

UNIVERSITY of PENNSYLVANIA *Almanac*

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Commencement Speaker: Jim Lehrer and the Honorary Degree Recipients



Joan Ganz Cooney



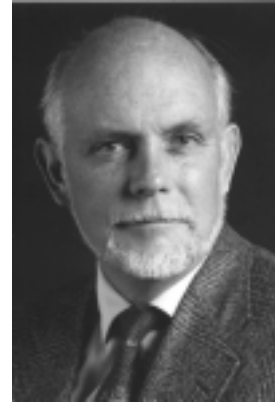
Eric Hobsbawm



Irwin Jacobs



Jim Lehrer



Richard E. Smalley

Award-winning television journalist Jim Lehrer, will deliver the Commencement address at Penn's 246th Commencement on Monday, May 13 at Franklin Field.

Mr. Lehrer will receive an honorary degree as will four others.

Mrs. Joan Ganz Cooney, co-founder of the Children's Television Workshop (now Sesame Workshop), a television producer and media executive who pioneered educational uses of the

medium for children.

Dr. Eric Hobsbawm, an influential historian whose works have been translated into dozens of languages and who has lectured in more than 30 countries.

Dr. Irwin Jacobs, an innovative engineer and co-founder, chairman and CEO of Qualcomm, whose pioneering work led to the commercialization of digital wireless communication technology.

Dr. Richard Smalley, whose research has led to the discovery of a third elemental form of carbon and who pioneered supersonic beam laser spectroscopy which has become one of the most powerful techniques in chemical physics.

See page 8 for more on the honorary degree recipients. For commencement information see the website, www.upenn.edu/commencement or call the hotline, (215) 573-GRAD.

Total Undergraduate Charges: 4.6 Percent Increase for 2002-2003

Total undergraduate charges for tuition, fees, room and board at Penn will increase 4.6 percent for the 2002-2003 academic year from \$34,614 in 2001-2002 to \$36,212 in 2002-2003. The increase was approved Thursday by the Board of Trustees.

The Tuition and General Fee for undergraduate students for the 2002-2003 academic year will increase 4.3 percent, from \$26,630 to \$27,788; average room and board charges will increase 3 percent, from \$7,984 to \$8,224; and a new \$200 recreation fee will be instituted, yielding an increase in total charges of 4.6 percent. (See page 2).

Total student charges at Penn for the 2002-2003 academic year are in line with those at other institutions in the Ivy League, based on charges already announced at Cornell, Brown, Dartmouth, Harvard, Princeton and Yale.

"We have done everything possible to keep the rate of tuition increase as low as possible, while at the same time dramatically striving to enhance the quality of the educational program that makes Penn the school of choice for our students," President Judith Rodin said. "Furthermore, our need-blind admissions policy maintains our commitment to keeping a Penn undergraduate education as affordable as possible and available to the best and brightest students in the nation and in the world regardless of their economic circumstances."

In the coming year, she said, Penn will continue its longstanding policy to admit students based on academic achievement without regard for their ability to pay.

"We are continuing our commitment to re-

duce the debt burden on our students by increasing the number of grants offered to students and reducing loans," President Rodin said. "In fact, we are projecting an increase of 7.8 percent in Penn's need-based undergraduate grants and scholarships in the coming year."

Since 1997-1998, the percentage of the average freshman aid package met by grants has increased from 67.7% to 75.4%, while the average loan as a percentage of total aid has declined from 22.9% to 14.6%. Roughly 30% of Penn's aided freshmen will have their need met without any expected student loan.

Penn will continue, for the third year, the Summer Savings Waiver Program, which provides grants to offset the summer self-help work contribution requirement of students who participate in unpaid or low-paying community-service or career-related activity over the summer.

Penn continues to experience exceptional demand from the nation's top high school graduates, receiving 18,770 applications for 2,385 places in its undergraduate program.

"We have a number of key initiatives under way to enhance the undergraduate experience for our students," President Rodin said. These initiatives include:

- the continuing recruitment of top faculty in social science, physical science, information science, and the humanities;
- the opening this coming academic year of the Pottruck Health and Fitness Center, a 150,000 square foot state-of-the-art recreation and personal fitness facility;
- the ongoing renovation of all of Penn's under-

graduate residence halls, including the completion this summer of a four-year \$75 million renovation of the Quadrangle and the commencement this summer of a four-year \$80 million renovation program for Penn's "high rise" residences;

- expansion of Penn's innovative network of undergraduate student "hubs" with the addition next year of Weiss Technology House, complementing the existing "hubs"—Kelly Writers House, Civic House, and the Center for Undergraduate Research and Fellowships;
- continued enhancements to Penn's innovative College House undergraduate residential living-learning program, in which undergraduate houses are led by resident faculty members and academic support services and student-led co-curricular programs are organized and provided in residence;
- the opening of Huntsman Hall, a new 300,000 square foot academic facility for the Wharton School that will house classes, study halls, and activity spaces for Wharton's undergraduate programs as well as the Wharton MBA programs; and
- the opening of Levine Hall, a 40,000 square foot facility which will double the size of Penn's computing and information science program, including new spaces for student research and a new cyber lounge.

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Pullout: APRIL At Penn

Trustee Meeting Coverage

In addition to approving the undergraduate tuition, fees and other charges (*see tables at right*) for the coming year, the Trustees also approved the charges for graduate students whose tuition will be \$26,910 along with a general fee of \$1,670. The professional school tuition will be determined administratively however, to reflect the budget requirements of the various schools and the general fee for professional students will be \$1,318.

In order to ensure accountability and compliance with the demands of federal regulations pertaining to research funding, the Trustees approved Phase I of PennERA (electronic research administration). A major study of the University's needs was launched in November 1999; the results of that study focused on improving Regulatory Protocols, Pre-Award activities and Post-Award Activities. Phase I, acquisition and implementation of new hardware and software systems, is estimated to cost \$9.3 million. This is also intended to allow Penn to remain competitive and be more productive.

As a result of Penn's need to become 100% equity investor for the multi-screen cinema under construction at 40th and Walnut—since the original funding partner, General Cinema Corporation, filed for bankruptcy—the Trustees approved additional funding of \$13 million to complete the cinema project.

UPHS will receive supplemental funding of \$5.3 million for the Finance Redesign Initiatives, bringing the total cost to \$27.6 million, to integrate financial modules, standardize business processes, policies and procedures, HR and payroll systems and to improve collection of third-party receivables.

The Executive Committee of Penn Medicine's recommendation to proceed with the Ambulatory Surgery Center and Physician Office at Penn Medicine at Limerick was approved with the increased cost of the project now totaling \$9.27 million.

What has been one endowed chair in American History since the 1983 establishment of the Roy F. and Jeannette P. Nichols Chair, funded from the lifetime gifts and estates of these two longtime members of the history faculty, has become three such equally endowed chairs to be awarded at all professorial levels. The market value of the fund is in excess of \$7 million and it generates \$266,808 in annual spendable income. (Nichols House, aka. Sansom East, was named for Drs. Roy and Jeannette Nichols in 1971).

EVP John Fry's financial report for the University noted that overall, total net assets increased \$5.2 million for the seven months ended January 31 although there was a decrease in net assets from operations, partially due to revenue declines in executive education, campus dining, and University-owned hotels.

Dr. Robert Martin reported that UPHS fared well with 'Match Day,' the day when the fourth-year medical students receive notification of where they will perform their residency training. He also noted that Penn Medicine ranks second in total monetary grants from NIH among academic medical centers, only behind Johns Hopkins.

Penn Praxis, a 501(c)(3) subsidiary of GSFA, which was approved by the Trustees in November, to further the mission of the school as a vehicle for carrying out projects for external clients, now has a newly appointed board of directors. They are William W. Braham III, Craig Carnaroli, Sandra Garz and Scott W. Killinger.

Raymond Perelman was appointed to the Penn Medicine Board.

Academic Year 2002-03 Undergrad Tuition, Fees and Room & Board Increases

	2001-2002	2002-2003	Increase	%Change
Total Charges	\$34,614	\$36,212	\$1,598	4.6%
Tuition	\$23,998	\$25,078	\$1,080	4.5%
General Fee	\$2,144	\$2,222	\$ 78	3.6%
Tech Fee	\$ 488	\$ 488	\$ 0	0.0%
Recreation Fee*	\$ N/A	\$ 200	\$ 200	N/A
Room & Board	\$7,984	\$8,224	\$ 240	3.0%

*Pottruck Health & Fitness Center and the Recreation Fee

The Pottruck Center was created as a result of persistent student requests for expanded and updated campus recreation and personal fitness facilities.

The Center will open in the Fall of 2002. The building will add 65,000 square feet of new space to 80,000 squarefeet of renovated space in Gimbel Gym.

The Center will include: state of the art exercise equipment; climbing wall; pool; sauna; rooms for weight, aerobics, and cardiovascular training; spinning; golf center; basketball courts; atrium and seating area; juice bar and Pro Shop.

A generous gift from Trustee David Pottruck will defray a substantial portion of the construction cost, but usage fees are needed to cover operations and debt service on the balance of the construction cost.

The Pottruck Center will be available to all undergraduate students. An undergraduate recreation fee will provide the funding to make this possible.

Graduate and professional students, faculty, and staff who wish to use the Pottruck Center will also have to pay fees to access the facility.

Students surveyed indicated a willingness to pay a fee for improved recreation facilities. Most of the students felt that a \$300 fee would be reasonable. The new fee is \$200.

Undergraduate Total Charges: Annual % Change

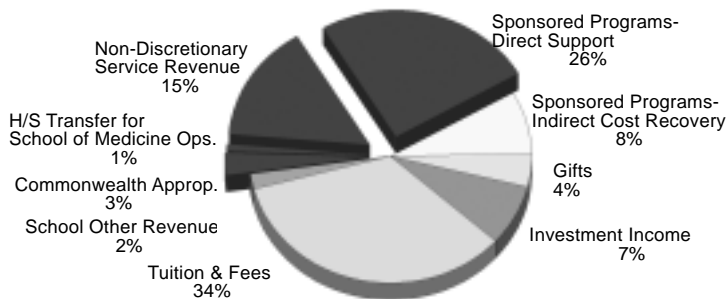
	98-99/ 97-98	99-00/ 98-99	00-01/ 99-00	01-02/ 00-01	02-03/ 01-02 (announced to date)	Average Annual Change 1999-2003
Northwestern	13.5%	4.2%	5.0%	5.0%	4.9%	6.5%
Washington U.	6.9%	5.5%	3.5%	6.5%	4.9%	5.5%
Cornell	4.5%	4.3%	4.7%	4.8%	4.5%	4.5%
Stanford	3.5%	3.6%	4.9%	5.5%	4.8%	4.5%
Georgetown	4.6%	3.6%	4.0%	4.7%	4.9%	4.4%
Duke	6.3%	3.2%	3.7%	4.2%	3.9%	4.3%
Dartmouth	4.5%	3.8%	3.8%	3.8%	4.4%	4.1%
Penn	3.8%	3.7%	3.4%	4.9%	4.6%	4.1%
Brown	3.9%	3.9%	3.9%	3.6%	4.6%	4.0%
Harvard	3.5%	3.3%	2.9%	3.5%	4.9%	3.6%
M.I.T.	1.6%	3.6%	4.2%	3.7%	4.6%	3.5%
Yale	3.6%	2.9%	2.9%	3.5%	3.9%	3.4%
Princeton	2.7%	3.5%	3.3%	3.4%	3.9%	3.1%
Chicago	2.1%	3.7%	4.3%	4.4%		
Columbia	4.9%	3.9%	3.6%	3.8%		
Johns Hopkins	4.5%	3.9%	5.0%	4.8%		
NYU	3.7%	3.7%	4.4%	4.9%		
16 School Average (excluding Penn)					4.6%	4.3%
13 School Average (excluding Penn, Harvard, Yale, Princeton)					4.7%	4.6%

Academic Year 2002-2003 Peer Institution: Undergraduate Charges Comparison

	2001-02 Total	2002-03 Total	% Change Vs. 2001-02	2002-03 Tuition/Fees	2002-03 R&B/Other
NYU	\$35,200	\$36,784	4.5%*	\$26,522	\$10,262
Columbia	35,190	36,774	4.5%*	28,119	8,655
Georgetown	34,847	36,545	4.9%	26,853	9,692
Chicago	34,925	36,497	4.5%*	27,664	8,832
Cornell	34,813	36,367	4.5%	27,394	8,973
Brown	34,750	36,356	4.6%	28,480	7,876
Washington U.	34,593	36,297	4.9%	27,619	8,678
Johns Hopkins	34,716	36,278	4.5%	27,389	8,889
Penn	34,614	36,212	4.6%	27,788	8,424
Stanford	34,430	36,093	4.8%	27,413	8,680
M.I.T.	34,460	36,060	4.6%	28,230	7,830
Dartmouth	34,458	35,988	4.4%	27,771	8,217
Harvard	34,269	35,950	4.9%	27,448	8,502
Duke	34,416	35,765	3.9%	27,844	7,921
Yale	34,030	35,370	3.9%	27,130	8,240
Northwestern	33,545	35,364	5.4%	27,217	8,147
Princeton	33,788	35,117	3.9%	27,275	7,842

*Not yet announced. 2002-03 Total is based on 4.5%.

FY 2002 Academic Budget: Total Revenue by Source



Total = \$1.544 Billion

Strategic Plan: Open Forum

Provost Robert Barchi and Executive Vice President John Fry invite all members of the Penn community to attend the next Strategic Plan Open Forum to be held on Tuesday, *April 2* at 4 p.m. in the Golkin Room, Houston Hall. The Strategic Plan is scheduled to be published in next week's *Almanac* and all are encouraged to provide input during the "For Comment" period.

The development of Penn's new strategic plan builds upon *The Agenda for Excellence* (*Almanac* May 1, 2001), which is available from *Almanac's* website, www.upenn.edu/almanac. It will provide a foundation for the University's next five-year planning process.

Faculty Master Nominations

The Office of College Houses and Academic Services is seeking nominations and applications for two positions: Faculty Master of W.E.B. DuBois College House and Faculty Master of Hill College House. For more information, visit the College House web site at www.upenn.edu/resliv/chas/staff. Inquiries should be directed to David Fox, Associate Director for Academic Services, 112 Hamilton College House/6180 (dfox@sas.upenn.edu).

Deaths

Ms. Moore, Penn Bookstore

Lynnette Moore, former head cashier of the Penn Bookstore, died of cancer on March 11, at the age of 43.

Ms. Moore began working at the Penn Bookstore in 1977 as a cashier and was a supervisor when she left in 1996. She then went to work for DeLage Laden, in Wayne.

She is survived by her husband, Todd; her mother, Paula Ruffin; one sister Kyle Ruffin; and her grandmother, Elizabeth Maklin.

Ms. Riley, History Department

Valerie Riley, administrative assistant in the history department, died on March 15, after a brief illness, at the age of 49.

Mrs. Riley received her bachelor's degree from Gwynedd Mercy College in 1972. She joined the history department's support staff upon graduation, and remained here for her entire career.

Mrs. Riley began as a secretary/receptionist and through the years gained increased responsibility, becoming an administrative assistant and serving 11 department chairs throughout her 30 years at Penn.

She is survived by her husband, Charles Riley; son, Joshua; daughter, Sabrina; mother, Aurelia Eaddy; brother, Reuben Eaddy; and three sisters, Karen Warfield, Cherly Williams and Monique Fowlkes.

Memorial donations for the family may be made to Charles Riley and sent to Hanna Poole, History Department, 208 College Hall/6379.

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.

Agenda for University Council Meeting

Wednesday, March 27, 2002, from 4 to 6 p.m.

Bodek Lounge, Houston Hall

- I. Approval of the minutes of February 27, 2002 Council. Time allocation: 3 minutes.
- II. Follow-up comments or questions on Status Reports. 5 minutes.
- III. Interaction between diverse groups on campus.
Presentation 5 minutes, discussion 10 minutes.
- IV. Recent campus developments in the context of the Campus Development Plan.
Presentation 15 minutes, discussion 15 minutes.
- V. Extended reports by the President, Provost and other administrators on budgets and plans for the next academic year. Presentation 30 minutes, discussion 20 minutes.
- VI. Adjournment by 6 p.m.

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, March 20, 2002

1. Chair's Report. Professor David Hackney reported the proposed revised Misconduct in Research Policy is almost ready. The Senate Committee on the Faculty reviewed the latest revision and requested rearrangement and clarification. It is hoped the next revised document will reach the Committee on the Faculty this spring. The Committee on Administration heard a description of a study of the cost of research at Penn. SEC members requested that the full presentation be given at the next SEC meeting and that available written material be provided. Professor Hackney also noted that a proposed revised post-doctoral policy had been referred to the Senate Committee on Administration and the Council Committee on Research for review. The University Council Committee on Committees is reviewing the Council committees to see whether the size of some committees can be reduced, whether standing charges in the bylaws should be revised, or some committees should be combined or retired.

2. Past Chair's Report on Academic Planning and Budget Committee and Capital Council. Professor Gerald Porter stated that there has been one meeting of the Academic Planning and Budget Committee since the last Senate Executive Committee meeting. This meeting was devoted to discussions of the draft Strategic Plan. The committee received and discussed reports from the task forces on Building and Retaining an Outstanding Faculty; Arts, Humanities and Society; and Public Policy and Leadership.

There was also one meeting of Capital Council. Capital Council approved proposals for renovations of Rooms G1-6 of Williams Hall, creation of a Meyerson Executive Conference Room and Executive Suite in the Library, Landscaping for the Schattner Building in the Dental School, and an upgrade of MRI scanners in the Department of Radiology in the Medical School. In addition there was a mail poll on the development of a computer system to support research administration.

3. Committee on the Faculty Report on Gender Equity. Professor Stephen Burbank, chair, Senate Committee on the Faculty, presented the report (see pages 4-5). SEC members thanked Professor Burbank for the excellent work. Professor Hackney drew attention to the procedural recommendations in the report: (a) that women be adequately represented on standing personnel committees and on ad hoc search committees, and (b) the establishment of a system of pre-offer approval. A motion was made to endorse the report. SEC endorsed the report by an overwhelming majority.

4. Nominations for Committee Vacancies Spring 2002. Professor Peter Kuriloff, chair, Senate Committee on Committees, presented the list of nominations and SEC members added to it. A ballot will be distributed to SEC members.

5. Proposed Trustee Liaison Committee Appointment. Past Faculty Senate Chair Gerald Porter, who is currently serving as a faculty liaison to the Trustee Committee on Budget and Finance, proposed that, as a general policy, one of the two faculty liaisons to that committee should be the Past Chair of the Faculty Senate. The Past Chair currently serves on the Academic Planning and Budget Committee and on the Capital Council for one year. Professor Porter stated that this brings an important knowledge base to the trustee committee. He moved that the procedure be standardized by the Faculty Senate.

Further, Professor Porter recommended that the faculty trustee liaisons be asked to report regularly to the Senate Executive Committee.

SEC unanimously adopted the two proposals.

Professor Porter also noted that new trustee committees have been established since the faculty positions for liaisons were created but that no faculty have been invited to serve as liaisons on the new ones. The Senate Chairs will review the committees and, as needed, recommend faculty liaisons be added to those committees that currently have none.

6. Informal Discussion on the Strategic Plan. Deputy Provost Peter Conn attended SEC on behalf of the Provost. Professor Conn reported that a draft of the Strategic Plan was almost ready for publication. Faculty Senate Chair Hackney requested a briefing on recruiting and retaining the best faculty. Professor Conn stated the goals of the plan regarding faculty. Further, Deputy Provost Conn noted that the plan contains a section on graduate education that is about equal in length to the section on undergraduate education.

7. New Business. A SEC member raised a proposal made at a previous SEC meeting that suggested creation of a standing subcommittee of the Senate Committee on the Economic Status of the Faculty to have oversight of faculty pay levels. The SEC member said most faculty do not know how their salary compares to others in their department or school. It was noted that the Faculty Grievance Procedure takes too long on this matter. Chair-elect Mitchell Marcus stated this could be considered but that it would be important not to create another grievance commission. Another SEC member observed that it is possible to determine the quartile ranking of an individual's salary.

Gender Equity Report of the Senate Committee on the Faculty

March 4, 2002

I. Introduction

The Senate Committee on the Faculty (“SCOF”) has read and discussed the report of the joint faculty/administration committee on Gender Equity (the “Report”) and the administration’s reply to that report (the “Reply”), both of which were published in *Almanac* December 4, 2001, at three meetings. Our discussions were informed by an exchange of views with, and additional information provided by, Professor Phoebe Leboy, co-chair of the Gender Equity Committee, Associate Provost Barbara Lowery, the other co-chair, and Provost Robert Barchi, all of whom met with SCOF.

SCOF believes that the Report and Reply represent an important step in ongoing efforts to ensure that gender equity becomes a reality at the University of Pennsylvania. We commend the Gender Equity Committee for the immense effort required to gather and analyze the data underlying the Report and for the serious and balanced approach taken in its analysis and recommendations, and we commend the administration for the determination apparent in, and the comprehensiveness of response augured by, its Reply.

Both the Report and the Reply quite properly focus on the problems revealed by the work of the Gender Equity Committee, which are numerous and some of which are serious, their authors having learned from the experience that progress towards gender equity—even substantial progress of the sort we have seen in many schools and departments at Penn—can be evanescent. The gains made over a few years, as in entry level hiring, can quickly be undone, as when tenured women are lured away to other universities. Similarly, our goal in this brief report is to be helpful to the faculty and the administration in the critically important business of solving the problems revealed in the Report. To that end, we have found it helpful to organize our discussion and recommendations in the three categories of data, structural barriers and incentives/disincentives.

At the outset, it is important to state explicitly our premise that primary responsibility for gender equity at the University of Pennsylvania, and hence primary responsibility for solving the problems revealed by the Report, rests with the faculty. The administration can, and it has clearly signaled that it will, provide leadership and support, but real progress cannot be made without the substantive and procedural commitment of the faculty. Indeed, faculty ownership of gender equity is not only a logical corollary of the faculty’s traditional primacy in academic decisions but also a practical necessity if that traditional role is not to be impaired.

II. Data

The Report raises questions about data of two different sorts: internal and external. As to the former, our discussions make clear that a distinction should be drawn between salary/compensation information available for the non-medical areas of the University and those available for the various departments within the Medical School.

A. Internal Data

Appropriate safeguards for the confidentiality of the data aside, we believe that salary data for the non-medical areas of the University should be readily available in the future for approved study and analysis by those with a legitimate institutional interest. Now is the time to ensure that the necessary data are routinely collected and stored in a format (or formats) that protect legitimate privacy interests but that are conducive to the sorts of analysis that experience has taught us need to be made on a periodic basis. We understand that the administration is committed to this effort.

The Gender Equity Committee had serious difficulty obtaining the salary/compensation data it sought from the Medical School, or at least from clinical departments in that school. SCOF was told that the data ultimately provided were so fragmentary and flawed as to be virtually useless. There has been disagreement about (1) whether it is possible

rigorously and fairly to assess gender equity within clinical departments, and (2) whether, therefore, attempting to collect and analyze relevant data is worth the effort. There may also be underlying normative disagreement concerning the relevance of the enterprise to the business of treating patients.

We understand that compensation for clinical work is a very complex matter that has proceeded largely on a decentralized basis and that, therefore, the data may not currently exist in a form capable of analysis that would permit a comprehensive assessment of gender equity within clinical departments of the Medical School. The organizational level at which salary policy is set is not our concern. We are concerned, however, about the unavailability of the data necessary to determine whether policy yields gender inequity. Fortunately, we understand that (1) an effort is underway by the Clinical Practices at the University of Pennsylvania to gather and rationalize data from the different clinical departments and (2) the Provost has agreed that his office will independently collect and analyze data from a much larger sample than was available for the Report, with the participation of the Senate in the design of the study. We encourage those efforts. In that regard, so long as clinical practice is considered part of the academic mission of the Medical School, we entertain no misgivings about the relevance of the inquiry, and we would note that gender equity is a matter about which all employers, academic and non-academic, should be concerned. Ultimately, we believe, no responsible judgment can be made about the limits of social science for this purpose until there has been a serious effort to assemble existing data and to explore what other data might be made available.

B. External Data

In making comparisons with experience at other universities, the Gender Equity Committee was limited by the data that were available. As a result, the institutions with which Penn was compared may or may not be the best frame of reference. We recognize, of course, that data on this subject are sensitive and may not easily be obtainable. With the benefit of our own past experience, including that reflected in the Report, however, we believe it important that the administration actively seek additional data from other universities, both as they become available as a result of efforts already undertaken at those institutions, and in collaborative efforts that Penn might lead.

III. Structural Barriers

The Report “suggests that the problems reside primarily in individual departments rather than at the University-wide level.” That makes the task of solving them more difficult and suggests to us that the most promising *institutional* line of attack may lie in the direction of identifying and seeking to take down structural barriers to gender equity. Our discussions attempted to identify such barriers, both those revealed in the Report and others that occurred to us, but our efforts in that regard are simply suggestive. We focused on two groups of structural barriers: procedural and accountability.

A. Procedural Barriers

Lawyers know that procedure is power and that the rules for playing a game often determine the results. We believe that an important part of the faculty’s and administration’s response to the Report should be a commitment to analyze the procedures currently used in connection with the appointment and retention of faculty, appointments to leadership positions, and the selection of those who are to receive honors and awards, to ensure that those procedures are so formulated as to serve, rather than frustrate, the shared goal of gender equity. To us that means, for example, that women must be adequately represented on standing personnel committees and on ad hoc search committees. We also believe that, if a school

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or department has been identified as having a serious gender imbalance, any recommendation for the appointment of a male that it submits, or that is submitted on its behalf, to the administration should be reviewed on this dimension. Such a recommendation should be returned if the group initiating it did not include adequate representation of women. In some situations, this would require the designation of a member of the faculty from outside the department or school to serve on the committee charged with primary jurisdiction.¹

Procedure not only can change substance; it can take the life out of it. Thus, our discussions suggest that at least in some quarters the current affirmative action process and procedures at Penn are regarded as a paper tiger, a set of bothersome formalities the original spirit behind which has been lost and which in any event can easily be negotiated. We therefore strongly urge a wholesale reexamination of that process and those procedures, and of the assignment of responsibility for their implementation, a reexamination that is in any event warranted to the extent that, as we believe, some procedural changes are independently deemed appropriate.²

B. Accountability Barriers

Experience has demonstrated that accountability is critical to the goal of gender equity. It is not always easy to obtain; indeed and ironically, the quest for it may be inimical to the underlying goal. So, for example, it was suggested to SCOF that a structural barrier to gender equity reposes in the short terms of department chairs in the Arts and Sciences. If, however, one were to lengthen those terms in order to secure greater accountability, there would be fewer leadership positions available for women faculty. Here, it seems, accountability must lie with the Dean. We believe more generally that matters of gender equity should be a serious concern of every evaluation made of a Dean's performance, whether in connection with a mid-term evaluation or consideration of reappointment, as well as of department and school reviews.

IV. Incentives and Disincentives

As recognized in their Reply, although the primary responsibility for gender equity rests with the faculty, the President and Provost can provide important leadership and assistance, facilitating efforts to identify problems and to monitor progress, ensuring that, where central decisionmaking is required, procedures appropriate to the goal of gender equity are in place *ex ante* and that accountability is assessed *ex post*, and otherwise using the powers and resources of the administration to encourage progress and discourage behavior that can cause or exacerbate problems.

¹ SCOF also discussed the designation of holders of chairs. There does not appear to be any uniform process by which such appointments are recommended, and we are not advocating that. We are concerned, however, that the means by which a Dean arrives at a recommendation may not well serve the goal of gender equity. This might be true, for example, if a Dean relied heavily on the advice of existing chair holders, who were disproportionately male, or if the Dean reserved a substantial portion of chaired positions to bolster the process of lateral recruitment, and if that process itself were flawed in this respect. As we recommend, Deans should be accountable for gender equity in respect of such matters, as also in connection with leadership positions in a school, but the administration can help by providing means to share information about current practices and alternatives better suited to the attainment of the shared goal.

² An important part of this process, we expect, will be an examination of the criteria by which the field of a proposed search is defined. Everyone knows that the result of a search can often be pre-determined by an artfully crafted statement of the desired skills and competencies of the successful candidate.

As to incentives, the most obvious and best potential source of central assistance in the pursuit of gender equity are funds that might be made available to schools or departments that are seriously interested in furthering that goal, whatever their record in the past. As we understand it, from the central administration's perspective, hiring is not a matter of slots but of resources. Thus, a program like that used at some other institutions, in which a unit authorized to hire at a junior level is granted an "upgrade" in order to attract a distinguished senior woman faculty member, would not fit our circumstances. But slots are dollars, and the same functional result could be achieved if consequential funds were committed to the enterprise on the model of the funds currently committed to increasing minority presence. We encourage the administration so to commit central funds.

As to disincentives, we have already stated our recommendation that the central administration turn back proposed appointments found to have been recommended by a process that is not conducive to gender equity. But we believe that some of the problems revealed in the Report are sufficiently serious and have proved sufficiently intractable to warrant a more substantive remedy. Thus, even where the process has been impeccable, we believe that schools or departments in which women have consistently and in a statistically significant way been seriously underrepresented (as determined by comparing their representation on the faculty with their representation in the relevant recruitment pool) should bear the burden of justifying any recommendation concerning an *offer of appointment* to a male for a position within an area of such underrepresentation. We recommend, in other words, a system of pre-offer approval for such units, the details of which (notably, the precise criteria that determine whether a school or department must secure central approval before making an offer) should be agreed by the administration and the faculty after broad consultation. The criteria finally adopted should be published, if only themselves to serve as an incentive for departments or schools to make the progress necessary to avoid (or eliminate the need for) pre-offer approval.

V. Conclusion

Gender inequity is a chronic disease. The good news in the Report is that, in many schools and departments of the University, the disease is in remission. But experience tells us that complacency can quickly lead to relapse, and thus that periodic examination is in order for all academic units, while vigilant management is necessary for some. Regrettably, it appears to us that some academic units require stronger medicine, and in this report we have recommended a combination of procedural and substantive steps that we believe are indicated. Our recommendations are preliminary, partial and only suggestive. Some of them will be distasteful to some members of the faculty. We hope, however, that all faculty recognize that this disease can spread and thus that our collective gender equity health depends on the health of all parts of the complex organism that we call the University of Pennsylvania.

Emily A. Blumberg (Medicine)
Stephen B. Burbank (Law), *Chair*
Charles Dwyer (Education)
Vincent Price (Communication)
Gino C. Segre (Physics & Astronomy)

Ex Officio

Faculty Senate Chair David B. Hackney (Neuroradiology)
Faculty Senate Chair-elect Mitchell Marcus
(Computer & Information Science)

Open Enrollment: April 22-May 3

Look for Open Enrollment materials to arrive at your home address during the week of April 15, 2002.

Beginning April 22, you will be able to enroll via the Open Enrollment website, www.hr.upenn.edu/openenroll/ or by calling the Penn Benefits Center at 1-888-PENN-BEN (1-888-736-6236).

Please note that you may only make changes to your elections from April 22 through May 3, 2002.

The Open Enrollment Benefits Fairs

An opportunity to talk with providers and pick up new provider directories:

Wednesday, April 24, Hall of Flags, Houston Hall, 10 a.m.-2:30 p.m.

Monday, April 29, Reading Room & Bodek Lounge, Houston Hall, 10 a.m.-2:30 p.m.—This will be a joint Open Enrollment and Health Fair combining the efforts of the Benefits and Quality of Worklife divisions of Human Resources. Take advantage of free health screenings in addition to the opportunity to obtain information from the benefits providers.

Tuesday, April 30, Alumni Hall, New Bolton Center, 10 a.m.-2 p.m.

—Division of Human Resources

Penn Federal Express Program

FedEx Shipments—

Use a Pre-printed Airbill and Save Up To 40%

The University has eliminated its campus-wide FedEx account number.* In order to make FedEx shipments and receive the Penn discount, you must use pre-printed airbills with your new departmental account number. Don't pay full price—use a departmental airbill and save up to 40%.

To receive your pre-printed airbills/ order number:

Fax a completed airbill, with all fields as you wish them to appear, to Chaqueta Marshall at (215) 898-1604. A Mail Service representative will call you regarding your new account number.

	Standard FedEx Charge (without a pre-printed departmental airbill)	PennFedEx Charge (with a pre-printed departmental airbill)
Priority overnight letter	\$17.23	\$9.76
Standard overnight letter	\$15.36	\$9.40

If you have questions, or if you need additional information, please call:

Phyllis Vizzachero, (215) 898-7903

Chaqueta Marshall, (215) 898-5160

Janet Wetherill, Manager, Penn Mail Service

**The old University-wide account number, 1083-0218-6, has been discontinued. FedEx will no longer ship packages with this account number.*

Center for Technology Transfer: to Left Bank

The Center for Technology Transfer will be moving effective April 1, 2002.

The new address:

The Center for Technology Transfer,
3160 Chestnut Street, Suite 200,
Philadelphia, PA 19104-6283.

Phone numbers and e-mail addresses remain the same.

Penn-assisted School: Enrolling Students for Fall

The Penn-assisted School is now enrolling students for the 2002-03 school year in grades K, 1, 2, 5, and 6. Registration is held on Mondays (noon-5 p.m.) and Tuesdays (9 a.m.-1 p.m.) at the Penn-assisted School Planning Office, 4243 Spruce St. (corner of 43rd and Spruce Sts.). Over the summer there will be expanded hours.

To register your child, you will need to bring the following: Child's birth certificate*. Proof of residency in the catchment area (acceptable forms include driver's/non-driver's license, utility bill and voter registration card), and up-to-date record of the child's immunizations.

*If your child is currently enrolled in the Philadelphia public school system, you only need proof of residency in the catchment area.

For more information about school, please come to our Open House on April 11 at 7 p.m. at the school, visit our website at www.upenn.edu/publicschool or call the Planning Office at (215) 573-6122.

—Ann Kreidle, GSE

INS Restrictions on Automatic Visa Revalidation on Return to US

Dear Business Administrator,

We at the Office of International Programs would be grateful if you would make sure that all of the international scholars in your department (i.e. those in J, H, TN, O or another nonimmigrant status) receive the very important message below.

We have sent this message directly to the scholars for whom we have email addresses, but these are less than half of the international scholars at Penn.

We would also be grateful, therefore, if you would ask scholars who did not receive the message directly from us to send an email message to jsfine@pobox.upenn.edu to provide us with their email addresses. Please stress how important it is in the current changing climate that we have a valid email address for every international scholar at Penn.

—The OIP Advising Staff

Dear Scholar,

We write to inform you of an important INS regulatory change that will in certain cases affect students and scholars who travel to Canada, Mexico or the islands of the West Indies.

On April 1, 2002 new INS regulations will take effect restricting "automatic revalidation of visas" for persons who travel to so-called "adjacent territories." Under the old regulations, a person could travel to Canada, Mexico, or adjacent islands for a period of less than 30 days with an expired U.S. visa stamp and reenter the U.S. using that expired visa stamp along with a valid F, J or H immigration document (i.e. a valid I-20, IAP-66 or I-797).

As of April 1 the new regulations cancel automatic revalidation for two classes of persons:

- 1) all persons traveling on passports issued by Iraq, Iran, Syria, Libya, Sudan, North Korea and Cuba
- 2) all persons who visit a U.S. consulate in Canada, Mexico, or adjacent islands and submit an application there for a new nonimmigrant visa

Please note that under this second provision, if you travel to Canada, for example, with an expired visa stamp in your passport and apply for a new visa at a U.S. consulate you will only be able to return to the United States if your new visa is granted. *If your visa application is denied you will not be able to return to the United States.* In the event of visa denial in Canada (or in Mexico or the adjacent islands) you will have to travel to another U.S. embassy or consulate, probably one in your home country, to apply for a new visa there. This second provision of the new regulations thus ends a very popular, convenient and risk-free strategy for obtaining a nonimmigrant U.S. visa.

Automatic revalidation will remain in effect after April 1, however, for persons who do not apply for U.S. visas while they are in Canada, Mexico or the West Indies (except, of course, for persons traveling on passports issued by the seven countries listed above, for whom automatic revalidation is cancelled in all circumstances). Thus (unless you are from one of the seven countries listed) you will still be able to travel to these adjacent territories with an expired visa and return using the expired visa and your valid I-20, IAP-66 or I-797 *if you do not apply for a new U.S. visa while you are there.*

The Department of State describes these new regulations as an effort to provide "greater security screening of visa applications." The regulations will take effect on April 1, without prior public comment. There is, however, a public comment period that ends on May 6, 2002. Comments received by the Department of State in this period may possibly lead to revision of the new regulations. We will be sure to let you know if any further changes are forthcoming.

Thank you very much for your attention. Please do not hesitate to visit OIP to meet with an advisor if you have any questions about these new regulations.

—The OIP Advising Staff

Museum's E-Musings

The University of Pennsylvania Museum of Archaeology and Anthropology has started its own, free electronic newsletter. To sign up for *UPM's E-Musings* visit the Museum's homepage at www.upenn.edu/museum. Each tree-loving "issue" will be filled with information about Museum special events, exhibitions, new publications, shop specials and ground-breaking research in archaeology and anthropology.

Curators Cornered, a mini-featurette, puts Museum curators and researchers in the "hot seat," as they consider contemporary issues and concerns—from the modern Olympics to our yearly Tax Time Angst—from a distinctively anthropological perspective.

The Director's Forum is an opportunity for e-newsletter subscribers to give the Museum Director, and the Museum staff, direct input on a variety of museum issues.

"In today's fast-changing world, we believe that the anthropological perspective, and a commitment to open-ended learning about cultural diversity and complexity, is more vital than ever before," noted Dr. Jeremy A. Sabloff, the Museum's Charles Williams Director. "The Museum is committed to reaching, and communicating with, a worldwide community of scholars, students and the public, and we see *E-Musings* as an important new step in that ongoing dialog.

"We invite Penn's richly diverse community to sign up for *E-Musings*—and join us in our mission, and our adventure!"

Interesting Sites on the Web

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. —Ed.

Update

MARCH AT PENN

CONFERENCE

30 *Violence in South Asia: Perspectives, Politics and Discourses*; Session One: Public Violence, 10 a.m.; Session Two: Displacement and Violence, 1:30 p.m.; Early American Studies Conference Room, 3619 Locust Walk (Center for the Advanced Study of India).

FILM

27 *Satya* (1998) Hindi/English subtitles; 7 p.m.; International House; Info: (215) 895-6545 (I-House; South Asia Regional Studies; Arcadia University).

FITNESS & LEARNING

28 *Sexual Abuse and Your Child*; David Robinson, Women Organized Against Rape; 12:30-1:30 p.m.; Greenfield Intercultural Center; open to Penn faculty, staff and students (Single Parents Association).

RELIGION

26 *Holy Eucharist*; noon; Cathedral House, 3723 Chestnut St. (Philadelphia Cathedral).

27 *Holy Eucharist*; noon; Cathedral House, 3723 Chestnut St. (Philadelphia Cathedral).

28 *Mass of the Last Supper, Foot Washing and Gethsemane Watch*; liturgy on a journey; Maundy Thursday service; 7 p.m.; begins at University Lutheran Church, moves to Tabernacle Church and ends at St. Mary's (Philadelphia Cathedral).

29 *The Liturgy of the Good Friday*; noon; Cathedral House, 3723 Chestnut St.

31 *Easter Vigil and First Mass of Easter*; Reverend Charles E. Bennison Jr. presiding; service followed by breakfast; 5 a.m.; Cathedral House, 3723 Chestnut St.

CLASSIFIEDS—UNIVERSITY

RESEARCH

Want to lose weight for the summer? 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.

Spina bifida: Researchers at the University of Pennsylvania School of Medicine are working with individuals and families affected by spina bifida to identify the causes of this serious birth defect. This research study is open to individuals with myelomeningocele (spina bifida cystica or aperta) and their families. For more information about this study, please contact Katy Hoess (215) 573-9319 or 866-275-SBRR (toll free), e-mail: khoess@cceeb.med.upenn.edu or visit our website at: www.sbrr.info.

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 Rose Giordano at Giordano@mail.med.upenn.edu or (215) 662-9040. Compensation is provided.

Interested in **preventing prostate cancer**? Call Lisa @UPCC (215) 614-1811 regarding SELECT research study.

Almanac is not responsible for contents of classified ad material.

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

Deadlines: The deadline for the weekly Update is each Monday for the following week's issue. The deadline for the May At Penn calendar is *April 16*. For more information about submitting event information see www.upenn.edu/almanac/calendar/caldead.html.

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 **March 11 to March 17, 2002**. Also reported were **12 Crimes Against Property (including 10 thefts, 1 vandalism and 1 retail theft)**. Full reports on the Web (www.upenn.edu/almanac/v48/n27/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 **March 11 to March 17, 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.

03/11/02	9:00 AM	3451 Walnut St.	Check fraudulently cashed
03/12/02	11:00 AM	4100 Spruce St.	Forced entry to house
03/13/02	5:50 PM	40th & Spruce St.	Male arrested on warrant
03/14/02	3:48 PM	3701 Walnut St.	Male entered building w/ false ID/Cited
03/15/02	8:56 AM	4111 Walnut St.	Items taken from secured apartment
03/15/02	8:17 PM	3944 Chestnut St.	Male refused to comply w/police/Cited
03/15/02	9:54 PM	3000 blk Walnut St.	Male exposed himself to passerby
03/16/02	9:27 PM	3929 Sansom St.	Two males caused disturbance/Cited
03/17/02	1:52 AM	3401 Walnut St.	Complainants struck with chair by unknown
03/17/02	5:00 AM	4240 Spruce St.	Numerous rooms entered and property taken
03/17/02	10:14 PM	43rd/Locust	Confidential Report/Arrest

18th District Report

10 incidents and 3 arrests (including 8 robberies and 2 aggravated assaults) were reported between **March 11 to March 17, 2002** by the 18th District covering the Schuylkill River to 49th St. & Market St. to Woodland Ave.

03/11/02	8:20 AM	5000 Ludlow	Aggravated Assault/Arrest
03/11/02	1:00 PM	4600 Pine	Robbery
03/13/02	11:35 PM	4621 Cedar	Robbery
03/13/02	2:06 AM	226 Buckingham	Robbery
03/14/02	9:40 PM	4927 Locust	Aggravated Assault/Arrest
03/15/02	6:15 PM	1204 47th St	Robbery
03/16/02	9:43 PM	4900 Baltimore	Robbery
03/16/02	5:10 PM	4641 Chestnut	Robbery
03/16/02	1:37 AM	4500 Baltimore	Robbery/Arrest
03/17/02	9:48 PM	4734 Spruce	Robbery

New Rotary Club of University City

The provisional Rotary Club of University City, will have its first meeting at noon on Monday, *April 22*, at the Palladium/Gold Standard. Working people with discretionary time from any occupation are welcome.

Rotary International is a worldwide civic organization with more than 29,000 clubs in 167 countries. Rotary is a great place to meet interesting people, hear wonderful programs at weekly meetings, and get involved to offer a helping hand to those less fortunate in both local and international communities. Business and professional people from all walks of life are invited to the first meeting of a new Rotary Club.

The meetings will be held at the Gold Standard, in the private room downstairs, Mondays at noon, beginning on April 22. The cost is \$17 for an excellent lunch, top quality speaker, and good fellowship among dedicated professionals.

RSVP: fhoffman@sas.upenn.edu. Please state how many luncheon places you would like reserved.

—Frank Hoffman, Visiting Scholar, SAS

CLASSIFIEDS—PERSONAL

CAR FOR SALE

1998 Buick Century, emerald green. 21k miles, V-6, 4-speed auto, like-new condition. Asking \$8k. H. Greene (215) 895-1921.

HOME INSPECTION

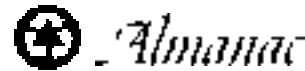
Need Home Repairs? You may be entitled to money for home repairs. Roof/plumbing leaks, water stains, etc. at *no cost to you*. Call for free property inspection today. Lisa Smith (215) 424-6748.

ACCOUNTANT

Tax Professional on Campus—Tax Return preparation & advice by Sage CPA/MBA for personal & small business; non-profits, 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.

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



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

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

EDITOR: Marguerite F. Miller
ASSOCIATE EDITOR: Margaret Ann Morris
ASSISTANT EDITOR: Tina Bejian
STUDENT ASSISTANTS: Jean-François Brunet; David Fecteau; Chris McFall; Kristin Snell; William Yeoh; Shante Rutherford

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

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

COMMENCEMENT 2002: Sketches of the Honorary Degree Recipients

Joan Ganz Cooney

Joan Ganz Cooney is a visionary television producer and media executive who pioneered educational uses of television for children. In 1968, believing that it would be possible to use television to communicate basic skills, model social behavior, and encourage a love of learning among inner-city preschoolers, Mrs. Cooney co-founded the Children's Television Workshop (now Sesame Workshop) and launched the first episode of *Sesame Street* in 1969.

Since that time, "Sesame Street" has been continuously broadcast in the U.S. on more than 300 PBS stations and in 140 countries around the world, including more than 18 foreign-language co-productions. Sesame Workshop programs, including *Sesame Street*, *The Electric Company*, *3-2-1 Contact*, *Square One TV*, *Ghostwriter*, *CRO*, *Big Bag*, and *Dragon Tales*, have won more than 79 Emmys.

Mrs. Cooney received a B.A. from the University of Arizona and began her career as a reporter for a Phoenix newspaper before moving to New York to work as a television publicist. She produced several award-winning public affairs documentaries for New York's public station WNET/Thirteen before conducting the Carnegie Corporation-commissioned study about children and television that led to the founding of the Children's Television Workshop.

Mrs. Cooney is active as a trustee to not-for-profit institutions and on the board of directors of Fortune 500 companies. She has been named to several presidential commissions and has received numerous honorary degrees. Among her awards are a Daytime Emmy for Lifetime Achievement, induction into the Television Academy Hall of Fame, a Founders Award from the International Council of the National Academy of Television Arts and Sciences, and the Annenberg Public Policy Center's award for Distinguished Contribution to Children and Television. Mrs. Cooney was awarded the Presidential Medal of Freedom in 1995, the nation's highest civilian honor, and was inducted into the National Women's Hall of Fame in 1998.

Eric Hobsbawm

Eric Hobsbawm is generally considered to be the most influential historian alive today. His work includes a magisterial four-volume series on the modern world beginning with *The Age of Revolution, 1789-1848* and continuing through *The Age of Capital, 1848-1875*; *The Age of Empire, 1875-1914*; and *The Age of Extremes, 1914-1991*. Smaller studies have included innovative and acclaimed works on labor movements, working class culture, jazz, Italian social movements, bandits, nationalism, "invented traditions," and left politics.

Credited with profound erudition and cosmopolitanism, piercing insight, and a limpid, elegant prose, Professor Hobsbawm's works have been translated into at least 37 languages. Making his professional home at Birkbeck College, University of London—as Lecturer, Reader, and eventually Professor of Economic and Social History and subsequently at the New School for Social Research—he has been a visiting scholar at MIT, Cornell, the Ecole des Hautes Etudes en Sciences Sociales, and the Collège de France. He has given seminars and lectured in more than 30 countries and territories on four continents.

Having lived in Berlin at the time of Hitler's rise to power, Professor Hobsbawm served in the British Army from 1940 to 1946. Following his military service he returned to King's College, Cambridge—where he had earned a bachelor's degree in 1939—to receive his Ph.D. in 1951. Among his professional distinctions, Professor Hobsbawm is President of the Society for the Study of Labour History, co-founder and Vice-President of the influential journal *Past & Present*, member of the *Comité Scientifique auprès du Ministère de*

l'Education Nationale, and member of the European Council of History Museums.

Professor Hobsbawm was made a Companion of Honour of the United Kingdom of Great Britain and Ireland in 1998, awarded the Order of the Southern Cross by the Federative Republic of Brazil in 1996, and made a Chevalier of the Palmes Académiques of the French Republic in 1993. He is a fellow of the British Academy, an honorary fellow of the American Academy of Arts and Sciences, a foreign member of the Hungarian Academy of Sciences, and a member of the *Accademia delle Scienze di Torino* (Italy). He has 16 honorary degrees from universities and colleges in nine countries.

Irwin Jacobs

Irwin Jacobs is an innovative engineer whose triumphs as an entrepreneur and chief executive make him a role model for the successful transition from academia to the world of business. Dr. Jacobs' pioneering work on Code Division Multiple Access (CDMA) led to its commercialization and continuing success as the world's fastest-growing, most advanced digital wireless communications technology.

Qualcomm, the company that Dr. Jacobs co-founded in 1985 and which he leads as Chairman and Chief Executive Officer, currently holds 400 patents and has more than 900 pending patent applications. More than 95 companies have licensed CDMA for the manufacturing of wireless devices, network equipment, and integrated circuits. Under his leadership, Qualcomm has been selected as a Fortune 500 company, included in the *Standard & Poor's 500 Index*, and traded on the Nasdaq Stock Exchange.

Dr. Jacobs received a Bachelor of Electrical Engineering from Cornell in 1956 and M.S. and Sc.D. degrees in Electrical Engineering from MIT. From 1959 to 1966 he was a professor of electrical engineering at MIT where he co-authored a basic textbook in digital communications, still used today. In 1966 he moved to the University of California, San Diego, as associate professor of computer science and engineering. He left UCSD in 1972 to devote himself full-time to Linkabit, the communications company he co-founded in 1969 with a few part-time employees. He oversaw the company's growth until its 1985 merger with M/A-com, at which time it had 1,400 employees.

Dr. Jacobs is a member of a number of industry and community boards and committees. Among his many awards are a 1992 Entrepreneur of the Year Award from the Institute of American Entrepreneurs, the National Medal of Technology in 1994, the 1998 Medal of Achievement from the American Electronics Association, the 1999 Ernst & Young Leadership Award for Global Integration, the Bower Award in Business Leadership from the Franklin Institute in 2001, and election as fellow of the American Academy of Arts & Sciences in 2001.

Jim Lehrer

Jim Lehrer is one of the most respected television journalists in the U.S., having moderated nine presidential debates in the last four elections and serving as the sole moderator for all presidential debates in both 1996 and 2000. *The MacNeil/Lehrer Report* (subsequently renamed *The MacNeil/Lehrer NewsHour* and, since Robert MacNeil's departure in 1995-96, *The NewsHour with Jim Lehrer*) has been a fixture on public television stations for more than 25 years and won more than 30 awards for journalistic excellence.

Mr. Lehrer teamed up with Robert MacNeil in 1973 to provide continuous live coverage of the Senate Watergate hearings in a collaboration that won an Emmy for producer National Public Affairs Center for Television (NPACT). Mr. Lehrer continues his partnership with Robert MacNeil in MacNeil/Lehrer Productions, co-producing *The NewsHour* as well as producing other programs and

series for public, commercial and cable television, including a recent Emmy-award nominated documentary about presidential and vice presidential debates. Mr. Lehrer is also the author of 12 novels, two memoirs, and three plays.

Mr. Lehrer received an A.A. degree from Victoria College and a B.J. from the University of Missouri in 1956, before joining the Marine Corps. He began his journalistic career as a reporter, becoming the city editor of the *Dallas Times-Herald* in 1968. He made the transition to television at Dallas' KERA-TV, serving as executive director of public affairs, as well as on-air host and editor of a nightly news program. He subsequently moved to Washington, D.C., to serve as the public affairs coordinator for PBS, member of PBS Journalism Advisory Board, and fellow at the Corporation for Public Broadcasting.

Mr. Lehrer has received numerous awards for journalism including the 1999 National Humanities Medal. Also in 1999, Mr. Lehrer was inducted into the Television Hall of Fame with Robert MacNeil and into the Silver Circle of the Washington, D.C., Chapter of the National Academy of Television Arts and Sciences. He has won two Emmys, the Fred Friendly First Amendment Award, the George Fost Peabody Broadcast Award, the William Allen White Foundation Award for Journalistic Merit, and the University of Missouri School of Journalism's Medal of Honor. In 1991, he was elected a Fellow of the American Academy of Arts and Sciences.

Richard E. Smalley

Richard Smalley's research in chemical physics has led to the discovery of a third elemental form of carbon, adding "fullerenes" to graphite and diamonds. He has built on his discovery and characterization of C₆₀ (Buckminsterfullerene), a soccerball-shaped molecule, by generating fullerenes with metals trapped on the inside and by producing tubular single-fullerene molecules—"buckytubes"—in the form of a fiber 100 times stronger than steel at one-sixth the weight.

Buckytubes have extraordinary potential for all technologies involving the flow of electrons. Assembled in close-packed crystalline arrays, these tubes will serve as "seed crystals" for the direct, continuous growth of super-strong, lightweight membranes, plates, tubes, and other structures made entirely out of carbon. In addition to these epochal discoveries, Dr. Smalley has pioneered new experimental techniques—such as super-cold pulsed beams; ultrasensitive laser detection; laser-driven source of free radicals, triplets, metals; and metal and semiconductor cluster beams—and applied them to a broad range of vital questions.

Dr. Smalley received his B.S. from the University of Michigan in 1965 and, after an intervening four-year period working with the Shell Chemical Company, his Ph.D. from Princeton in 1973. During postdoctoral work with Lennard Wharton and Donald Levy at the University of Chicago, he pioneered supersonic beam laser spectroscopy, which has become one of the most powerful techniques in chemical physics. He moved to Rice University in 1976, co-founded the Rice Quantum Institute in 1979, was named to the Gene and Norman Hackerman Chair in Chemistry in 1982, and was appointed director of the new Center for Nanoscale Science and Technology at Rice in 1996.

Dr. Smalley has received the 1992 International Prize for New Materials (jointly with R. F. Curl and H. W. Kroto), the 1992 E. O. Lawrence Award of the U.S. Department of Energy, the 1993 William H. Nichols Medal of the American Chemical Society, the 1994 Europhysics Prize, the 1996 Franklin Medal, and the 1996 Nobel Prize in Chemistry. Dr. Smalley is a member of the National Academy of Sciences and the American Academy of Arts and Sciences.