UNIVERSITY of PENNSYLVANIA Almanac

Tuesday, April 22, 2003 Volume 49 Number 30 www.upenn.edu/almanac

Lindback Awards 2003

In the Non-Health Schools . . .









Carlos Alonso

Alan Johnson

Vicky Mahaffey

Liliane Weissberg

. . . and in the Health Schools









Kenneth Drobatz

J. Sanford Schwartz

Donald Siegel

Nancy Tkacs

... and the **Provost's Awards**





David Eisenhower

Lucy Rorke

Lindback Reception: April 24

The Lindback Society cordially invites all members of the University community to attend a reception honoring the recipients of the Provost's and Christian R. and Mary F. Lindback Foundation Awards for Distinguished Teaching 2002-2003

> Thursday, April 24 from 4:30–6 p.m. in the

Hall of Flags, Houston Hall

CEO of UPHS: Ralph Muller

Ralph W. Muller has been named Chief



Ralph Muller

Executive Officer of the University of Pennsylvania Health System, effective July 1, 2003. Mr. Muller, formerly President and Chief Executive Officer of the University of Chicago Hospitals & Health System, will succeed Dr. Robert D. Mar-

tin, who announced earlier this academic year his intention to step down (Almanac October 15, 2002). Mr. Muller will begin to work with UPHS in a transitional capacity beginning May 1.

"I am delighted that Ralph has agreed to assume this vital leadership position within Penn Medicine," said Dr. Arthur H. Rubenstein, EVP of the University of Pennsylvania for the Health System and Dean of (continued on page 2)

Resignation of Paul Mosher

Vice Provost and Director of Libraries Dr. Paul H. Mosher resigned last Thursday while under investigation by the Philadelphia Police Department. He came to Penn in 1988 from the Stanford University Library.

H. Carton Rogers, III, has been named the Interim Vice Provost and Director of Libraries. He has been the Goldstein Director of Information Processing at the Library since 1985, and acting director of collections development and management since January. He was inducted into Penn's 25 Year-Club in 2000 and has worked at the Library since coming to Penn in October 1975. His first position at Penn was as head of reference and technical services at the Biomedical Library and then he became the senior business officer for the University Library, 1979-1985. Mr. Rogers received his B.A. in history at Marietta College, Marietta, OH in 1970. He then earned his M.L.S. at Drexel University in 1973.

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Pullout: COUNCIL: Year-end Committee Reports

UPHS CEO: Ralph Muller (continued from page 1)

the School of Medicine, in announcing the appointment. "Ralph's dedication to patient-centered care and effectiveness in building and leading a world-class clinical delivery organization, his leadership in national and state legislative affairs and healthcare policy organizations, and his strategic vision make him the ideal executive to lead our Health System." Mr. Muller will have management responsibility for the operational effectiveness and financial health of UPHS—a \$1.7 billion provider community that includes four hospitals [HUP, Pennsylvania Hospital, University of Pennsylvania Medical Center-Presbyterian, and Phoenixville Hospital], a faculty practice plan, a primary-care provider network, three multi-specialty satellite facilities, and home healthcare, hospice and longterm care. Mr. Muller will also be responsible for further strengthening the integrated organization, and working with other healthcare, research and industry groups, as well as government leaders and business coalitions.

"I look forward to contributing to one of the nation's most respected academic health systems, and eagerly anticipate the intellectual breadth and excitement that is part of a health system related to an excellent medical school and a great University," said Mr. Muller. "There's a certain vibrancy that comes from being surrounded by superb faculty, students and staff."

One of Mr. Muller's top priorities will be to partner with Dr. Rubenstein in implementing the Strategic Plan for Penn Medicine. Another will be to work with his management team to further strengthen the patient-focused approach to care, and explore additional opportunities for growth that are consistent with financial realities and marketplace factors.

Mr. Muller's 28-year career in healthcare administration has set the stage for his extensive knowledge of the multiple and complex challenges faced by today's urban-based academic health systems. Indeed, since the 1990s, Mr. Muller's voice has been at the forefront of the national dialogue and debate on such important health-policy issues as the social role of teaching hospitals and medical schools, federal/state payments for patient care and care of the uninsured, and the creation of patient-oriented medical care systems.

Mr. Muller's career in academic medicine began in 1985 when he was named Vice President for the University of Chicago's Hospitals and Deputy Dean of Biological Sciences. (Mr. Muller's association with the Hospitals began five years earlier when he was recruited by the University of Chicago to be Director of Budget and Financial Planning.) In 1986, following the creation of a new corporate entity for the health services operations, Mr. Muller was named President and CEO of the University of Chicago Hospitals & Health System (UCHHS)—a position he held for 15 years.

During Mr. Muller's leadership, UCHHS achieved significant improvements in patient-care services, as expressed in higher levels of patient satisfaction and an increase in patient revenue of more than 500 percent. The Hospitals' complex was also greatly expanded with the construction of several new facilities, including a highly successful 500,000 sq.ft. ambulatory care center (Duchossois Center for Ad-

vanced Medicine) and the soon-to-open University of Chicago Comer Children's Hospital.

Mr. Muller's additional achievements included the creation of the University of Chicago Hospitals Academy, an in-house center for employee training that has become a national model for staff education; and significant contributions from the Hospitals to the University's Academic Renewal Fund to support its academic mission.

On the national front, Mr. Muller was named (in May 2001) to the Medicare Payment Advisory Commission (MedPAC), an independent federal body that advises the U.S. Congress on issues affecting the Medicare program. From 1999-2000, Mr. Muller served as Chairman of the Association of American Medical Colleges (AAMC), the umbrella advocacy organization that represents the interests of the 141 accredited medical schools in the U.S. and Canada, and the nation's 400 major teaching hospitals. In that role Mr. Muller partnered with the AAMC's leadership to advocate for increased research funding and improvements to medical education, as well as the development of a new coalition of health care providers to improve access to care for the under-insured.

Mr. Muller has held a number of other leadership positions in national organizations—including Chair of the AAMC's Council of Teaching Hospitals and Health Systems, Vice-Chair of the Board of the University HealthSystem Consortium, and Chair of the Board of the National Opinion Research Center, in Chicago. In addition, he is a Fellow of the American Association for the Advancement of Science.

Prior to launching his career in healthcare, Mr. Muller held executive positions in the state government of Massachusetts—including Budget Director and, later, Deputy Commissioner of the Department of Public Welfare where he was responsible for the state Medicaid program. He was a Teaching Fellow at Harvard University, where he earned his M.A. degree in government. He obtained a B.A. in economics, *magna cum laude*, from Syracuse University.

Most recently, Mr. Muller led a comparative study of U.S. and British health care systems for the King's Fund, a London-based healthcare foundation. Since 2002, he has served as a director of Stockamp & Associates, a national firm that specializes in helping non-profit health institutions improve their revenues and patient care programs.

OF RECORD

Rules Governing Final Examinations

- 1. No instructor may hold a final examination nor require the submission of a take-home final exam except during the period in which final examinations are scheduled; when necessary, exceptions to this policy may be granted for postponed examinations (see 3 and 4 below). No final examinations may be scheduled during the last week of classes or on reading days.
- 2. No student may be required to take more than two final examinations on any calendar day during the period in which final examinations are scheduled. If more than two are scheduled, the student may postpone the middle exam. If a take-home final exam is due on a day when two final examinations are scheduled, the take-home exam shall be postponed by one day.
- 3. Examinations that are postponed because of conflicts with other examinations, or because more than two examinations are scheduled in the same day, may be taken at another time during the final examinations period if the faculty member and student can agree on that time. Otherwise, they must be taken during the official period for postponed examinations.
- 4. Examinations that are postponed because of illness, a death in the family, or some other unusual event, may be taken only during the official periods: the first week of the spring and fall semesters. Students must obtain permission from their dean's office to take a postponed exam. Instructors in all courses must be willing to offer a make-up examination to all students who are excused from the final examination.
- 5. No instructor may change the time or date of a final exam without permission from the appropriate dean.
- 6. No instructor may increase the time allowed for a final exam beyond the scheduled two hours without permission from the appropriate dean.
 - 7. No classes (excluding review sessions) may be held during the reading period.
- 8. All students must be allowed to see their final examination. Exams should be available as soon as possible after being graded with access ensured for a period of at least one regular semester after the exam has been given.
- 9. Social Security numbers may not be used to post grades, either in hard copy or electronically. Instructors may not publicly display a student's Penn ID or any portion of the Social Security number, nor use name, initials, or any personally identifiable information to post grades. Even when an identifier is masked or absent, grades may not be posted in alphabetical order, to protect student privacy.

In all matters relating to final exams, students with questions should first consult with their dean's offices. Faculty wishing to seek exceptions to the rules also should consult with their dean's offices. Finally, the Council of Undergraduate Deans and SCUE urge instructors to see that all examinations are actively proctored.

-Robert Barchi, Provost

Agenda for University Council Meeting

Wednesday, April 23, 2003, from 4 to 6 p.m. Bodek Lounge, Houston Hall

- I. Approval of the minutes of April 9, 2003. 1 minute
- II. Follow-up comments or questions on Status Reports. 5 minutes
- III. 2002-2003 Year-end Reports of Council Committees. Presentation 5 minutes, discussion 10 minutes each.
 - A. Libraries
 - B. International Programs
 - C. Quality of Student Life
 - D. Personnel Benefits
- IV. Patriot Act. Presentation 40 minutes, discussion 15 minutes.
- V. Adjournment by 6 p.m.

Research & Integrity Compliance: Jim Moran

Penn has a long history of promoting excellence in scholarship, research and service, and we value the dedication of our faculty and staff to this rich tradition. As part of our continued commitment to excellence the University recognizes its responsibility to manage prudently the awards it receives in support of research and scholarly activities. In order to meet these responsibilities and uphold the highest professional standards, Penn is launching a campuswide Research Compliance Program.

A new position of Executive Director of Research and Integrity Compliance has been created to lead this program. This new position will be filled by James Moran. For the last four



James Moran

years Jim has served as the Executive Director of Compliance for Penn's School of Medicine where he has been responsible for implementing one of the nation's first research compliance programs. While continuing to serve as the School of Medicine's Compliance Officer, Jim will expand his role to include the oversight of research compliance activities throughout the University.

The Research Compliance Program will assist faculty and staff in navigating the increasingly complex regulatory requirements imposed by Federal, State and non-government sponsors. Initially, the Program will focus on grant management, research administration, and accounting practices. The program will be built upon orientation programs for faculty and training programs for staff. In the coming months Jim plans to meet with representatives of each school to introduce the program and to develop a partnership for its implementation. Our goal is to provide clarity and consistency in grant management throughout the University. We look forward to working with the faculty and the Schools to achieve this important end.

— Judith Rodin, President — Robert Barchi, Provost — Neal Nathanson, Vice Provost for Research

Committee on Classified Research

President Judith Rodin and Provost Robert Barchi have appointed a new blue ribbon Committee on Classified Research, chaired by Dr. Tom Lubensky, chair and professor of physics and astronomy in SAS. This group of senior faculty will review the University's policy on classified research in light of the many serious issues raised by the current national and international climate and by new Federal anti-terrorist legislation.

"The Patriot Act of 2001 and the Bioterrorism Act of 2002 have important implications not only for Penn's future research programs and policies, but for academic communities throughout the nation," said President Rodin. "We need to respond carefully to these new laws as we evaluate their consequences for our research enterprise."

Provost Barchi added that, "We expect the committee to examine our existing University policies and to advise us which policies should be reaffirmed, which policies might be revised or rewritten, and whether any new policies should be promulgated."

The Committee on Classified Research will consider the following questions:

Should the University and its faculty be permitted to engage in classified research? Should such research be conducted on our campus or elsewhere?

- How should Penn respond to the challenges created by new Federal regulations regarding exclusion of researchers from participation in selected Federally-funded research projects because of nationality or other personal history or attributes?
- How should Penn respond to potential constraints on open communication of scholarly research in the name of national security?

Other members of the committee include Clyde Barker, professor of surgery, School of Medicine; Geoffrey Hazard, Trustee Professor of Law, Law School; Lynn Lees, professor of history, SAS; Peter Nowell, Gaylord P. Harnwell Professor of Pathology and Laboratory Medicine, School of Medicine; David Pope, professor of materials science and engineering, SEAS; and Olivia Mitchell, International Foundation of Employee Benefit Plans Professor of Insurance and Risk Management, Wharton. Wendy White, vice president and general counsel, Office of the General Counsel, will serve on the committee in an *ex officio* capacity.

The committee will work expeditiously in order to issue recommendations as quickly as possible.

HONORS & Other Things

AWFA Awards

The Association of Women Faculty and Administrators (AWFA) presented awards to six women at its annual breakfast on April 10.

The Lenore Rowe Williams Award was given to Dr. Stephanie Abbuhl, associate professor of emergency medicine, School of Medicine, FO-CUS on Women's Leadership and Health. She was commended, "As faculty, and director of FOCUS on Women's Leadership and Health, your work offers an oasis of strength, support and refuge to women in the School of Medicine. Through FO-CUS, you bring guidance to junior faculty and community to all women faculty. Describing the real status of women faculty through consistent data collection and reporting, you make gender equity a compelling issue, above competing priorities. Countless women will be able to attribute their advancement to you and your tireless personal and professional commitment gender equity in the medical profession.'

The Robert E. Davies Award recipient was Jeanne Arnold, recently appointed director of Affirmative Action. "For Penn's faculty, staff and students of African descent, all campus byways lead to you. Your accessible and compassionate leadership and strategic advocacy has touched countless individuals through the African American Resource Center. Affirmative Action Council, the Sexual Harassment Committee, and the Penn Women's Center, among many more boards and organizations, are richer for your contributions. The professional, personal and spiritual lives of men and women of color, and all men and women at Penn, have been lifted by your gifts and by your commitment to making 'community' a word with true meaning on our campus.'



Stephanie Abbuhl



Jeanne Arnold

The Alice Paul Awards went to three students: Andrea Gurmankin, Grad. SAS, "Your accomplishments in exploring ethical considerations in reproductive technologies have leveraged a future of improved, informed outcomes for women and couples. By exposing failures in the disclosure of risk for participants in these technologies, you illuminated basic ethical omissions for women making very personal choices in often stressful conditions. Conducting companion work with women at risk for breast cancer, your efforts promise to ensure better choices and outcomes for women and their partners in these areas of high stakes health care."

Helen Kim and Lisa Pettinati, CAS, "your leadership of feminist group, Women in Thought, has illuminated the textures and shadows of women's lives. Creating venues for dialogue on women's careers, health and politics, reaching out to the homeless community, and joining women faculty and staff with women students, you brought new attention to issues often left unconsidered."

The Lynda Hart Award went to Courtney

Patterson, The College, "A woman of passion, honesty and integrity, you have shown your commitment to the Black community through numerous contributions of personal mentorship, public activism, and civic leadership. Your drive for the creative exploration and celebration of Black culture has been expressed through your work with the African-American Arts Alliance as actor, director, writer, and visionary. A role model and teacher, you have touched students on and off campus through your energy and determination and spirit."



Kathleen McCauley



Sherrill L. Adams

HERS: Drs. McCauley and Adams

Two women were selected to attend the Summer Institute for Women in Higher Education at Bryn Mawr College this year. *Dr. Kathleen M. McCauley*, interim associate dean and director of undergraduate studies, associate professor of cardiovascular nursing, School of Nursing and *Dr. Sherrill L. Adams*, professor of biochemistry, School of Dental Medicine. They will join women from across the U.S. in a month-long program co-sponsored by Bryn Mawr College and Higher Education Resources (HERS) Mid-Atlantic.

Lindback and Provost's Awards: Sketches of the 2003 Winners

Lindback Awards—for members of the standing faculty—and Provost's Awards—given since 1988 to full- and part-time associated faculty and academic support staff—are as much a sign of spring at Penn as are al fresco classes on College Green and flowers and trees blooming all over campus.

In the Non-Health Schools

Dr. Carlos Alonso

Dr. Carlos Alonso arrived at Penn in 2000 as the Edwin B. and Leonore R. Williams Professor of Romance Languages. In that short time, he has been instrumental in the redesign of the undergraduate curriculum. The course, Spanish 219 "Contexts of Hispanic Civilization," stands out as a major curricular innovation and Professor Alonso has been the main force behind the design and implementation of the course which is fast becoming a model for Spanish departments across the country. He is equally effective with graduate students as a colleague reports: "The depth of Carlos's commitment to graduate education is, in my mind, simply unparalleled." A graduate student notes: "Carlos has become nothing short of a hero to the graduate students in Romance Language." Students repeatedly remark on the help he gives graduate students in preparing for the job market, offering a seminar on the MLA convention and job interviewing, preparing mock interviews, and reading every writing sample." Another student describing Dr. Alonso's impact writes: "His vision of an intellectual collectivity based on dynamism and rigor is contagious and has created energy and excitement on the fifth floor of Williams Hall." A student concludes: "Carlos Alonso has been by far the greatest and most positive influence on my intellectual formation. He is deserving of this prestigious award."

Dr. Alan Johnson

Dr. Alan T. Charlie Johnson received his Ph.D. in Physics from Harvard University and joined the faculty at Penn in 1994. He receives consistently high ratings in courses noted for their difficulty and rigor. He has a remarkable capacity to turn students on to physics. Students in his class apply themselves as a result of the sheer effort that Dr. Johnson gives to his classes each week. A student writes: "I am very fortunate to have had Professor Johnson as my first physics teacher at Penn, and even more so to have had him as a mentor for my very first research project-the pinnacle of my undergraduate career and the reason for my decision to pursue graduate school in physics." Another comments, "Dr. Johnson's enthusiasm has furthered my own passion for physics and science in general." A number of his students have gone on to graduate work at top universities and one wrote, "It was Charlie's support that helped me decide to pursue a graduate degree. My success in the admissions process was owed in no small part to his support but also to his guidance in everything from studying for GRE's to giving me a solid understanding of the physics." A colleague writes: "Charlie is an excellent ambassador for physics for students who might not have chosen physics as a course of study." An enthusiastic student summarizes: "You can't improve on Professor Johnson—he simply is the best."

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Dr. Vicky Mahaffey

Dr. Vicky Mahaffey received her Ph.D. from Princeton University and joined the faculty at Penn in the English department in 1979. She is the recipient of the Al Filreis Award for Excellence in Departmental Teaching and the Ira Abrams Award for Distinguished Teaching. A faculty member writes: "Her colleagues all admire and some of us wish to emulate the deep connection she makes with both her undergraduate and graduate students." Numerous letters from former students attest to the lasting impact Dr. Mahaffey has had on those she has taught and mentored. One student wrote: "She was the best teacher I have ever had and my education has continued through medical school and residency training," while another notes: "How would I rate Professor Mahaffey's teaching? Excellent, perhaps great, I'm tempted to say perfect." Another notes, "Her class changed the way I look at the world. It has been a privilege to be in Dr. Mahaffey's class. The command of knowledge, sincerity, concern for students are all exceptional. I remember thinking on finishing her Modernism course that I had never been so emotionally or intellectually exhausted by a class in my life. Professor Mahaffey has unquestionably proven that her students and their education is her first priority. She is the epitome of teaching excellence."

Dr. Liliane Weissberg

Dr. Liliane Weissberg joined the faculty of German and Comparative Literature in 1989. Since that time "Professor Weissberg has distinguished herself as an inspired and inspiring teacher, as a pedagogical model, as a brilliant researcher and as a warm and generous friend.' Her classes are "a sheer intellectual treat," "one of the most engaging professors I've had in four years at Penn." "Don't let the fact that this course is taught in German scare you away—it is the most fun I've had at Penn." "Dr. Weissberg is my academic role model." Both students and colleagues remark on Dr. Weissberg's energy and enthusiasm, her wide range of interests and her dedication to students and her vitality both in and outside the classroom. "In giving Professor Weissberg this honor the University will acknowledge the work of those exceptional individuals who view being a professor as a multifaceted endeavor where community and scholarly activity are inextricably linked and crucial to the University as a whole." A faculty colleague remarks: "Her dedication to all students whether freshmen, students in a pilot curriculum course, German majors, or graduate students, regardless of department is total.""Dr. Weissberg is animated, exciting and brilliant; her class is a one-of-a-kind opportunity at Penn. I know of no other person as deserving of this Award."

Provost's Award

David Eisenhower

David Eisenhower is a senior Fellow and heads the Institute for Public Service of the Annenberg Public Policy Center. Letters repeatedly mentioned Professor Eisenhower's availability to students remarking: "Professor Eisenhower is the most accessible Professor I have ever had at Penn" and "He spends practically forty hours a week in office hours." A student wrote: "Each class with Professor Eisenhower was a true learning experience. I found myself transformed into a world of living history." Another notes "I have never learned so much from one person nor had my interest piqued in the way Professor Eisenhower did." "His office door is always open for discussion of the course material, history and current events."

Another student writes: "How many professors drive all night to meet their students at the Franklin D. Roosevelt Library in Rhinebeck, New York in order to offer his personal insight on a particular primary source for a research paper?" An Annenberg School colleague observes, "David is an outstanding teacher—caring, unselfish, and unconditionally attentive.' Commenting on his lasting influence a student writes: "I would like to follow in the footsteps of a distinguished teacher like David Eisenhower.'

Christian R. and Mary F. Lindback Awards Awarded for Distinguished Teaching

The Lindback Awards for Distinguished Teaching 1961 with the help of the Christian R. and Mary F. Li and principal owner of Abbotts Dairies Inc. and a Trus Lindback Awards for Distinguished Teaching at colle service area in New Jersey, Pennsylvania, Maryland,

The University of Pennsylvania normally gives of between health-related disciplines and all other depart nominations and recommendations made by faculty a Two separate committees, one in the Health Schools previous award winners and four students, carefully de Foundation scroll and a cash award of \$3,000. Du Commencement.

During the 1970s, previous winners of the Lindback which supported efforts to improve teaching and hoster the actual presentation of the awards at Hey Day (Lindback awards at a reception in late April. The sponsored, in conjunction with the College of Arts and were published as "Talk About Teaching" in Almana — Adapted From

ununu a

In October of 1987, the Office of the Provost anno ing awards—one in a Health School and one in a Non-distinguished teaching by associated faculty or acade award recipients are the same as those given for the deadlines are the same. The first recipients of the Provof Veterinary Medicine (*Almanac* April 5, 1988).

In the Health Schools

Dr. Kenneth Drobatz

Dr. Kenneth Drobatz joined the faculty of the Veterinary School in 1991. He won the Resident's Award for Outstanding Teaching in 1996, 1999, and 2001, as well as The Norden Distinguished Teaching Award in 2002. He has consistently received the highest scores on course evaluations with one student writing that Dr. Drobatz's class is outstanding despite being on Friday afternoon. Colleagues were equally enthusiastic about Dr. Drobatz's teaching noting "Ken's strength is that he regularly inspires his students; he gets his students to think logically and calmly about critical care. The enrollment for the elective courses he teaches is always close to 100% of the class—students want to be taught by him." "It is to his credit that all of our residents have passed the specialty-certifying exam, no small feat, as the pass rate is only 50-70%." A former student writes: "Dr. Drobatz is one of the best clinical instructors I have ever had. Over the past five years I have seen him head the emergency service, head the residency program, head the intern program and find the time to receive a master's degree in statistics." Through his example he challenges his students to go one step further. He is indeed an outstanding candidate for the Lindback Award.

s at the University of Pennsylvania:

at the University of Pennsylvania were established in indback Foundation. Christian Lindback was President tee of Bucknell University. The Foundation established ges and universities throughout Abbotts Dairies Inc.'s Delaware, and Virginia.

out eight Lindback awards each year, divided evenly ments and divisions. Award winners are determined by and students in December based on certain guidelines, and one in the Non-Health Schools consisting of six scide among the nominees. Winners receive a Lindback ring the 1960s, Lindback awards were presented at

Award organized themselves into a Lindback Society, I an annual reception for Lindback Award winners after May 1) Ceremonies. Currently, the Provost presents Lindback Society was revived in the late 1980s and I Sciences, essays by faculty members on teaching that c, the University's journal of record.

the University Archives and Records Center website, hives.upenn.edu/histy/notables/awards/lindback.html

unced the establishment of two additional Penn teach-Health School—to be given annually in recognition of mic support staff. The Guidelines for the selection of e Lindback Awards, and the selection processes and ost's Awards were Nora Magid of SAS and Paul Orsini

Dr. J. Sanford Schwartz

Dr. J. Sanford Schwartz received his M.D. from the University of Pennsylvania and joined the Department of Medicine in 1975. A colleague describes him as one of the most outstanding, dedicated, creative, enthusiastic, and sought after educators in the School of Medicine and the medical center. He has already been awarded the Excellence in Teaching and the Outstanding Teacher Award from the School of Medicine. Students wrote consistently about his role as mentor noting "he influenced me to pursue a career in academic medicine," and "Dr. Schwartz is the best teacher and mentor that I have encountered in my educational career.' Some of his students reported that Dr. Schwartz has changed their careers, others that he has changed their lives. "When Sandy is your mentor you become part of his extended family." One of his important roles as mentor is in helping students to discover their true passions. "That he devotes so much time and effort to teaching, mentoring and career development at the University of Pennsylvania, the School of Medicine and the Penn Health System and that he does so in such an outstanding fashion reflects Sandy's fundamental commitment to education." He is clearly someone who loves medicine and who loves teaching.

Dr. Donald Siegel

Dr. Donald Siegel received his Ph.D. in Biophysics from Harvard University and M.D. from the University of Pennsylvania. He is the recipient of numerous teaching awards including the Berwick Resident Award, the Peter C. Nowell Department Teaching Award and the School of Medicine's Leonard Berwick Memorial Teaching Award. As a teacher Dr. Siegel links science to medicine and medicine to real life. "With the unique perspective of someone well trained both in basic science and in the practice of medicine, Don is a rare talent in the classroom and in the laboratory and clinic." "Don is an outstanding and evocative teacher. He is incredibly dynamic. His Path 305 course consistently receives the top ratings among all elective courses and students rave that "his organization is impeccable, his delivery engaging, his meshing of the basic and clinical sciences seamless, and his enthusiasm contagious." Several former students mention that they have chosen to specialize in the field of Blood Banking/Transfusion Medicine because of the influence of Dr. Siegel. A former student concludes: "Dr. Siegel proved to be an exceptional lecturer; he entertained us, amused us, forced us to think and 'allowed' us to understand the material. He is truly a gifted teacher."

Dr. Nancy Tkacs

Dr. Nancy Tkacs received her BSN and MSN from Penn's School of Nursing and her Ph.D. from Loyola University in Chicago. A colleague writes of Dr. Tkacs: "she has the wonderful advantage of being both a nurse and a research scientist; she has the incredible ability to teach complex content to a group of students with varying science backgrounds and of different disciplines. She has been a valued teacher to many medical and bioengineering students.' Dr. Tkacs often has student workers involved in her laboratory projects and has influenced the careers of several nursing doctoral students. Students wrote again and again about her role as a mentor, noting "I would not have made it through the Ph.D. program without her," "she is a mentor who leads by example. I can only say that I was extremely fortunate to have such a role model guiding my career." A colleague reports: "Nancy arranged web based chat rooms and bulletin boards, responded promptly to e-mail inquiries, scheduled study group sessions, and, as always, left her office and lab doors open for impromptu discussions." Another notes, "Dr. Tkacs is not only an excellent educator, but her research has greatly enhanced the teaching of her colleagues. As a pediatric faculty member and an endocrine nurse practitioner, her research on hypoglycemia has greatly informed my practice; I wholeheartedly endorse her for the Lindback.'

Provost's Award

Dr. Lucy Rorke

Dr. Lucy Rorke came to Penn from the University of Minnesota where she earned her medical degree and has been a member of the Penn family since 1958. "Dr. Rorke is a demanding educator who is passionate about her discipline. She is a member of numerous national medical societies and has been on the editorial board of six medical journals. One former student commented, "It is 23 years since I worked with Dr. Rorke in Philadelphia and my recollections of her teaching are still clear today." As a pediatric pathologist she is internationally known and has taught many if not most of the pediatric neuropathologists in this country and abroad. Many letters describe her teaching as distinguished. "Dr. Rorke communicated a depth of intellectual commitment to Neuropathology that was both stunning and infectious. I caught her enthusiasm and it quite literally changed my life." A former student concludes: "Throughout my training at the University of Pennsylvania, from my years as an undergraduate through Residency and Fellowship, my life has been enriched by any number of wonderful teachers, I state without qualification that among those truly outstanding professors, Dr. Lucy Rorke stands at the head of the class."

Update

APRIL AT PENN

CONFERENCES

23 Sustaining the Mountains: Ecological Citizens for the 21st Century; Earth Week symposium; see web site www.sas.upenn.edu/folklore/events/mountaintop.html for schedule (Center for Folklore and Ethnography; Institute for Environmental Studies). Through April 24.

26 South Asia Forum: Historical Reconstruction and Cultural Conservation; workshops of case studies and cultural conservation in Afghanistan; Frank Matero, historic preservation, Deborah Klimburg-Salter, history of art and South Asia studies, Ravan Farhadi, Ambassador of Afghanistan to the U.N., and Jim Williams, UNESCO; 10 a.m.-noon, 2-4:30 p.m.; rm. 17, Logan Hall; (South Asia Studies; History of Art; Historic Preservation).

FILM

25 Six Characters in Search of an Author; reception: 6 p.m.; screening: 6:30 p.m.; Terrace Room, Logan Hall (Center for Italian Studies).

ON STAGE

26 Nicoletta Marini's Italian Play Production Class: Six Characters in Search of an Author; in Italian with English computer surtitles; 8 p.m.; Roof Top Lounge, Harrison College House (Center for Italian Studies).

SPECIAL EVENT

24 Take Our Daughters and Sons to Work Day; members are invited to the buffet lunch with their child; \$4.40/young guest; Faculty Club (Faculty Club).

TALKS

22 New Challenges for the EPA: Managing National Environmental Emergencies; Deborah Dietrich, EPA; 4:30 p.m.; rm. 360 Jon M. Huntsman Hall (Wharton; IES).

24 Race and the Business of Sports: Athlete Political Activism 35 Years After the Mexico City Protest; panel discussion with: John Carlos, 1968 Olympic bronze medalist; Keven Davis, attorney; Michael Eric Dyson, African-American studies; Tina Sloan Green, Temple University; Larry Platt, Philadelphia Magazine; Kellen Winslow, sports commentator; 5 p.m.; Auditorium, Jon M. Huntsman Hall (Center for Africana Studies; Legal Studies).

Idols in Sixteenth Century Mexico; Nancy Farriss, history; 4:30 p.m.; Penn Humanities Forum (Ethnohistory).

28 The Regulation of Autoreactive B Cells; Jan Erikson, Wistar Institute; 10 a.m.; Grossman Auditorium, Wistar Institute (Wistar).

Deadline: The deadline for the Summer AT PENN calendar is *May 12*. For info, see *www.upenn.edu/almanac/calendar/caldead-real.html*.



Performances are *April 30* at noon, *May 1* at 10 a.m., *May 2* at noon, *May 3* at 10 a.m. and 2 p.m., *May 4* at 2 p.m. at the Iron Gate Theatre. For ages 7 and up.

May in Human Resources

Take advantage of the many programs offered by Human Resources to help further your professional and personal development. The Learning and Education (L&E), Quality of Work Life (QOWL), and Benefits departments are promoting several programs in the month of May, as listed below. Visit the Human Resources web site at www.hr.upenn.edu for descriptions of the programs and to pre-register on line. Registration is required for L&E and QOWL programs.

Learning and Education Programs

Learn valuable skills through American Management Association (AMA) programs, Brown Bag Matinees, Satellite Broadcasts, and other programs.

For questions on L&E programs, call (215) 898-3400 or visit www.hr.upenn.edu/learning.

Thurs., May 1 and Fri., May 2, 9 a.m.–5 p.m. *Advanced Presentation Skills*

(AMA Program) 2-day program

Tues., May 6 and Wed., May 7, 9 a.m.–5 p.m. Managing and Working with Difficult People (AMA Program) 2-day program

Thurs., May 8, 11:30 a.m.–1:30 p.m. Crafting Your Career at Penn: A Panel Discussion (Brown Bag)

Tues., May 13 and Wed., May 14, 9 a.m.–5 p.m. *Professional Development Program* 2-day program

Thurs., May 15, 11 a.m.–12:30 p.m. FISH!Sticks Keeping the Vision Alive (Satellite Broadcast)

Wed., May 21, noon –1 p.m. *The Attitude Virus* (Brown Bag)

Thurs., May 22, noon—1 p.m. Self-Assessment—Put Your Skills to Work (Brown Bag)

Tues., May 27, 9 a.m.–12:30 p.m. Customer Service at Penn (Workshop)

Wed., May 28, 11:30 a.m –1:30 p.m. How to Lead through Change and Uncertainty: A Leadership Program Based on Lessons Learned from Shackleton's Antarctic Adventure (Satellite Broadcast)

Wed., May 28 and Thurs., May 29, 9 a.m.—5 p.m. Coaching and Counseling for Outstanding Job Performance (AMA Program) 2-day program

Quality of Work Life Programs

The Silent Theatre (Tyst

Human Resources continues with its semester of workshops on effective communica-

Teater) (left) from Sweden presents the old folk tale Donkey Skin. It is the Cinderella-like story of the princess who runs away from home disguised as a donkey—but underneath the shaggy fur is the most beautiful of dresses. At right, the clowning duo, KiSaCo, from Norway and Switzerland performs *He is* Out!, a play with classic clowning traditions and modern theatre where they welcome a baby into the world.

These are two of the eight indoor performances at the 19th annual Philadelphia Children's Festival. There are outdoor performers too.

tion and health promotion. Don't forget to preregister on line at www.hr.upenn.edu/quality/ workshop.asp. For personalized assistance with dependent care issues (child care, school and school age, and elder care issues) or for personal well-being issues, contact PBH Employee Assistance Program and Worklife Benefits at 1-888-321-4433 or go on line to www.hr.upenn.edu/quality/wellness/eap.asp.

For questions on QOWL programs, contact Human Resources at *orna@hr. upenn.edu* or (215) 898-5116.

Thurs., May 1, 11:30 a.m.–1 p.m. Stress Management Overview (Employee Assistance & Work/Life Benefit workshop)

Thurs., May 15, 11:30 a.m.-1 p.m. *Relaxation Techniques for a Stressful World* (Employee Assistance & Work/Life Benefit workshop)

Benefits: Retirement Education Seminars

Human Resources invites retirement experts from TIAA-CREF and The Vanguard Group to speak about several topics, including: Penn's retirement plans, tips for saving for retirement, selecting the right investment funds, and protecting your financial future. Registration is not required.

For more information, visit www.hr.upenn. edu/benefits/retirement/seminars.asp.

Mon., May 5, 11:30 a.m.–12:30 p.m. *Penn's Tax-Deferred Retirement Plan Overview* (TIAA-CREF seminar)

Mon., May 5, 1–2 p.m. Maximizing Your Tax-Deferred Savings Opportunities (TIAA-CREF seminar)

Tues., May 6, 11:30 a.m.–12:30 p.m. Taking Control of Your Financial Life (Vanguard seminar)

Tues., May 6, 1–2 p.m. How Much to Save for Retirement (Vanguard seminar)

Wed., May 7, 11:30 a.m.–12:30 p.m. *Penn's Tax-Deferred Retirement Plan Overview* (Vanguard seminar)

Wed., May 7, 1–2 p.m. Staying on Track for Retirement (Vanguard seminar)

Thurs., May 8, 11:30 a.m.–12:30 p.m. *Re-examining the Rules of Investing* (TIAA-CREF seminar)

Thurs., May 8, 1–2 p.m. Retirement Distribution Flexibilities (TIAA-CREF seminar)

Division of Human Resources



Performances are *April 30* at 10 a.m., *May 1* at noon, *May 2* at 10 a.m., *May 3* at noon and 4 p.m. at the Iron Gate Theatre. For ages 4 and up. Contact the Annenberg Center Box Office for tickets to all shows.

Open Enrollment Deadline: Friday, April 25

Please keep in mind that the deadline to make any Open Enrollment changes is this Friday, April 25. The on line enrollment site (www.penn benefits.upenn.edu) is available 24 hours a day, closing at midnight on Friday.

If you do not make any changes to your benefits by April 25, you will retain your current coverage. Remember that if you are covering a dependent child between the ages of 19 and 23, you must certify his/her status as a full-time college student during Open Enrollment, or that dependent will not be covered under your plans as of July 1, 2003. We also encourage you to complete and return a new life insurance beneficiary form (included in your open enrollment packet) to our new life insurance provider, Aetna, even if you are not making any changes to your coverage.

An Open Enrollment fair is being held today in Houston Hall, Hall of Flags from 10 a.m.–2:30 p.m. Stop by to speak to representatives from the providers and learn more about the plans.

Don't miss this opportunity to review and possibly make changes to your benefits for the coming plan year. If you have any questions, the Penn Benefits Center is available to assist you. Call 1-888-PENNBEN (1-888-736-6236) from 8 a.m.—6 p.m., Monday—Friday.

— Division of Human Resources

ICA Summer Internships/Volunteers

ICA has unpaid internships and volunteer opportunities for summer 2003 in the following areas: Curatorial, Development, Public Relations, Education and Administration.

Candidates must be detailed-oriented, possess strong people skills and available during the work week hours. Some positions require some evening hours for special events. Excellent experience for people seeking involvement in the contemporary arts. These are all unpaid positions; hours are flexible.

Contact Denise Berry, special events and sales coordinator, *dyberry@pobox.upenn.edu* or mail cover letter/resume to ICA, 118 South 36th Street, Philadelphia, PA 19104.

CLASSIFIEDS—UNIVERSITY

RESEARCH

Earn \$100 for up to 7 hours of testing. Healthy volunteers needed for research study examining several primary senses (smell, taste, hearing, balance, and cognitive function). If you are beween 34 and 71 years of age please call (215) 662-6580.

Do you have high cholesterol? Do you want to lower your cholesterol naturally, without taking medicine? Doctors at the University of Pennsylvania are launching a new study looking at the effects of adding the food, flaxseed, to a low-fat diet on lowering cholesterol levels and improving other risk factors for heart disease. The entire study lasts approximately 4 months and includes 7 short out patient visits at the Hospital of the University of Pennsylvania in Philadelphia. There is no medication involved with this study and participants will be compensated for their time and effort. If you are generally healthy, between the ages of 45 and 75, have high cholesterol, and think you might be interested in this study, please contact Shilpa Balikai at (215) 662-9040 ore-mail herat balikai@sas.upenn.edu.

Are you taking estrogen replacement? Volunteers are needed for an osteoporosis research study. If you are between the ages of 45 and 55 and are taking or would like to take estrogen replacement for menopause, you may be eligible to participate. Participants are compensated. For more information, call (215) 898-5664.

Want to lose weight? The University of Pennsylvania's Weight and Eating Disorder Program is looking for participants who will receive 2 years of weight loss treatment using either a low-carbohydrate or a high-carbohydrate weight loss program. Overweight men and women aged 18-65 are encouraged to call Brooke at (215) 746-8810 or Duncan at (215) 746-6908.

Are you **overweight** and at least 18 years of age? You may qualify for a research study that is being conducted on an investigational medication that may improve high cholesterol. Qualified participants will receive at no cost: study related exams and lab tests, dietary counseling, study related medication and compensation for time and effort. For more information please call (215) 662-9045.

Almanac is not responsible for contents of classified ad material.

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

Penn Relays: Free with PennCard

The 2003 Penn Relays will be held on April 24, 25 and 26 at Franklin Field. All Penn faculty and staff are invited to attend free of charge on Thursday, April 24 and Friday, April 25 by showing their PennCard at the Penn Athletics Ticket Office.

Ticket prices for Saturday, April 26 range from \$18-\$40 per ticket.

For more information, contact the Penn Athletics Ticket Office at (215) 898-6151 or log on to the web at *www.thepennrelays.com*.

Almanac Reminder

There are only four issues remaining in the spring semester (April 29, May 6, May 13 and May 27), so if you anticipate a need to publish information of concern to faculty and staff, please contact *Almanac* promptly to reserve space. —*Ed.*

CLASSIFIEDS—PERSONAL

PLANT SALE

Parent-Infant Center Plant Sale. Buy great plants for your home and office. Locust Walk at 36th Street Walk on May 1-2 or pre-order by April 23 for May 2-3 pick up at PIC. Your purchase supports quality childcare in the Penn community. For more information: (215) 898-4180 or http://PIC.libertynet.org/.

FOR SALE

For Sale by Owner: Brick Colonial in Swarthmore, 4-5 BR, 1.5 bath, private yard, near R-3. New kitchen, deck, roof, basement rec room, refinished floors. 504 Yale Ave, \$265,000. OPEN HOUSE SUN. APRIL 27, 1-4. (weekends) 610-543-3483, (weekdays) 212-305-2139. familyhomenow@hotmail.com.

Almanac is not responsible for contents of classified ad material.

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

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 April 7-13, 2003. Also reported were 16 Crimes Against Property (including 12 thefts, 3 burglaries and 1 retail theft). Full reports are on the Web (www.upenn.edu/almanac/v49/n30/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 **April 7-13, 2003**. 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.

04/07/03	1:52 PM	3917 Pine St	Unauthorized purchases on credit card
04/08/03	10:40 PM	4000 Spruce St	Male acting disorderly/Arrest
04/10/03	12:44 AM	43 & Walnut St	Male in possession of narcotics/Arrest
04/11/03	12:33 AM	3900 Spruce St	Male acting disorderly/Arrest
04/11/03	12:34 AM	3900 Spruce St	Male acting disorderly/Arrest
04/11/03	7:31 PM	3600 Spruce St	Male acting disorderly/Arrest
04/11/03	7:38 PM	3600 Spruce St	Male acting disorderly/Arrest
04/12/03	2:08 AM	4037 Spruce St	Male in possession of narcotics/Arrest

18th District Report

10 incidents and 5 arrests (including 7 robberies and 3 aggravated assaults) were reported between **April** 7-13, 2003 by the 18th District covering the Schuylkill River to 49th St. & Market St. to Woodland Ave.

04/07/03	10:05 AM	4600 Baltimore	Robbery
04/08/03	4:30 PM	514 Melville St	Aggravated Assault/Arrest
04/08/03	4:30 PM	514 Melville St	Aggravated Assault/Arrest
04/09/03	12:35 PM	4800 Pine St	Aggravated Assault
04/09/03	3:05 PM	200 Locust St	Robbery
04/11/03	8:30 PM	913 49th St	Robbery/Arrest
04/11/03	3:05 AM	101 S 52nd St	Robbery/Arrest
04/12/03	11:43 PM	5133 Catherine St	Robbery
04/12/03	9:10 PM	5200 Spruce	Robbery/Arrest
04/13/03	2:04 AM	4800 Pine	Robbery



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 and online.

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Jamar Benyard

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Earth Day was first celebrated throughout the country on April 22, 1970 inspired by a speech by Senator Gaylord Nelson (D-Wis.) in 1969. The Earth Day celebration in Philadelphia was planned and organized by a group led by Ian McHarg, the late professor emeritus of landscape architecture and urban planning (Almanac March 20, 2001) whose seminal book, Design With Nature, introduced environmental concerns to landscape architecture. The department of landscape architecture and regional planning, which he founded and chaired at GSFA, was the major focus for the celebration, which culminated in 30,000 people at Belmont Plateau in Fairmount Park that spring day. On the occasion of the 30th anniversary of Earth Day, April 20, 2000, the departments of city and regional planning, and landscape architecture and regional planning, in association with the Pennsylvania Planning Association, dedicated a commemorative bronze plaque citing Professor McHarg's accomplishments and recognized his extraordinary legacy as a leader in integrating environmental principles into modern planning practice. The plaque hangs in the Dean's Alley in Meyerson Hall. Below are some of the initiatives Penn has taken as part of its continued commitment to the environment.

Doubling Purchase of Wind-Generated Power to 10 Percent of Penn's Energy Needs

Under a new 10-year agreement, Penn will now purchase 10 percent of its energy needs from wind-generated power, in effect doubling its nation-leading wind-energy purchase to the output from 10 wind turbines.

Penn will purchase 40 million kilowatt hours annually from Community Energy Inc. of Wayne, Pa. This agreement represents the largest retail purchase of wind-generated energy in the nation. The 10-year commitment will also lead to the construction of a new wind farm in Pennsylvania.

"We at Penn are pleased to be a national leader in the choice for clean energy and the development of the wind-generated power industry in Pennsylvania," President Judith Rodin said. "Through this example of environmental stewardship, we can continue to raise the awareness of our students and the community about alternative fuel options."

Penn became a national leader in the use of renewable energy through its original 2001 agreement to purchase 20 million kilowatt hours of windgenerated power per year for three years. The energy is produced at a wind farm in western Pennsylvania. Although wind-generated power is currently more expensive than that produced by traditional power plants, Penn funded the difference through savings from its aggressive energy-conservation program that reduced peak demand by 18 percent.

Penn's new 10-year commitment will make it possible for Community Energy and other partners to construct a new wind farm to be situated in the Poconos, just off the Pennsylvania Turnpike's Northeast Extension. The wind farm will consist of 12 turbines and is expected to produce 20 mega watts, 40 percent of which will supply Penn's additional purchase.

In September 2002, the federal Environmental Protection Agency and the Pennsylvania Department of Environmental Protection honored the University for its commitment to alternative energy consumption. The EPA/Department of Energy presented Penn with the Green Power Leadership Award to recognize the quantity of renewable energy purchased, the impact of that purchase and the extent to which the University helped to establish a precedent that others might replicate.

Later that month, Penn also received the 2002 Governor's Award for Environmental Excellence, presented each year to the state's leaders in innovative green technologies, environmental management and resource protection.

RINSYEVANA.

Displaying the Penn banner at the wind farm east of Pittsburgh, in Somerset, PA, are (left to right) Sharon Hsu, C '03; Rob Smith, CGS '04, an Environmental Initiatives intern at Facilities & Real Estate Services; Barry Hilts, associate vice president, Facilities Operations; Andrew Pike, C '04; Mike Coleman, director, Central Services, Facilities Services; and Christina Wood, C '05.

Alternative Fuel Vehicles: The Facilities and Real Estate Services currently has one electric cart and five compressed natural gas cargo vans for use by the maintenance crews on campus. Soon they will add three lightweight, electric/pedal-powered utility vehicles (at left) for land-scaping on campus.

Energy Use and Conservation: Penn consumes considerable quantities of electricity and steam to cool and heat buildings on campus. The University implemented an extensive energy conservation program in FY 2000 resulting in a decline in electricity use in spite of new building growth. There

root and near buildings on campus. The University implemented an extensive energy conservation program in FY 2000 resulting in a decline in electricity use in spite of new building growth. There are two significant infrastructure upgrades that allow for the effective control and conservation of energy use across campus, one of which is "Utility Mod 7", that has allowed energy and financial savings from chilled water production and off-peak production of ice.

Environmental Conferences and Talks: See the Update April AT PENN, under Conferences and Talks for upcoming events pertaining to the Environment: *Sustaining the Mountains: Ecological Citizens for the 21st Century*; and *New Challenges for the EPA: Managing National Environmental Emergencies.*

The *Building the Town Green Conference and Trade Show*, May 1-3, at Houston Hall will include a trade show in the Hall of Flags showcasing companies marketing sustainable products and vehicles. The trade show is open to the public, free of charge, May 1, noon-5 p.m. and May 2-3, 10 a.m.-4 p.m. For more information about the Conference see *www.dvgbc.org*.

Penn's Solar Car—The Spirit of 76: Penn and the Solar Car Team plan to unveil its sixth generation of Penn Solar powered vehicles at the American Solar Challenge this summer, where the newest solar car, Spirit of '76, will race as many as 60 other teams from Chicago to Los Angeles. The Spirit of '76 will be on display at the Alumni Weekend Block Party on Saturday, May 17, 11 a.m.-2:30 p.m. on 33rd Street between Chestnut and Walnut Streets. For more information on the Solar Racing Team and the Solar Car, visit the website at www.seas.upenn.edu/~solarwww.

Recycling at Penn: There is a new addition to the Facilities and Real Estate Services web site, *The Environment @ Penn*, dedicated to raising awareness of environmental issues on campus.

See www.facilities.upenn.edw/environment/ index.html for infomation about what Penn is doing and what faculty, staff and students can do "to attain environmental sustainability."

For instance, in the Solid Waste and Recycling section, under the history and stats heading it save "Pann's recycling

ing it says, "Penn's recycling program quickly attained success after its creation in 1990. For much of the nineties, Penn was the number one institutional recycler in the Commonwealth of Pennsylvania with a recycling rate of

around 28%. The recycling program's success has declined in recent years, however. Roughly 20% of waste was recycled in 2002 or only 1,809 tons of the total 8,802 tons of solid waste. The Division of Facilities Services is dedicated to improving Penn's recycling program and is working on several strategies to decrease the waste stream and improve the percentage of waste that is recycled." It also lists what can be recycled on campus and where.

8 www.upenn.edu/almanac ALMANAC April 22, 2003