

# UNIVERSITY of PENNSYLVANIA *Almanac*

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## 9/11: In Remembrance

Tomorrow there will be numerous events in remembrance of the anniversary of the terrorist attacks.

Provost Robert Barchi and Jack Heuer, VP, Human Resources announced, "We strongly encourage supervisors to provide flexible release on 9/11 for staff to attend University-sponsored events while respecting the academic, research, business, and service needs of the University."

The day which has been designated by President Bush as Patriot Day—in honor of those who perished in the attacks—will be observed at Penn in many ways.

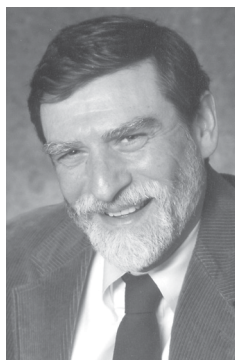
For more information, see [www.upenn.edu/chaplain/september11](http://www.upenn.edu/chaplain/september11) or September AT PENN calendar.

## For Civic House: Dr. Licht

Provost Robert Barchi has announced the appointment of History Professor and SAS associate dean Walter Licht as faculty advisor of Civic House, Penn's community service hub on Locust Walk. Founded in 1998, it promotes and supports collaborative service projects between Penn students and the various communities of Philadelphia. Under the leadership of Director David Grossman and his staff, and through the participation of hundreds of Penn students, Civic House manages a broad array of programs, including public service internships, Penn Corps, and individual and group tutoring for children in neighborhood schools.

"Walter Licht is one of Penn's most valuable citizens," said Provost Barchi. "He is an esteemed scholar of labor and urban history, a prize-winning teacher, and an administrator who has played a number of key roles in university governance." Referring to Dr. Licht's residence in West Philadelphia, the provost added: "The mix of Walter's research interests, his commitment to excellence in education, and his devotion to the local community, makes him the ideal candidate for this important new assignment. We are all grateful that he was willing to take it on."

Dr. Licht succeeds Deputy Provost and English professor Peter Conn, who has served as faculty advisor since the program's inception. Dr. Conn said of his four years, "I will always consider myself privileged to have been able to join in the effort our students made to organize and enhance community service through the creation of Civic House. It is a wonderful idea, and it has been Penn's students above all who have made it one of the genuinely vital spaces on our campus."



Walter Licht

## EVP: Clifford Stanley of the U.S. Marine Corps

Major General Clifford L. Stanley, Deputy Commanding General, Marine Corps Combat Development Command, has been named Executive Vice President at Penn, President Judith Rodin announced. Maj. Gen. Stanley is expected to begin his new position here in mid-October.

As Executive Vice President, Maj. Gen. Stanley will serve as Penn's chief operating officer, responsible for finance, investments, human resources, business services, facilities and real estate, public safety, information systems, computing, and internal audit and compliance.

"Cliff is an inspirational leader and team builder committed to helping people exceed their expectations," Dr. Rodin said. "His impressive record throughout his distinguished military career makes him the ideal choice to lead the Executive Vice President's division as we move ahead to implement our new strategic plan."

Maj. Gen. Stanley said that he has a passion for mentoring people and he feels that as EVP he will have an opportunity to "make an impact and a difference."

Maj. Gen. Stanley, has served more than 30 years on active duty in the Marine Corps. Since 2000, he served at Quantico, VA, where he was responsible for training and education, future planning, experimentation and concept development for the U.S. Marine Corps' active duty and reserve personnel. Concurrently he served as the Marine Corps Principal Representative to the Joint Requirements Board in support of the Chairman of the Joint Chiefs of Staff.

In 2001, he also served as Commanding General at Quantico, where he was responsible for the operation of a 60,000-acre base, overseeing maintenance of the quality of life, living and working conditions for more than 20,000 military members, families and civilians, working with a staff of more than 300 and controlling an annual budget in excess of \$133 million.

He has also played major leadership roles in neighborhood, community and race relations, implementing a variety of high impact initiatives throughout his career. He was recognized by the Marine Corps as the recipient of the 2002 NAACP Roy Wilkins Renowned Service Award. In the summer of 2000, the city of 29 Palms, California, dedicated a park located next to City Hall in honor of Maj. Gen. Stanley. The park, which contains several monuments in recognition of past local military achievements, was officially named Clifford L. Stanley Park.

Maj. Gen. Stanley has ties to Penn. For the past two years, he served as keynote speaker at the concluding dinner for the Wharton Leadership Venture Program with the U.S. Marine Corps at Quantico, and this past October, he served as a leadership speaker at the Wharton School.

"Cliff is a superb manager and strategic thinker with a natural ability to bring out the best in people," said Wharton School Dean Patrick Harker. "I have known him since we both served as White House Fellows and have always been impressed by his energy and ability to motivate people."



Clifford Stanley

Photo by Marguerite Miller

Maj. Gen. Stanley joined the Marine Corps in 1969, where he earned progressively more senior command responsibilities, serving at various times as Platoon Commander, Company Commander, Battalion Commander and Regimental Commander. He is the highest ranking African-American in the Marine Corps.

He received a bachelor's degree in psychology from South Carolina State University in 1969 and took his M.S. in counseling from Johns Hopkins University in 1977, graduating with honors. His formal military education includes specialized military training: Amphibious Warfare School in 1978, the Naval War College in 1983, Honor Graduate of U.S. Marine Corps Command and Staff College in 1984 and National War College in 1988. He was a White House Fellow in 1991.

Maj. Gen. Stanley is a recipient of the Legion of Merit; the Defense Meritorious Service Medal; Meritorious Medal with Gold Star; and the Navy Commendation Medal.

He has also served as a psychology and leadership instructor for the U.S. Naval Academy; Special Assistant and Marine Corps Aide for the Assistant Secretary of the Navy; and Marine Corps Institute and Parade Commander. He was the East Regional Vice President of the National Naval Officers Association, an organization dedicated to recruiting, retention and career development of minority officers.

He and his wife, Rosalyn, have a daughter who is currently serving as a lieutenant in the U.S. Navy Nurse Corps.

## IN THIS ISSUE

- 2 Senate: SEC Agenda; Recognized Holidays; Speaking Out; Convocation; AWFA Fall Reception
- 5 PennERA; Speech Recognition Directory Assistance
- 6 PennKey: Improved Network Security
- 7 Update; CrimeStats; Pre-tax Expense Accounts; Classifieds
- 8 Models of Excellence 2003

**Pullout:** Report of the Task Force on Faculty Retirement

The following agenda is published in accordance with the Faculty Senate Rules. Questions may be directed to Kristine Kelly either by telephone at (215) 898-6943 or by e-mail at [kellyke@pobox.upenn.edu](mailto:kellyke@pobox.upenn.edu).

## Agenda of Senate Executive Committee Meeting

Wednesday, September 18, 2002

3 p.m. to 5:30 p.m.

205 College Hall

1. Approval of Minutes
2. Chair's Report
3. Past Chair's Report on Academic Planning and Budget and Capital Council
4. Discussion
  - Social Science Institutional Review Board
  - Retirement Task Force
  - Teaching Evaluation Report
5. Report from the Chief Privacy Officer
6. Other New Business
7. Adjournment

## Recognized Holidays for Fiscal Year 2003

The following remaining holidays will be observed by the University in the current fiscal year (July 1, 2002 through June 30, 2003) on the dates listed below:

Thanksgiving	Thursday and Friday, November 28 and 29, 2002
Christmas Day	Wednesday, December 25, 2002
New Year's Day	Wednesday, January 1, 2003
Martin Luther King, Jr. Day	Monday, January 20, 2003
Memorial Day	Monday, May 26, 2003

The Special Winter Vacation granted to faculty and staff between Christmas Day and New Year's Day will be December 26, 27, 30, and 31, 2002. If an employee is required to work to continue departmental operations for part or all of this period, the Special Winter Vacation can be rescheduled for some other time.

Staff members who are absent from work either the work day before a holiday, the work day after a holiday, or both days, will receive holiday pay if that absence is charged to preapproved paid time off or to sick days substantiated by a written note from the staff member's health care provider.

Hospital employees and employees in collective bargaining units are governed by the terms of Hospital policy or their respective collective bargaining agreements.

Vacations and holidays for Hospital employees or those staff members in collective bargaining units are governed by the terms of hospital policies or their respective collective bargaining agreements.

## Speaking Out

### Mayhaps a Museum of Art Mailing

I was disappointed to see a passage in Jerry Briggs' letter (Privacy on Auction Block) which asserts that the Friends of the Library exchanged its mailing list with a non-Penn organization. The Friends does not exchange lists with other non-profits, no matter how worthy. I believe Mr. Briggs is referring to a mailing that he received from the Philadelphia Museum of Art, inviting him to a program being jointly sponsored by the Friends and the PMA. For that invitation—and that invitation only—we provided PMA with a set of labels so that they could include the Friends in their mailing. I explained this to Mr. Briggs when he raised the question, many months ago. A list “exchange” involves trading names with other groups, and no such exchange was made or intended.

—Adam Corson-Finnerty,  
Director of Development and External Affairs

*Speaking Out welcomes reader contributions. Short, timely letters on University issues will be accepted by Thursday at noon for the following Tuesday's issue, subject to right-of-reply guidelines. Advance notice of intention to submit is appreciated. —Eds.*

Below, and on the following pages, are the Convocation addresses given by the President and Provost on College Green, last Wednesday evening, September 4, 2002.

## A Journey Toward Wisdom by Judith Rodin

Welcome to members of the class of 2006 and to our new students who have transferred from other universities.

You've made it through new student orientation without losing your bearings.

You've made it through *Things Fall Apart* without falling apart.

You've even enjoyed your first Dining Services meal.

Now that you've made it this far, I am very happy to welcome you to the University of Pennsylvania and address you as fully fledged members of our community of scholars.

What a wonderful occasion this is! Convocation is my favorite ceremony at Penn, and not just because College Green and College Hall glow so beautifully at night. I love Convocation because you glow so beautifully with enough exuberance and determination to light up the whole campus.

Convocation is also rich in symbolism. We gather together at dusk to mark the transition between the old part of your life and the new.

You are no longer a prospective student or someone else's responsibility. The sun has set on that stage of your life.

Now, as more distant suns appear in the eastern sky, you are beginning the journey of discovery that will change you and the way you see the world in ways no one can possibly predict.

You could fall under the spell of an author who inspires you to become a writer. You could catch the bug to pursue a political career or go on an archaeological dig. You could fall in love with your future life partner.

Maybe you'll even—dare I say it?—stoop to recognize Princeton teams as worthy competitors. On second thought, maybe not.

One thing is certain: When it comes to a profession or career or life plans, there is no sure thing.

Three years ago, dot.com startups looked like the ticket to fast wealth to anyone with the guts and drive to start or join one. Indeed, dot.coms were such a sure thing that some of our students saw no need to stick around Penn to receive their degrees. There were fast millions to make, and no time to waste.

Today, the dot.com gold rush seems like ancient history, and most of the students who bolted Penn prematurely wound up returning to campus with a renewed appreciation for the value of a degree.

Likewise, many of us—young and not-so-young—didn't envision that the rising tide of economic prosperity and job growth could possibly recede—forcing us to rethink our career and retirement plans.

And I am sure none of us anticipated the events of September 11, which, to paraphrase Yeats, drowned our ceremony of innocence.

(continued on page 3)

## Annual AWFA Fall Reception: September 19

Women faculty and administrators are invited to the Annual AWFA Fall Reception on Thursday, September 19 from 4-6 p.m. when AWFA—Penn's Association of Women Faculty and Administrators—along with FOCUS on Health and Leadership for Women, the School of Medicine, and the Women's Center present Dr. Afaf I. Meleis, Dean of the School of Nursing, and an advocate for women's health care on *Women's Work Is Never Done: Themes from Women's Lives*.

How do low-income women tend to define and cope with their life stressors? What is the impact of “women's work” definitions on the quality of care that women receive? Why is it that women's work provides them with neither greater economic security nor increase in health and social benefits?

Dean Meleis is an internationally known scholar in the areas of women's health and development and immigrant health care, international health care. She will explore the impact of these issues on the quality of women's lives.

The event will be held in The Golkin Room, Houston Hall; meet new friends and renew old acquaintances!

The Association of Women Faculty and Administrators at the University of Pennsylvania provides exchange, support and fellowship among Penn women. For more information on our activities and mission, see our website at [www.upenn.edu/affirm-action/awfa](http://www.upenn.edu/affirm-action/awfa).

—Nancy McCue, AWFA Secretary

(continued from page 2)

Our illusions of safety and invulnerability were gone, our disengagement from world affairs exposed and tallied.

In one sense, we cannot be faulted for seeing in the collapse of the Twin Towers, in the demise of Enron and Worldcom, or in bloody conflicts that have no end in sight, signs that things are falling apart all over the world, that, as Yeats wrote in his poem "The Second Coming," which is quoted in the prologue to Chinua Achebe's novel, "The center cannot hold."

We can't deny all that is wrong with the world. But neither can we conclude that all is wrong with the world. Every day we see role models of excellence, goodness and courage who bring joy, beauty, justice, and comfort to their fellow human beings.

And if the world is moving in the wrong direction, then you have the obligation to help turn things around. We admitted you to Penn because we believe each of you has the potential to help put humanity back on course.

Yes, we look to you to add to the body of knowledge in your fields of study during your time at Penn.

Yes, we expect you to acquire the skills, knowledge, and prowess to excel and make important contributions in your careers and professions.

And yes, I have no doubt that each of you will go far on whatever professional track you choose to follow.

But we didn't bring you to Penn only to become accomplished artists, brilliant writers, preeminent scholars, savvy politicians, expert engineers, nurses, doctors, lawyers, teachers, or scientists.

We brought you here because we are also counting on you to pursue Benjamin Franklin's founding mandate to focus on theory and practice, to gain knowledge for its own sake and to use your knowledge to thrive professionally while serving humanity.

Franklin viewed education holistically. He understood that an education rich in theory but short on practice would deprive graduates of the means to make a good living as well as the tools to apply their ideals to good purpose. But Franklin also understood that a specialized education sealed off from arts and sciences would weaken the capacity of graduates to lead a good life that benefits others.

One could describe Franklin's visionary integration of theory and practice as a wisdom track. In a world awash in information yet parched for wisdom, where better to pursue the wisdom track than right here at the University he founded?

Of all the trips you'll take, none will be longer, stranger, or more rewarding than your steep, upward journey toward wisdom.

While most, if not all, of you will earn a degree in four years, you can only advance toward wisdom in small degrees over the course of a lifetime.

You might be wondering when you will reach wisdom's gate. If you think you've already made it, chances are you still have a long way to go. But if you are thinking deeply and critically and acting accordingly, it's safe to say you are definitely on track.

There is no simple answer to the question, "What is wisdom?" Brilliant thinkers, artists, and theologians have wrestled with this question for thousands of years.

I'm rather captivated by this description offered by the late philosopher Robert Nozick. He wrote, "wisdom is not simply knowing how to steer one's way through life and cope with difficulties. It is also knowing the *deepest* story, being able to see and appreciate the deepest significance of whatever occurs; this includes appreciating the ramifications of each thing or event for the various dimensions of reality, knowing and understanding not merely the proximate goods but the ultimate ones, and seeing the world in this light."

Now, I would suggest that time and again, the failure to know the deepest story or appreciate the ramifications of one's choices has led to calamity, tragic misunderstandings, and sometimes bloodshed.

Did those corporate executives who looted their companies stop to think about the domino-like harm they would bring to employees, shareholders, and the general public? Are Israelis and Palestinians any longer trying to understand each other's story? On the deepest path to wisdom, we must open our minds to many different perspectives.

It is all too tempting to associate only with others who share your background, political philosophy, musical tastes, and major—or to hear, read, and see speakers, books, and programs that only echo your views.

At Penn, you will have the precious opportunity to live with and learn from extraordinary men and women from every conceivable background. Open your minds, and you will open each other's eyes.

Take advantage of your time at Penn to engage with your classmates across the boundaries of school and discipline.

If you're not a Penn Engineering student, visit the Weiss Technology Hub and you'll appreciate how much the dramatic advances in technology are reshaping the way we learn, work, and live.

Get to know the women and men in the Nursing School who are studying to join the largest health care profession in the world. As Suzanne Gordon eloquently writes, nurses "weave a tapestry of care, knowledge, and trust that is critical to patients' survival."

Over the next four years, all of you will take courses and meet classmates from the College. Use those encounters not only to tap into the accumulated wisdom of world civilization, as it is embedded in the liberal arts, but also to understand the deeper stories behind the people whose lives will be touched by your work.

And if you are not a member of that academic tribe known as Wharton, recognize that these women and men must cure today's corporate ills, work out the kinks in the global economy, and put your retirement accounts in better shape than mine.

Everyone at every school at Penn has one thing in common. Each of you is terrific and has something special to offer. You are entering a community of scholars that likes to mix it up. Our extraordinary faculty, our dedicated staff, and other students will look to you to challenge them to keep them on their own wisdom paths.

The stakes could not be higher. We are undergoing rapid changes in technology, in health care, in world affairs, and in our increasingly unstable global economy. How all of us think and act over the next four years could help determine whether we come together to make our communities and our world freer, safer, and healthier, or whether we allow things to fall apart.

You are now a part of our vital center.

Let me conclude with a brief historical anecdote about our founder: As you know, the Constitutional Convention was held in this city, and an elderly Benjamin Franklin lent his own wisdom and calming presence to the proceedings.

As the convention was closing, James Madison recorded that Franklin, while gazing at a painting of a sun on the back of the President's chair, remarked that often painters had trouble distinguishing between a rising and setting sun.

Franklin said "I have often in the course of this session, and the vicissitudes of my own hopes and fears as to its outcome, looked at that [rendering of the sun] ... without being able to tell whether the sun was rising or setting.

"But now at length I have the happiness to know that it is indeed a rising sun."

Members of the Class of 2006 and other new students, I have the confidence to know that gathered before me is a constellation of rising stars. I have no doubt that years from now, you will take your place in the firmament of illustrious Penn alumni who include:

- nine signers of the Declaration of Independence;
- eight signers of the Constitution;
- three Supreme Court justices;
- eleven Nobel Prize laureates;
- more than seventy Olympic medallists;
- and thousands upon thousands of distinguished leaders and scholars throughout the world.

As you chart and follow your own unique path to all you hope to be and achieve, may this great University help to guide you toward wisdom in the years ahead.

Welcome to Penn.



## A Social Contract for Scholars *by Robert L. Barchi*

Let me echo the President's welcome to the members of the Class of 2006 and those who have transferred to our other classes this year. What a fantastic time to be joining our community of scholars; a time both of intellectual discovery and of eager anticipation of discoveries yet to be made. A time ideally suited to curious and creative minds like yours.

Benjamin Disraeli once described the modern university as a place "of life, of liberty and of learning." This has never been more true, or more essential, than in these complex and difficult times; times in which many of the current conflicts among nations and peoples can be traced to a lack of mutual understanding, lack of tolerance for the ideas of others and lack of appreciation for the cultural diversity that makes each of us unique. Universities provide a precious environment in which *all* individuals are valued; all ideas can be debated without fear, *all* views examined without prejudice. But making this environment a reality requires active participation from each and every one of us.

A great University is a living entity, not just a place. It is a dynamic society built on mutual consideration and respect for knowledge. It is truly a community of scholars. The Penn family is wonderfully diverse and cosmopolitan, comprising students from every state in the Union and from 65 countries. That inclusiveness is part of our intellectual and moral strength. On this campus, people from widely different backgrounds and heritage work, play, argue and learn together: Christians, Jews, Muslims, and persons of no organized religion; Marxists, democrats, socialists, and libertarians exchange ideas and opinions on the common ground of a shared commitment to this scholarly community.

The political philosopher Jean Jacques Rousseau argued that small communities and great nations alike forge their cohesiveness through the mutual consent of their members. As many of you will recall from your high school government classes, Rousseau termed this mutual consent "the social contract." As you join our community of scholars, you too enter into a social contract.

From our community, you should demand respect for your independence, and for your autonomy as you explore new intellectual and social pursuits. As a community, we commit ourselves to support you in these pursuits, and to provide you with resources and opportunities to grow. We will urge you to stretch your talents and your character as far as you possibly can.

From you, we expect tolerance for new ideas and for one another. We expect you to give as well as to take; to reach beyond your College Houses and classes as an active contributor to the broader Penn community—a community that is committed to the ideals of intellectual freedom and discovery, and to the transforming impact of new knowledge on our society.

The next few years will be among the most exciting of your lives. For the first time you will have *complete* freedom to make choices about when and how and even *what* to study. In order to take the greatest advantage of the wealth of intellectual resources at Penn, *you* must seek out the opportunities available, driven by your *own* curiosity and energy. Faculty, graduate students, and resident advisors can serve as mentors, counselors, and role models; but the final choices about how you will become intellectually engaged are ultimately yours alone—the energy to pursue your dreams must come from within.

When you chose Penn, you chose a University with a deep commitment to teaching and research; and, thanks to Ben Franklin, an institution with a commitment to the translation of knowledge into practical application. Here at Penn, we are also committed to addressing the challenging ethical questions that this new knowledge provokes.

As faculty, we apply high standards to our own academic enterprise, because we recognize that academic freedom carries with it a responsibility for rigorous and unflinching ethical behavior. You are now a part of our academic family. During the next four years, you too will confront choices about ethics and academic integrity. We expect, and indeed demand, that you, too, will be judicious and wise in your choices.

But the ethical conduct that should characterize your years at Penn is not something to be left behind at graduation. It should become a steadfast internal compass that helps you find the moral high ground throughout your career and your life. Consult it often and have confidence in the fidelity of its direction.

Both the challenges that we face in our daily lives, and the crises that strain the fabric of our global society, present us with problems whose causes and origins are so twisted and tangled that they often remind us of a Gordian knot. Yet in retrospect, the most brilliant answers to these difficult problems can appear elegant in their simplicity, whether it is the proof of a mathematical theorem or a creative compromise to a volatile international dispute.

This clarity of wisdom is not easily won; it must be built on a broad foundation of knowledge and a thorough analysis of the problem at hand. Oliver Wendell Holmes, a Supreme Court justice renowned for the clarity of his decisions, once said, "I would not give a fig for simplicity *this* side of complexity, but I would give my life for the simplicity that lies on the *other* side of complexity". You should strive for this clarity of understanding, but at the same time appreciate that the simplifying insight only comes to the prepared mind and then only after hard work and deep thought. While there are no shortcuts to wisdom, you will find here at Penn many who will help you make your way through the complexity of ideas and assist you in finding the elegant simplicity on the other side.

In your future, the truly valuable contributions to our society will come from those who seek this simplicity in wisdom, and who are willing and able to engage in vigorous and open debate over tough questions that impact the entire community. This level of engagement requires a thorough appreciation of the *why* of living as well as the *how* of life. In short, it requires a well-rounded, liberal education.

I hope that each of you, no matter what your primary area of interest, will pursue the breadth of education needed to put your own field of study into a global perspective. Seek for yourselves an education that will not only make you skilled entrepreneurs, economists, nurses or molecular geneticists, but also engaged and vital members of your local and global community.

As faculty, all of us on this podium, and our colleagues throughout the university, will take pride in assisting you in this learning experience. But the people who will have the greatest impact on your experience here will not be us; it will be your peers. As you sit together tonight on the brink of so much exciting discovery, look around you at your most important teachers—for no one will help you learn more than your roommates, your teammates and your classmates.

In the next seat or the next row may be a future business partner, a co-inventor, a co-author, or even a spouse.

Remember, too—although I don't think you're likely to forget this one—that college should also be *fun*! The sports, the parties, the new social experiences, and the cultural venues, are as much a part of the learning environment as the classroom and the lab. Immerse yourselves in the rich cultural diversity that you will find in our Penn community. Take the time to get to know this terrific city and its vast cultural resources as well as those found right here on our own campus.

Although these four years will merely set the stage for your professional lives, these are times to be cherished for the friendships you will make, for the victories you will share in the Palestra and on Franklin Field, and for the awesome good times that you will have. Never in your life will there be another time quite like this one. Work hard, but don't forget to enjoy every single moment that you can!

Tonight, as you formally join our Penn family, what I wish for you is this:

That in four years you will say that you have learned and grown beyond your wildest expectations;

That you felt a true sense of community with your peers and with your faculty colleagues.

That your intellectual curiosity and thirst for knowledge reached new heights.

That you were given the tools you needed to confront tomorrow's complex ethical and societal issues.

That you gave back to your community every bit as much as you were given.

And that you have had at least a glimpse of that elegant simplicity that lies beyond complexity.

Welcome to the Penn family. Be safe; care for each other; and have a *great* time.

## PennERA—Web Site Launch and Project Update

A dedicated web site (<http://www.pennera.upenn.edu/>) was launched over the summer to help inform the University community about the PennERA project. PennERA is the University's Electronic Research Administration project, a multiyear initiative to develop streamlined processes and more efficient tools for handling pre- and post-award administrative tasks related to the sponsored projects of Penn's academic research community. Ultimately, the project will implement a "cradle-to-grave" web-based system for research project development, support, and management.

The new PennERA web site provides up-to-date information about current project planning and development activities, news, and events, as well as background information such as project rationale, key milestones and deliverables, and completed activities. We invite you to visit the web site regularly to keep abreast of progress and to send feedback to the project team.

In recent months, progress on the PennERA project has been made on several other fronts:

**Phase I of Core PennERA System.** PennERA was conceived and organized as a multistage project with new and improved systems and processes being implemented at phased intervals. The initial development phase of the core PennERA system began in June of this year, following the signing of the contract with InfoEd, Penn's primary vendor-partner for research administration software. In Phase I the cornerstones of the new research administration system will be built: a new application to track proposals and awards, and a new application to track human subject and lab animal protocols. These base applications will provide a solid foundation for the more extensive protocol and proposal development modules to come in later phases.

To guide development, the project team will call upon three standing faculty advisory groups. A fourth group comprising School and Center administrators will be convened in the fall. We expect that this group of "Research Reps" will function in a similar manner to the BEN Reps group.

In the near future, the project team will be asking both faculty and administrators to serve on working groups to provide additional information regarding requirements and to address specific issues related to business processes during the development and implementation phases of the project.

**Other Initiatives.** The PennERA project is the umbrella for numerous other development initiatives related to research administration. These initiatives are being undertaken in parallel, either to provide short-term solutions to pressing administrative needs or to build functionality required for the core PennERA system.

Among these are:

- **Human Subjects Adverse Events Reporting System (PennAEs)**—this web-based system will give principal investigators (PIs), clinical coordinators, and staff in the Office of Regulatory Affairs a means of tracking, collecting, and reporting serious adverse events involving human subjects. PennAEs will be released to a pilot group this month and to the University at-large in phases later in the fall. Adverse event reporting functionality will later be integrated into the core PennERA system. For more information on PennAEs, please see the sidebar (*at right*).
- **Next-Generation Effort Reporting System**—this system will give the University community an online tool for reporting in compliance with the requirements of OMB-A21. System needs and requirements are currently being identified and a proposal is expected to be ready this month.
- **BRIM System**—this billing and receivables system was completed last year and is used by the Office of Research Services to issue invoices and track receivables for sponsored projects. Beginning this fall, data from BRIM will be fed into the University's central data repository, the Data Warehouse, and will eventually be made available to Data Warehouse users who wish to run their own reports or import data to their desktop systems for analysis.

Future updates about PennERA will be provided throughout the project.

For the most current information, please visit the PennERA project web site at <http://www.pennera.upenn.edu/>. If you have any questions, comments, or suggestions, please send an e-mail to [pennera@pobox.upenn.edu](mailto:pennera@pobox.upenn.edu).

—Robin H. Beck, Vice President of  
Information Systems and Computing

—Andrew B. Rudczynski, Executive Director  
of Research Services and Associate Vice  
President of Finance

—Joseph R. Sherwin,  
Director of the Office of Regulatory Affairs

### Coming Soon: Penn's Adverse Events Reporting System (PennAEs)

The Penn Human Subjects Adverse Events Reporting (PennAEs) component of the PennERA system will be released to a pilot group within the University of Pennsylvania's academic research community this month, followed by a phased rollout to the University at-large later in the fall. Researchers, faculty, and students will be notified when PennAEs is available for campus-wide use.

PennAEs is a web-based software solution that facilitates the tracking, collecting, and reporting of serious adverse events involving human subjects to the Institutional Review Boards of the University of Pennsylvania. Specifically, this system

- Provides a central repository of adverse event information that includes historical and current data
- Provides the ability to create and print a Voluntary Report to Sponsor Form as well as the University of Pennsylvania Adverse Event Reporting Form
- Provides immediate electronic delivery of reports to the Office of Regulatory Affairs
- Makes data easily accessible via any web browser
- Provides the ability to monitor and maintain information in a consistent and auditable manner
- Facilitates annual reporting

Adverse event reporting functionality will later be integrated into the core PennERA system.

To access PennAEs, users will need a PennNet ID and password (PennKey and PennKey password after October 14, 2002). Optional training sessions will be available. The training schedule will be published on the Office of Regulatory Affairs' web site upon release of PennAEs.

If you have any questions or would like more detailed information about the PennAEs component of the PennERA system, please send an e-mail to [pennaes@pobox.upenn.edu](mailto:pennaes@pobox.upenn.edu) or contact Chris Sandy at (215) 746-6266.

—Joseph R. Sherwin, Director of the  
Office of Regulatory Affairs

### New Speech Recognition Directory Assistance on its Way

ISC Networking & Telecommunications is in the final phase of testing speech recognition software that will help callers inside and outside of the University quickly and easily contact people without the use of a printed phone directory by simply speaking the name of the person or department they wish to reach.

Once the system is in place in early October, callers dialing Penn's main phone number (215-898-5000) between the hours of 5 p.m. and 8 a.m. will be greeted by the Speech Recognition Directory and asked to speak the complete name of the person or department they wish to reach. If the system recognizes the name it will route the call to the appropriate number without disclosing location or telephone information to the caller. Requests for unrecognized names will be routed to the standard after-hours greeting.

Penn students, faculty and staff can already take advantage of the new Speech Recognition Directory any time by calling 6-4242 (or 215-746-4242 from off campus) and following the prompts. First-time callers to the system should verify that the pronunciation of their name and routing to their phone number are correct.

Omissions, routing problems, or pronunciation discrepancies should be reported via voicemail to (215) 573-9077. Be sure to include the name, telephone number and a brief description of the required change when reporting problems.

# PennKey: Improved Network Security

## Preparing for Change and Helping Us Protect Your Privacy Online

Several recent online security breaches at large universities (fortunately not at Penn) underscore once again the critical role of passwords and other personal identifiers in securing online information. While the University can ensure that the strongest possible security technologies are in place, those of us who use Penn systems must be aware of how our decisions and behaviors affect the security of our own personal information as well as the University's online environment. Adhering to sound security practices is always important, and the opportunity exists now—as additional system security is being implemented and a new authentication system is being introduced—to refresh our own practices.

The security initiatives now being introduced are yet another step in Penn's commitment to protect personal information, as outlined in the Task Force on Privacy of Personal Information, chaired by Professor Gerald Porter. The Task Force's report (*Almanac*, April 17, 2001) reminded us that while the University has made extraordinary progress in improving physical safety, similar efforts must be extended to protecting the University community from fraudulent activities online.

### Fall Security Initiatives

**Kerberos.** An article in the July 16, 2002 issue of *Almanac* outlined in some detail the security changes coming this fall. In the background, an authentication technology known as Kerberos is being phased in on many electronic services. In a fully "Kerberized" environment, where all campus services take advantage of Kerberos, passwords would never be transmitted across the network, even in encrypted form, and users would sign in only once a day to perform technology-based activities on the various systems they were authorized to access, such as email, GRAM, or Penn InTouch.

Not all the user and server software we use today can, however, take advantage of Kerberos now. Indeed, this fall's initial implementation of Kerberos is largely laying the foundation for the future. Some optional Kerberized services (primarily email) will be offered this fall, but most services will continue to use other secure authentication technologies. These non-Kerberized services will still require separate logons (no "single sign-on" yet), and passwords for them will still be transmitted across the network in strongly encrypted form.

**PennKey.** The change that will be visible to everyone will be the move from the use of PennNet IDs and passwords to PennKeys and passwords. Your PennKey will be your username in the Kerberos-based PennKey authentication system, which will replace the PennNet ID (a.k.a. PAS ID) system on October 14. A PennKey and associated password will be required to access both Kerberized services as they become available and the many web-based services that now require a PennNet ID and password, such as GRAM and BEN Reports. In addition, PennIntouch, which currently requires a Personal Access Code for access, will require a PennKey and password beginning October 14.

Web-based services that currently don't use PennNet IDs and passwords will not be affected by the switch to PennKeys immediately. BEN Financials, for example, will continue to use the familiar BEN logon ID. You'll hear more about which system will use which ID in the future, or you may consult the table of application logon methods at [www.upenn.edu/computing/pennkey/lsp/chart.html](http://www.upenn.edu/computing/pennkey/lsp/chart.html).

### PennXxxx—What do all those terms mean?

*Confused about all those ID-related terms that begin with "Penn"? Here's what they mean.*

**PennCard** Your University ID card showing your photo and PennCard Number. You need your PennCard to create a PennNet ID and password or to reset a forgotten PennNet password at a PennNet ID swipe station.

**PennCard Number** The three-part number on your PennCard. It takes the form: 123456 12345678 12

**PennID** The middle 8-digit sequence of your PennCard Number. Penn IDs are NOT required in the PennKey registration process.

**PennKey** Your user name in the PennKey Authentication System.

**PennKey Authentication System** A new authentication system that will replace the PennNet ID, a.k.a. PAS, authentication system on October 14, 2002.

**PennName** A unique identifier that is the basis for user names in various University systems. For example, PennNet IDs, PennKeys, BEN Financials user names, and usernames for many Penn e-mail systems are based on PennNames. [Note: Although an individual would have the same PennName-based username for each of these systems, the associated passwords would be the same only if the individual created the same password for some or all of the systems.]

**PennNet (a.k.a. PAS) ID** Your user name in the PennNet Authentication System.

**PennNet (PAS) Authentication System** Penn's homegrown authentication system that will be replaced by the PennKey authentication system on October 14, 2002.

**PennNet ID Swipe Station** Stations at various campus locations where you can bring your PennCard and use it to create a PennNet ID and password or reset a forgotten PennNet password. These swipe stations will go out of service on October 14, 2002. Locations are listed at [www.upenn.edu/computing/help/doc/passport/netid.html](http://www.upenn.edu/computing/help/doc/passport/netid.html).

### Preparing for Change

The introduction of Kerberized services won't translate into global change this fall. Initially, Kerberized services, particularly email, will only be offered as an option in many Schools and centers. You'll hear more about these services from your Local Support Provider (LSP) as they become available in your School or center.

The shift to PennKey, on the other hand, will require that all faculty, staff, and students register their PennKey and associated password online. For uninterrupted access to online services switching from PennNet ID to PennKey authentication, we encourage you to register between September 30 and October 13, 2002, during the two-week PennKey Priority Period immediately preceding the October 14 implementation of the PennKey system.

Though the registration procedure is straightforward, it's important to be prepared before you go to the PennKey registration web site. If you need advice or assistance, consult your LSP or College House ITA. See [www.upenn.edu/computing/view/support/](http://www.upenn.edu/computing/view/support/) for a list of providers.

**1. Know your PennNet ID and password.** You will need to enter them to identify yourself to the PennKey registration system. If you've forgotten your password, you can reset it by swiping your PennCard at one of the campus PennNet ID swipe stations. For information and locations, see [www.upenn.edu/computing/help/doc/passport/netid.html](http://www.upenn.edu/computing/help/doc/passport/netid.html).

**2. Review the current password rules and be prepared to establish a new password.** See [www.upenn.edu/computing/email/pswd\\_guide.html](http://www.upenn.edu/computing/email/pswd_guide.html) for current password guidelines. Though you may reuse your PennNet password as your PennKey password, a new password offers the greatest amount of security. It's particularly important to set a new password if you have used your PennNet password elsewhere, on non-Penn systems, or have shared it with anyone. Note too that password rules have become more stringent over the years, and some passwords that work with the PennNet ID system may not be accepted by the PennKey system. In such cases, individuals will be forced to create new passwords.

**3. Decide how you want to be able to reset your PennKey password should you forget it.** Resetting a forgotten PennKey password will require obtaining a PIN and then resetting the password online. When you register your PennKey, you'll be presented with different options for obtaining a PIN and will be asked to choose whether to participate in an online "Challenge-Response" option, which will enable you to obtain a PIN, online, without a wait. Otherwise you would obtain a PIN by visiting a campus PIN administration office, or by calling the PennKey PIN Request Line and having a PIN sent by U.S. Mail.

The Challenge-Response option will require that you answer three personal information questions when you register your PennKey, and later provide the correct answers online if you forget your password. Challenge-Response would be a good choice for frequent travelers, international students, or anyone likely to forget their password. However, individuals who provide system administration services for critical systems should not participate in the Challenge-Response option.

**4. Review and change usage habits that may compromise your privacy.** Think of your PennKey password as analogous to the Personal Identification Number (PIN) you use at an ATM machine. Just as sharing your ATM PIN would give someone else access to your bank balance, sharing your PennKey password would give them access to grant financial information in GRAM or your GPA in Penn InTouch. Indeed, when you share your password, you give others access to everything your PennKey gives you access to though you are still responsible for anything they do in your stead. If you have been sharing passwords in order to delegate tasks such as calendar scheduling, responding to email, or grant administration, your LSP can advise you on alternatives. Refer also to the information at [www.upenn.edu/computing/pennkey/lsp/noshare.html](http://www.upenn.edu/computing/pennkey/lsp/noshare.html).

### Learn More

For more information about PennKey and Kerberos, check the PennKey web site at [www.upenn.edu/computing/pennkey](http://www.upenn.edu/computing/pennkey). Information and assistance will also be available from Local Support Providers and through various University and School channels. And always keep in mind that online security is a balancing act. The University continues to implement technologies that minimize risk, but technology will never be perfect. We are all responsible for following best practices in crafting our passwords and keeping them secure.

—Robin Beck, Vice President  
Information Systems and Computing



# Update

SEPTEMBER AT PENN

## FITNESS/LEARNING

**16 Rape Aggression Defense;** physical defense program for women; 5:30 p.m.; Penn Police HQ, 4040 Chestnut St; continues every Monday through October 7; Information: (215) 898-3590 or [stacey2@pobox.upenn.edu](mailto:stacey2@pobox.upenn.edu) (Penn Police).

**17 Building Your Financial Security;** noon; Gates Room, Van Pelt Library; R.S.V.P. by September 13 (African-American Resource Center).

## READINGS AND SIGNINGS

**12 Joseph L. Graves, Jr.;** *The Emperor's New Clothes: Biological Theories of Race at the Millennium*; 5 p.m.; Penn Bookstore.

## SPECIAL EVENTS

**11 Ceremony of Remembrance;** 8:35 a.m.-8:50 a.m.; Law School Courtyard (Law School).

*Philadelphia Cathedral Commemorates 9/11;* doors open 8 a.m. for prayer and meditation; noon, interfaith service; 5 p.m., evening prayer; 7 p.m., ecumenical eucharist service.

## TALKS

**12 Making Every Moment Count;** Susan J. Blumenthal, U.S. Assistant Surgeon General; 5 p.m.; Class of '62 Hall, John Morgan Building (Penn Chapter of the American Medical Student Association).

**Deadlines:** The deadline for the October AT PENN calendar is *September 10*. For info., see [www.upenn.edu/almanac/calendar/caldead.html](http://www.upenn.edu/almanac/calendar/caldead.html).

## Wanted: Work-Study Students

Positions are available at *Almanac*. Duties include desktop publishing, web design and maintenance, database maintenance, proofreading, and research.

Interested work-study students are asked to send an e-mail, along with their resume, to [morrissa@pobox.upenn.edu](mailto:morrissa@pobox.upenn.edu).

## Pre-tax Expense Accounts Reimbursement Reminder

Reimbursements from the Health Care and Dependent Care Pre-Tax Expense Accounts for the Plan Year *July 1, 2001 to June 30, 2002* can be submitted until *September 30, 2002*, to Eastern Benefit Systems, Inc. (EBS) at the following address:

Eastern Benefit Systems, Inc.  
Attn: University of Pennsylvania FSA Unit  
100 Freeway Drive East  
East Orange, NJ 07018

These reimbursements are based on receipts for expenses incurred between July 1, 2001 and June 30, 2002. Expenses are considered incurred on the day the service is provided, not when you are billed or when the providers are paid. Keep in mind that for services partially covered by a health plan, you must submit an Explanation of Benefits (EOB) along with your reimbursement request. If you have not received your EOB from your provider by the September 30 deadline, you must still file your claim by September 30, and then forward the EOB when you receive it. Note on your claim form that you are waiting for your EOB. If you have any questions, please contact EBS at 1-888-736-6359.

Reimbursement requests for expenses incurred *July 1, 2002* or after should be submitted to ADP, the new administrator. Requests can be sent via fax or mail, as listed below:

ADP Claims Processing  
P.O. Box 1853  
Alpharetta, GA 30023-1853  
Fax: (678) 762-5900

If you have a pre-tax expense account, you can view your account balance and activity, and download reimbursement forms by logging on to [www.pennbenefits.upenn.edu](http://www.pennbenefits.upenn.edu). To speak to a customer service representative about your account, call 1-888-PENNBEN (1-888-736-6236) and select Option 2.

—Division of Human Resources

## CLASSIFIEDS—UNIVERSITY

### RESEARCH

**Troubled by Overeating at Nighttime? Do you get up at night to eat?** The University of Pennsylvania's Weight and Eating Disorders Program is conducting a research study of the Night Eating Syndrome. Study participants will receive assessment and treatment. To be eligible you must be 18-65 years old, be overweight, not have an occupation requiring nightshift work, and not be currently in a weight reduction program. For information, call (215) 898-2823 or log on to [www.uphs.upenn.edu/weight](http://www.uphs.upenn.edu/weight).

**Want to Lose Weight?** The UPENN Weight and Eating Disorders Program is offering a free 2-year weight loss program beginning this November. Women aged 21-50 who are 50 or more pounds overweight (BMI 30-40) may be eligible. Please call Leanne at (215) 898-3184 to see if you qualify.

**Postmenopausal Women Needed** Postmenopausal volunteers needed for a research study examining estrogen use, memory, and the ability to smell. \$50 will be given for approximately 3 hours of participation. Women 55 or older. For more information please call (215) 662-6580.

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

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

## CLASSIFIEDS—PERSONAL

### FOR RENT

**Furnished studio apartment** to rent in Society Hill area. All utilities included. Immediate occupancy. Contact (215) 413-3601.

**Furnished house,** couple going on Fulbright, avail. Oct. 1. Built 1803, 3 bdrms, sep. living, dining & sitting rooms, study, 2 1/2 baths, garden, fireplace, a/c, dw, w/d, \$2300 mo. + util. 10 min. W. Phil. #40 bus. 9-12 mos. lease, call (215) 923-7789.

### AVAILABLE

**Writer,** publishing credits include Pearson Education, SAP America, Wharton Alumni magazine. Available for writing projects, research, proofreading and profiles. [sheryl.simons@wharton.upenn.edu](mailto:sheryl.simons@wharton.upenn.edu)

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

## The University of Pennsylvania Police Department Community Crime Report

**About the Crime Report:** Below are all Crimes Against Persons and Crimes Against Society from the campus report for **August 26-September 1, 2002**. Also reported were 19 Crimes Against Property (including 19 thefts). Full reports on the Web ([www.upenn.edu/almanac/v49/n03/crimes.html](http://www.upenn.edu/almanac/v49/n03/crimes.html)). Prior weeks' reports are also online. —Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department between the dates of **August 26-September 1, 2002**. The University Police actively patrol 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.

08/26/02	1:33 PM	3927 Walnut St	Female assaulted by male
08/27/02	3:31 PM	41 & Sansom St	Complainant robbed by unknown male
08/27/02	11:53 PM	3600 Chestnut St	Unwanted calls received
08/28/02	12:05 AM	3650 Chestnut St	Unwanted calls received
08/28/02	11:41 AM	4000 Delancey St	Male wanted on warrant/Arrest
08/28/02	11:52 AM	399 S 33 St	Complainant harassed by known person
08/30/02	11:08 PM	3611 Walnut St	Items charged to false location
09/01/02	11:29 PM	4100 Chestnut St	Male robbed at point of gun

## 18th District Report

8 incidents and 3 arrests (including 7 robberies and 1 aggravated assault) were reported between **August 26-September 1, 2002** by the 18th District covering the Schuylkill River to 49th St. & Market St. to Woodland Ave.

08/26/02	12:15 AM	635 52nd St	Robbery/Arrest
08/26/02	11:09 AM	309 48th St	Robbery/Arrest
08/27/02	4:09 AM	4100 Sansom	Robbery
08/28/02	10:49 AM	4933 Chestnut	Robbery
08/29/02	11:01 PM	4935 Spruce	Robbery/Arrest
08/30/02	11:30 PM	300 Hanson	Robbery
08/31/02	3:06 AM	5140 Market	Aggravated Assault
09/01/02	11:20 PM	4100 Chestnut	Robbery



*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 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).

# 2003 Models of Excellence Program

Dear Penn Faculty and Staff,

The Models of Excellence program provides an opportunity for recognizing outstanding staff member achievements—above and beyond job expectations—that make significant contribution to the University of Pennsylvania.

This program, successfully introduced in 1999, supports the values of the University; provides models for emulation; and offers an opportunity to honor, award, and celebrate outstanding accomplishments by individual Penn staff members and teams.

We know that each year there are many staff member accomplishments worthy of recognition. We encourage you to let us know of these achievements through the nomination process described below.

Thank you for helping us identify the important achievements of your Penn colleagues that ensure our continued success as a premier institution of higher education.

—Judith Rodin, President —Robert Barchi, Provost —John Heuer, Vice President, Human Resources

## Excellence Criteria

The following excellence criteria will be used by the Selection Committee to identify individual staff members or staff teams as “Models of Excellence” for outstanding contribution to the mission of the University. Extremely noteworthy contribution will receive “Honorable Mention.”

### Supportive Practices, Procedures, and Policies

- Bringing about significant positive change for the University’s mission,
- Eliminating significant obstacles to achieving the University’s mission,
- Resolving, in unique/novel ways, problems that impede progress.

### Innovative and Proactive Leadership

- Utilizing highly effective and/or novel practices to inspire and lead others to contribute constructively to the University’s mission,
- Proactively identifying and resolving challenges that interfere with team/unit/school/center activities to further the University’s mission,
- Encouraging a coordinated effort by a complex group and facilitating the group’s ability to meet complicated goals.

### Extraordinary Service to Key Constituencies

- Supporting internal and/or external constituencies in ways that exceed expectations and result in unexpected and very positive outcomes that support the University’s mission.

### Substantial Cost-effectiveness

- Identifying improvements to University practices, policies and/or program designs that result in substantial cost savings or financial gain to the University while enhancing the organization’s ability to support the University’s mission.

### Exemplary Relationship Building Within and/or Outside of the Immediate Organization

- Developing and utilizing strong, constructive and productive relationships that enable goals to be met that would be impossible otherwise.

## Nominations

Nominations of staff members (individuals or teams) are welcome from any full or part-time faculty or staff members of the University of Pennsylvania, including self-nominations. Nominations should:

1. Apply to notable achievements by staff member(s) that are above and beyond job expectations
2. Apply to achievements that occurred during the previous academic year
3. Include a one-sentence description of the achievement
4. Include a brief description of the standard job responsibilities of the nominee(s)
5. Offer a typewritten (no more than 2 pages), detailed description of the achievement, explaining how the nominee(s) went above and beyond job expectations utilizing standards of excellence reflective of the Models of Excellence.
6. Include the name, work address, e-mail, and work telephone number of the nominator, nominee(s), and the nominee(s) supervisor.

## References

Each nomination should be accompanied by two University references from individuals familiar with the work cited. References should confirm and expound on the described achievements and how they surpassed job expectations. No more or less than two references should be provided, one of which should be a supervisor of the nominee(s). If the nominator is the supervisor, please provide two other sources of reference.

References should be typewritten and limited to one page each. These references should be included as part of the nomination in sealed envelopes labeled with the name(s) of the nominee(s).

Nomination materials AND references should be sent by intramural mail to:

QOWL—Models of Excellence Program,  
527-A 3401 Walnut/6228

## Timing

All nominations are due by *November 7, 2002*. Nominations should apply to achievements that occurred during the previous academic year.

## Selection

Individuals and/or teams will be selected as “Models of Excellence” or accorded “Honorable Mention” based on the notable nature of their contribution to the University and the use of excellence practices to achieve outcomes above and beyond job expectations. The number of awards given annually will be a reflection of the very high standards associated with these awards.

## Selection Committee

A committee of Penn leaders, including the Provost and Vice President of Human Resources, previous Models of Excellence award winners, and other staff members from across the campus will review all nominations and select the award winners for the 2003 program.

## Notification

Staff members chosen for these honors will be notified in January and this information will be publicized broadly to the University community.

## Celebration

A celebration in honor of the “Models of Excellence” and “Honorable Mentions” will be held in the spring.

## Awards

Staff members identified as Models of Excellence will receive a cash prize of \$500 each and a Models of Excellence award.

Staff members receiving Honorable Mention will receive a cash prize of \$250 and an Honorable Mention award.

## Questions?

For more information about this program, see [www.hr.upenn.edu/quality/models](http://www.hr.upenn.edu/quality/models) or contact Marilyn Kraut, Manager, Quality of Worklife Programs ([kraut@hr.upenn.edu](mailto:kraut@hr.upenn.edu) or (215) 898-0380).