budget and management analysis, has been appointed to the new governing body for Philadelphia's public schools, a five-member School Reform Commission. Mr. Masch has served on the school board for nearly two years and was the budget director under former mayor Edward Rendell. The School Reform Commission replaces the city's Board of Education.



Michael Masch

## Grad Student Award: Ms. Gurmankin

Andrea D. Gurmankin, a graduate student in the master of bioethics program and a student in the doctoral program in psychology, was awarded the Graduate Student Paper Award by the Association for Politics and Life Sciences. Her paper, *Risk Information Provided to Prospective Oocyte Donors*, investigates the quality of risk information provided to prospective egg donors via preliminary phone calls made by in-vitro fertilization programs that advertise in college newspapers. The study was recently published in the *American Journal of Bioethics (AJOB)*.

"Andy's study is path-breaking research—controversial because it involves deception, but important because it is the first look at what really happens when vulnerable women become part of the egg recruitment world," stated Dr. Glenn McGee, associate director of education at the Center for Bioethics and editor-in-chief of *AJOB*.

## Volleyball Ivy League Champions

The Women's Volleyball team won their first Ivy League Championship since 1990 with an 11-3 record. The team also won a one-match playoff against Brown to win the right to represent the Ancient Eight at the NCAA Tournament. Their head coach *Kerry Major* was named AVCA Northeast Region Coach of the Year.



## Football Honor

Jeff Hatch, a senior in SAS, and lineman on the Quakers football team has been chosen as an All-American by the American Football Coaches Association and the Associated Press. This is in addition to his unanimous first-team All-Ivy selection earlier in the season. Mr. Hatch was also selected to play in the 64th annual Blue-Grey All-Star Football Classic. He is the first Quaker to play in the post-season classic since 1998.

## Knowledge@Wharton Web Site No. 1

Inc. magazine has ranked the *Knowledge@Wharton* web site number 1 among business-school webzines in its January 2002 issue. The magazine looked at web sites run by 50 leading U.S. business schools and then asked a panel of CEOs to evaluate the top four. The CEOs put *Knowledge@Wharton* at the top of the list.

The article called *Knowledge@Wharton* "a trailblazer" and also commended the site for "timely, topical and insightful business writing." The article can be found at: [www.inc.com/search/23803.html](http://www.inc.com/search/23803.html).

The site was launched in 1999 and has approximately 130,000 users representing 180 countries.



## DEATHS

### Dr. Rosman, Retired Psychologist

Dr. Bernice L. Rosman, a retired clinical associate professor of psychology in psychiatry, died on January 14, at the age of 69.

Dr. Rosman also served on the staff of the Philadelphia Child Guidance Center and performed research in the field of family therapy. While at the Center, she held the positions of director of research and training, chief psychologist, and director of education. Dr. Rosman worked with Salvador Minuchin, the developer of structural family therapy. Dr. Rosman joined Penn in 1975 as an assistant clinical professor of psychology in psychiatry and became a clinical associate professor in 1987 a position she held until she retired in 1995.

Dr. Rosman received her bachelor's degree from Hunter College in 1953, a master's in psychology from Yale in 1958 and a Ph.D. in psychology from Yale in 1962. She was a fellow of the American Orthopsychiatry Association, a member of the American Association for Marriage and Family Therapy and the American Family Therapy Association.

She is survived by her son, Lewis; and former husband Abraham. Memorial donations may be made to the Southeastern Pennsylvania Chapter of the Alzheimer's Association, Constitution Place, Suite 1120, 325 Chestnut St., Philadelphia, PA 19106.

### Shirley Wellenbach, Retired CGS Assistant Dean

Shirley Wellenbach, the retired assistant dean of continuing education, died on January 15, at the age of 76.

Mrs. Wellenbach served as assistant dean of continuing education for the College of General Studies from 1976 until her retirement in 1996.

She received her bachelor's degree from Wells College in 1947 and a masters in city planning from Penn in 1970. She began working at Penn in 1974 as a vocational advisor.

She is survived by her husband Burton; three sons, Scott, Andrew and John; two daughters, Jill and Patricia; three brothers and six grandchildren. Memorial donations may be made to Naomi Berrie Diabetic Center, 1150 St. Nicholas Ave., New York, NY, 10032.

## 15th Annual Women of Color Day Awards: Call for Nominations February 18

To the University Community:

The Women of Color Awards are given in recognition of individuals who have conscientiously endeavored to increase respect for women of color at Penn, University of Pennsylvania Health Systems, Presbyterian, Pennsylvania Hospitals and the Delaware Valley community. Annually, awards are given in three categories: faculty/staff, graduate and/or professional student, and undergraduate student.

**Award Criteria:** Nominees must be affiliated with Penn, University of Pennsylvania Health Systems, Presbyterian or Pennsylvania Hospital and have demonstrated:

- Outstanding leadership
- Distinguished service
- Positive impact on the community
- Commitment to enhancing quality of life for and/or serving as a rolemodel for women of color

1. How has the nominee contributed to the betterment of the community?
2. Identify nominee's involvement in activities that are beyond the scope of the individual's job or coursework.
3. Identify a problem within the Penn, University of Pennsylvania Health Systems, Presbyterian, Pennsylvania, or Delaware Valley community that has been effectively addressed by the nominee.
4. What are the distinguishing qualities or characteristics that make your nominee appropriate for the Women of Color Award?
5. Please add any additional information about your nominee, which you believe, would be helpful to the Awards Subcommittee's selection process.

The nomination form must be returned no later than February 18, 2002.

Nominations are also sought for The Dr. Helen Octavia Dickens Lifetime Achievement Award. This award is named in honor of the late Dr. Helen Octavia Dickens, its first recipient. In 1991, Dr. Helen O. Dickens was nominated for an award of merit, but it quickly became apparent that Dr. Dickens was no mere candidate. From her early childhood, Dr. Dickens was fascinated by the miracle of birth. She overcame racism, sexism and rejection to enter the field of gynecology and obstetrics back in the 1930s. She became one of the first African-American women to graduate medical school at the University of Illinois at Chicago. Dr. Dickens headed the OB/GY department at Mercy Douglas Hospital and University of Pennsylvania. Dr. Dickens pioneered the development of teen pregnancy and medical minority affairs programs. She maintained her practice, continued to teach, recruit students and worked tirelessly to increase the presence and permanence of women of color at Penn. Her contributions towards the enhancement of the Philadelphia community spanned a period of over 50 years (*Almanac* December 11, 2001).

**Criteria for nominee:**

- The nominee must currently be an employee of The University of Pennsylvania, University of Pennsylvania Health Systems, Presbyterian or Pennsylvania Hospital.
- Have no less than 25 years of service with the above institutions or the community.
- Have worked to increase the presence and permanence of women of color at the above institutions or in her community.
- Candidate should stand out in the field in which she is employed.
- Have innovative approaches to service in the same field.
- Show community service activities; including but not limited to:
  - having a significant impact on her community
  - having a passion for sharing of self with others
- Paragraph of examples of the nominee's accomplishments that span 25 years should be included.
- As supporting data, a resume or CV will be accepted.
- All data (not including resume or CV) should be in written form and should not be more than 3 pages.

Nomination forms may be obtained via the Web Site at: [www.upenn.edu/ccp/WomenofColor.html](http://www.upenn.edu/ccp/WomenofColor.html) or from the Resource Centers.

— Jeanne Arnold, Director, African-American Resource Center

## 2002 HERS Program Information Sessions: February 6 and 7

To All Penn Women:

Have you heard about HERS and the Bryn Mawr Summer Institute for Women in Higher Education? Ever think about applying? Wonder what the process is? Or want to know what the program is like? Come join us for an Information Session about the 2002 HERS program. Talk with colleagues who have attended HERS in years past and find out about this year's program and application process. Two sessions will be held: Wednesday, February 6, 4 p.m., and Thursday, February 7, noon-1 p.m., in the Fire-side Lounge, The ARCH, located at 3601 Locust Walk, enter from 36th St.

The University will sponsor the nomination of one woman to the Summer Institute for Women in Higher Education Administration, sponsored by Bryn Mawr College and Higher Education Resources (HERS) Mid Atlantic, and will fully fund her participation.

Over the years, Penn has supported the enrollment of over 50 women faculty and administrators from schools and departments across the campus. As in the past, a review committee of several HERS alumnae and Penn faculty will select the nominee for recommendation to HERS. HERS makes the final selection.

Applications for the woman selected by the internal committee will be forwarded to HERS for final review and acceptance in March.

For an application or more information, contact Linda Wiedmann at (215) 746-6489 or by e-mail at [wiedmann@pobox.upenn.edu](mailto:wiedmann@pobox.upenn.edu) or visit [www.brynmawr.edu/summerinstitute/](http://www.brynmawr.edu/summerinstitute/).

**Q. What is the purpose of the Summer Institute?**

**A.** The Institute offers women faculty and administrators intensive training in education administration pertinent to the management and governance of colleges and universities. It is designed to improve the status of women in middle and executive levels of higher education administration, areas in which women traditionally have been under-represented.

**Q. What are the main curricular areas?**

**A.** The curriculum focuses on four areas: academic environment, external environment, institutional environment and professional development. Specific work areas include strategic planning, budgeting and accounting, financing higher education, and leadership skills.

**Q. Who makes up the faculty?**

**A.** The faculty is comprised of women and men from government, foundations, professional associations, and the leadership of diverse sectors of North American higher education.

**Q. Who is eligible to apply?**

**A.** Application for admission is open to women faculty and administrators whose background, experience and present responsibilities indicate a potential for professional advancement in higher education administration.

**Q. When and where will the program be held?**

**A.** The Institute, a residential experience in its 27th year, will be held from June 23 to July 19, 2002 on the campus of Bryn Mawr College. Although most women live on campus, it is possible to commute. Classes are held from approximately 8 a.m. to 4 p.m. Monday-Friday and from 8 a.m.-noon on Saturday. There are programs and group discussions scheduled for many of the evenings.

**Q. What is the application process?**

**A.** Applicants must complete an application form and submit a letter of recommendation. For administrators, this letter should be from the department head or supervisor; for faculty, it should be from a faculty member who is knowledgeable of the candidate's administrative abilities. Submit materials to Linda Wiedmann, AWFA President, CURF, 2nd floor, ARCH, 3601 Locust Walk, no later than Wednesday, February 20, 2002.

—Linda A. Wiedmann, Associate Director, Benjamin Franklin Scholars/General Honors, Center for Undergraduate Research and Fellowships, President, Association of Women Faculty and Administrators (AWFA)

## Cancer Center's OncoLink and EmergingMed.com: Free On-Line Clinical Trial Match & Referral Service

OncoLink, the University of Pennsylvania Cancer Center's award-winning web site, and EmergingMed are pleased to announce the launch of a new Clinical Trial Match & Referral Service. Available free to visitors of OncoLink.com, this service is the first phase of a three-year exclusive collaboration between Penn's Cancer Center and EmergingMed.com. It enables visitors to learn about clinical trials available through the Cancer Center and to easily identify trials for which they or a loved one might be eligible. One of the largest cancer information web sites and cited as one of the best internet sources of medical information by the *Journal of the American Medical Association* (JAMA-May 24, 2001), OncoLink recently underwent a dramatic expansion and re-design. The updated graphics and layout introduce improved navigation features to better accommodate the over 11.2 million visits from patients, families and providers who access the site monthly.

"We at EmergingMed and OncoLink share a steadfast commitment to improving patient access to cancer clinical trials and accelerating the process of finding better cancer treatments," said Courtney Hudson, chief executive officer and founder of EmergingMed. "Through this collaboration we can further empower patients with easy-to-locate treatment options they might otherwise never know about," added Dr. James Metz, assistant professor of radiation oncology at Penn and editor-in-chief of *OncoLink*. "At the same time, we've streamlined the process of getting eligible patients into clinical trials, making the experience as easy and convenient as possible."

Patients access the Clinical Trial Match & Referral Service at [www.oncolink.com](http://www.oncolink.com) under "Treatment Options" and "Clinical Trials." From there, visitors can either view a listing of available trials by cancer type or they can fill out a simple on-line questionnaire to determine their

eligibility. All submitted information is kept strictly confidential. Within seconds, a response will show if a patient's profile matches the enrollment criteria for any clinical trials at the Cancer Center. If a match is made with one or more clinical trials, an EmergingMed customer service specialist, upon request, will help facilitate contact with the team conducting the trials. The service strives to respond to requests by phone the same day an application is submitted and within 48 hours for e-mail requests.

Additional support for the Clinical Trials Match and Referral Service has been provided by Aventis Pharmaceuticals.

OncoLink was founded in 1994 by Penn cancer specialists who wanted to help cancer patients, families, health care professionals and the general public get accurate, timely cancer-related information-quickly and free of charge. Through it, the user can get information about specific types of cancer, news about research advances and updates on cancer treatment. *OncoLink*, which is managed and written by physicians and nurses of the Cancer Center, has been recognized as one of the leading health resources on the Web, reaching over 11 million hits per month. It's received numerous awards including the coveted Global Information Infrastructure Award in 1998.

EmergingMed was founded in January 2000 to offer cancer patients and their families a fast and easy way to find and understand available treatment options and to speed up drug development through increased enrollment in clinical trials. The Company's clients include Aventis Pharmaceuticals, Genentech, SuperGen, Clinical Research Group, ILEX Oncology, Protein Design Labs, Antigenics, and the University of Arizona Cancer Center. Based in New York City, EmergingMed is a private health services and hosted application provider.

For more information, call (212) 594-7990 or write to [ContactUs@emergingmed.com](mailto:ContactUs@emergingmed.com).

# Update

JANUARY AT PENN

## CANCELLED/CHANGE

*Time of Fulfillment*, the January 29 Penn Humanities Forum by Hayden White, is cancelled.

Due to a recent stroke, the MLK Interfaith speaker, Dr. Wyatt T. Walker, will not be speaking on January 24. The Rev. Dr. Joan Parrott, vice president for leadership development and spiritual renewal at the Children's Defense Fund, will speak in his stead, at 7 p.m., Bodek Lounge, Houston Hall.

## CONFERENCE

**25** *HIV/AIDS in Africa: Taking Action*; fourth-annual Conference on Health and Human Rights; 8:30 a.m.-5 p.m.; Bodek Lounge, Houston Hall. Info.: (215) 823-4206 or [evelyn.shuster@med.va.gov](mailto:evelyn.shuster@med.va.gov) (Ethics & Human Rights Program, VA Medical Ctr.; African Studies Ctr.; Penn Center for AIDS Research; Middle East Ctr.)

## EXHIBITS

**Now** *Undergraduate Juried Show*; Charles Addams Fine Arts Gallery. *Through February 1* (GSFA).

*Reclaiming the American Western Landscape*; Cartographies, mappings and images of altered landscapes; traveling exhibition by Alan Berger, University of Colorado; Lower Gallery, Meyerson Hall. *Through February 1* (Landscape Architecture).

*Maya Brim and Kate Stuart*; MFA candidates; opening reception: January 22, 5-7 p.m. Graduate Student Center. *Through February 8* (GSFA).

**27** *Middle East Center Museum Tour*; 1-5 p.m.; University Museum.

## FILMS

### International House

The Films of Albert and David Maysles. \$5. Info./tickets: (215) 895-6542 or [www.ihousephilly.org](http://www.ihousephilly.org).

**24** *Salesman*; 8 p.m.

**25** *What's Happening! The Beatles In America*; 8 p.m. followed by *Gimme Shelter*.

## FITNESS/LEARNING

**22** *The Business of Writing*; Sheryl Simons on building a freelance writing career, marketing, web-based strategies, contracts and copyrights; 5-7 p.m.; Kelly Writers House (Kelly Writers House)

**23** *Islamic Feminism Before and After September 11*; Miriam Cooke, Duke University; 4:30 p.m.; Kelly Writers House (Women's Studies; English Dept.; Kelly Writers House)

### Al-Bait Al-Arabi

*Arab World's Membership in World History Through its Physical Monuments*. Middle East Center coffee hours/discussions; 7 p.m.; TV Lounge, Gregory House.

**24** *The Arab West*

**31** *The Arab East*

## MUSIC

**27** *Jazz Improvisation Duos*; fusion of jazz, classical, new age & avant-garde improv; Catherine Marie Charlton, piano; and J. Jody Janetta, percussion; 3 p.m.; Chapel, Philadelphia Cathedral; \$10; \$5/students & seniors. Info./tickets: (215) 386-0234 ext. 103 (The Global Village—Initiatives in Arts, Culture and Education).

## READINGS/SIGNINGS

**24** *Loos and Fine Art: Scandalous Beauty from the Anti-Artist of Architecture*; Joseph Masheck; 6:30 p.m.; Arts Café, Writers House (Kelly Writers House).

**28** *The MouseDriver Chronicles*; John Lusk and Kyle Harrison, WG '99; 4:30 p.m.; rm. 350, Steinberg Hall-Dietrich Hall (Wharton e-Business Initiative).

## SPECIAL EVENT

**23** *Foods of the Forest Dinner Buffet*; 5:30-8 p.m.; Faculty Club, Inn at Penn; \$28/per person. Info./reservations: (215) 898-4618 (Faculty Club).

## TALKS

**23** *mRNA Trafficking in and Between Male Germs*; Norman Hecht, Johns Hopkins University; noon; Rm. 252, BRB II/III (CRRWH).

*Survivors of the Middle Passage: Autobiographical Accounts by Enslaved Africans in British America*; Jerome Handler, Virginia Foundation

for the Humanities; 3 p.m.; rm. 200, College Hall (African Studies Center).

**24** *India-China Relations: Looking into the Future*; Venu Rajamony, Embassy of India; 4:30 p.m.; conference rm., Solomon Asch Ctr., suite 305, St. Leonard's Court (Ctr. for the Advanced Study of India).

*Slide Lecture*; Winifred Lutz (sculptor); 5 p.m.; Meyerson B-3 (GSFA).

**29** *Slide Lecture*; Tom Butter (sculptor); 5 p.m.; Meyerson B-3 (GSFA).

**Deadlines**: The deadline for the weekly Update is each Monday for the following week's issue. The deadline for the March At Penn calendar is February 12.

## CLASSIFIEDS—UNIVERSITY

### RESEARCH

**Want to Lose Weight After the Holidays?** The Penn 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.

**Have you had breast cancer?** The Center for Bioethics at Penn (located at 34th and Market) is conducting research to learn about women's experiences with breast cancer. Subjects compensated \$25 for participating in a confidential 60-90 minute, audiotaped interview at the Center. We are looking for women who were diagnosed with breast cancer less than five years ago and who are one year post-treatment. For more information, please call 1-800 716-2614, extension 1 and leave a message for the "Understanding Difference Study."

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

## CLASSIFIEDS—PERSONAL

### ACCOUNTANT

**Tax Professional on Campus**—Tax Return Preparation & Advice by Sage CPA/MBA for Personal & Small Business; NonProfits, Estates, Trusts, Alien & Green Card Residents, Advice, Appeals, Audits, No charge for First Appointment-Day/Evg. Early Filer & Off Season Discounts. Call Tim (610) 853-2871—3916 Locust Walk (Church Admin. Office).

*Almanac* is not responsible for contents of classified ad material.



*Almanac*

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

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

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## 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 **January 7 to 13, 2002**. Also reported were **27 Crimes Against Property (including 20 Thefts, 2 retail thefts, 1 vandalism, 1 fraud and 3 burglaries)**. Full reports on the Web ([www.upenn.edu/almanac/v48/n19/crimes.html](http://www.upenn.edu/almanac/v48/n19/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 **January 7, to January 13, 2002**. 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.

01/07/02	11:08 AM	3537 Locust Wlk	Unwanted phone calls
01/10/02	1:56 AM	42 and Spruce	Driving intoxicated/Arrest
01/10/02	2:55 AM	220 S 40 St	Complainant assaulted by male
01/10/02	3:51 AM	3900 blk Delancey	Complainant assaulted by males
01/11/02	7:52 AM	399 S 33 St	Vehicle damaged
01/12/02	1:23 AM	500 S 41 St	Narcotics on male/Arrest
01/12/02	2:05 AM	3900 Pine St	Male wanted/Arrest
01/12/02	11:57 PM	4000 blk Market	Aggravated assault/Arrest
01/13/02	6:23 PM	3910 Irving St	Unwanted telephone calls

### 18th District Report

10 incidents and 5 arrests (including 6 robberies, 3 aggravated assaults and 1 rape) were reported between **January 7 to 13, 2002** by the 18th District covering the Schuylkill River to 49th St. & Market St. to Woodland Ave.

01/08/02	1:45 PM	4605 Chester	Rape
01/09/02	2:45 PM	4600 Ludlow	Aggravated Assault/Arrest
01/09/02	2:45 PM	4600 Ludlow	Aggravated Assault/Arrest
01/11/02	1:32 AM	4900 Walnut	Robbery
01/11/02	2:00 PM	4723 Walnut	Robbery/Arrest
01/12/02	5:00 PM	4500 Market	Aggravated Assault/Arrest
01/12/02	10:27 PM	4725 Pine	Robbery
01/13/02	8:48 AM	5000 Spruce	Robbery/Arrest
01/13/02	1:15 PM	4600 Larchwood	Robbery
01/13/02	1:20 AM	415 47th St	Robbery

## Maintaining a Balanced Budget

*To the University Community:*

As we begin 2002, we can look back over the past few years on a great number of achievements in which we can all take pride. Our investments in the campus and the community have produced real improvement in both, with new academic facilities and neighborhood amenities that have made Penn and University City such appealing places to study, work and live. Our reputation as one of the world's foremost research universities has continued to grow, enhanced by the addition of outstanding scholars and the creation of important new research programs. Our endowment performed well this past year, posting a positive return in the face of a general market decline. Our Health System has returned to profitability. We have met virtually all of the major institutional goals mapped out in our five-year *Agenda for Excellence*, in many cases surpassing them.

All of this leaves us well positioned for the future. But we are now operating in a different climate from the one we enjoyed in years past. The economic downturn that began last summer has been exacerbated by the events of September 11 and has spread throughout the nation. Each day's news brings new stories of corporations cutting back on their operations and laying off workers. Although we are fortunate to be in a sector that fares better in times of recession than the economy as a whole, we are not completely immune to the current economic situation.

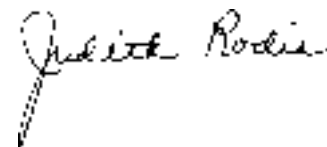
Our operations have been affected by recent economic changes in several ways. The biggest impact is in the cost of employee healthcare benefits, where our costs have taken a sudden jump, climbing 13 percent this year after a decade of much more modest annual increases. More students are applying for financial aid now than in recent years, as layoffs and corporate downsizing have reduced some family incomes. The decline in the economy has also caused state revenues to fall. This has already led the Commonwealth of Pennsylvania to reduce its appropriation to the University by one percent this year, and further reductions are possible in light of the state's fiscal straits. We are seeing across-the-board increases in our insurance costs, as insurers raise rates to pay for claims related to the terrorist attacks of September 11. We are also experiencing declines in enrollment in our executive-education programs as companies cut back on expenses.

All of these changes mean that we must take corrective steps now if we want to maintain a balanced budget and continue to make important investments in our key academic priorities over the next several years. First, we must reduce administrative costs. To achieve this, I have asked each central administrative department to plan to reduce its budget by five percent in the coming fiscal year. Our goal is to identify and eliminate unnecessary expenses and realize increased efficiency so that our central administrative offices will continue to provide vital services to our students, faculty and staff, but at a lower cost. We must also offset the sudden rise we are currently experiencing in employee healthcare costs, and work proactively to keep future increases to a minimum. And we must continue to make wise, strategic choices in our academic investments.

Thanks to careful planning and extraordinary faculty, students and staff, Penn has been able to flourish over the past five years. We are now in the process of identifying the major goals we will seek to achieve during the coming five years in our next strategic plan and we look forward to community-wide input as the plan develops.

Our goal is not merely to weather the current recession. We are determined to do much more—to build boldly on the momentum of the past five years and make even greater strides over the next half-decade in scholarship, research, teaching, community development, public service and civic leadership.

Achieving our goals will require the active involvement of every member of the Penn community. I look forward to working with you as we seek to make a great university even greater.



— Judith Rodin, President