

# Almanac

Tuesday

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## Dr. Wachter: Worley Professor of Financial Management



Susan Wachter

Dr. Susan M. Wachter, who has been a member of the Wharton faculty since 1972, has been designated the first Richard B. Worley Professor of Financial Management as of July 1, 2003. Dr. Wachter is a professor of real estate at The Wharton School and chaired that department from 1997 to 2000. She holds secondary appointments

in finance, and city and regional planning. Dr. Wachter also serves as the director of the Wharton GIS (Geographic Information Systems) Lab. She served the University as Ombudsman from 1987 to 1990. She served on the Search Committee that selected Gary Hack in 1996 as dean of what is now the School of Design.

Her research interests include real estate economics, housing finance, and urban economics. Her extensive research has been published in journals such as the *Journal of Real Estate Finance and Economics* and *Real Estate Economics*. She serves on the editorial boards of several publications, including the *Journal of Housing Economics*.

Dr. Wachter pioneered work on home

## Dr. Giegengack: Davidson Kennedy Professor

Dr. Robert F. Giegengack, Jr., professor of earth and environmental science, has been named the Davidson Kennedy Professor in the College, SAS Dean Samuel Preston announced.

Dr. Giegengack has pioneered curricular innovation at Penn for three and a half decades, initiating successful developments in both the undergraduate and graduate curricula. He introduced the undergraduate major in environmental studies in 1972 to educate Penn students to address contemporary problems of environmental analysis and management. He continues to shape the course of graduate education as faculty director of the Master of Environmental Studies (MES) program and as a member of several graduate groups in SAS and in the School of Design. He also serves as director of several field courses that his department operates each summer at the Yellowstone-Bighorn Research Association in Montana.

In addition to teaching courses in geology and environmental science in SAS, Dr. Giegengack has taught programs in the School of Design, in the Wharton division of Executive Education, and in the new Master of Public Health program in the School of Medicine.

Widely known for his commitment to teaching excellence, he has received Penn's most prestigious awards recognizing exemplary teaching, including a CGS Award for Distinguished Teaching,

ownership affordability, including the first-time identification of the impact of borrowing constraints on home ownership. Dr. Wachter's accomplishments have been recognized by her appointment as an Academic Fellow of the Urban Land Institute, a Visiting Fellow of the Brookings Institution, 2001-present and her Presidential appointment (*Almanac* December 7, 1999) as the Assistant Secretary for Policy Development and Research at the U.S. Department of Housing and Urban Development where she served from 1999-2001. Dr. Wachter—a national expert in housing analysis and the first woman to head the American Real Estate Urban Economics Association—received the Association's Best International Paper Award in 1995.

She took her B.A. from Harvard College in 1965 and her Ph.D. from Boston College in 1974. Soon after joining Penn, Dr. Wachter received Wharton's Anvil Award for Teaching Excellence in 1974, Penn's Lindback Award for Distinguished Teaching in 1975, and Wharton's Undergraduate Division Excellence in Teaching Award in 1991.

Richard B. Worley is a former member of Penn's Board of Trustees who served as a Trustee from 1989 to 1999, and was a member of several committees including Audit and Compliance, Neighborhood Initiatives, Executive Committee, Health System Board, and Health System Executive Committee, the HUP Board, and the Investment Board, which he chaired.

Friars Senior Society Teaching Award, Ira Abrams Award for Distinguished Teaching, Lindback Award for Distinguished Teaching, and, most recently, a Dean's Award for Innovation in Teaching. Dr. Giegengack has served as a mentor for over 1,000 undergraduate and graduate students, post-doctoral research associates, and young faculty.

Dr. Giegengack has conducted field investigations on every continent except Australia, including his recent work exploring the history of climate change in the Sahara and the role of scarce water resources in maintaining political tension in the Middle East. Closer to home, he has focused on environmental problems in West Philadelphia by developing a series of academically-based community-service courses, which undertake to reduce exposure to environmental lead among young chil-



Robert Giegengack

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## Landis Zimmerman to HHMI

Landis Zimmerman, chief investment officer, has decided to leave Penn to accept the position of vice president and chief investment officer at the Howard Hughes Medical Institute located in Chevy Chase, MD. At HHMI he will oversee the investment of an endowment in excess of \$12 billion and over 30 investment professionals. The HHMI is a medical research organization whose principal mission is the conduct of biomedical research; approximately 320 Hughes investigators lead medical research labs at 68 of the nation's leading research centers and universities, including Penn.

Mr. Zimmerman, C '81, WH '85, returned to the University in 1998 as Penn's first chief investment officer. He oversaw the implementation of an expanded asset allocation strategy to incorporate diversifying and excess return assets in addition to Penn's historical allocations to equity and fixed income securities. "He recruited an excellent team of professionals to assist him in managing the University's endowment," said Craig Carnaroli, senior vice president for finance and treasurer.

"Landis' expertise and leadership has served the University well, particularly during the most recent turbulent markets. For the most recent three-year period ended June 30, 2003, the performance of the endowment was not only positive (3.5% compounded), but exceeded its composite benchmark by approximately 700 basis points. Based on the most recent results released by NACUBO, Penn has the 11th largest endowment in terms of total assets—an improvement of 7 places since FY 2000," Mr. Carnaroli said.

Mr. Zimmerman has agreed to assist in the transition and expects to remain here through the next Investment Board meeting in mid-February. A search for a replacement will commence immediately, Mr. Carnaroli added.

## Campus Community Consortium

Penn, Drexel and the University of the Sciences in Philadelphia, in cooperation with community-based partners, have joined together to develop the Campus Community Consortium to reduce violent crimes against women in University City. It will be funded with a grant from the Department of Justice, as part of its Grants to Reduce Violent Crimes Against Women on Campus Program.

The Consortium will enable the three universities to develop a comprehensive, coordinated

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## SENATE From the Senate Office

The following agenda is published in accordance with the Faculty Senate Rules. Questions may be directed to Senate Chair Lance Donaldson-Evans, either by telephone at (215) 898-6970, or by e-mail at ldevans@sas.upenn.edu.

### Senate Executive Committee Agenda Wednesday, December 10, 2003 2:30 to 5 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. Names for Faculty Caucus
5. Presentation on University Finances by Craig Carnoli
6. Visit by President Rodin and Provost Barchi
7. New Business
8. Adjournment by 5 p.m.

### Council Coverage

President Judith Rodin's report stated that both she and Chaplain Will Gipson, have "encouraged the University community's active participation in exploring the challenges that we face as we continue to build a diverse, inclusive environment that makes Penn an exemplary place to study, teach, work and learn. In the weeks to come, we will explore the interests that define the varied positions of our Penn constituents, and the solutions that may address them and alleviate the racially charged tensions that have concerned so many of us." As for Study Abroad, by the end of the semester, "we will effect revisions to the University policy regarding study abroad options available to students in countries for which the U.S. State Department has issued travel warnings." Penn's West Philadelphia Initiatives won a 2003 Award for Excellence from the Urban Land Institute.

Provost Robert Barchi said he wanted to emphasize how grateful he is for the generous gift from Evan Thompson, W '64, to endow a professorship that recognizes teaching excellence. Dr. Barchi said that nominations will be accepted until December 15 (*Almanac* November 11).

The annual Open Forum included two topics this year: concerns of the graduate students, and the undergraduate housing policy. The GET-UP presentation was made by Joanna Kempner, a 6th-year graduate who is expecting her Ph.D. in the spring. She expressed the group's concern that the administration has not recognized the union's position that graduate students who are teaching assistants are employees and should be compensated as such. Some undergraduate students suggested that a dialogue needs to hap-

### Dr. Giegengack

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dren in area communities, to reduce tobacco use among pre-adolescent children in Philadelphia, and to reduce exposure to environmental asthma triggers in the homes of Philadelphia children. Dr. Giegengack's research has been published in scholarly publications ranging from *Science*, *Nature*, *Geology*, and the *International Journal of Climatology* to the American Association of Higher Education's environmental studies series *Service Learning in the Disciplines*.

He holds a B.A. and Ph.D. from Yale University and an M.S. from the University of Colorado.

The Davidson Kennedy Professorship was established by the bequest of Josephine Rankin Kennedy in memory of her late husband. This professorship was first awarded in 1995 and supports a distinguished faculty member who displays excellence in teaching, innovation in curriculum development, service to students, and first-rate scholarship.

pen to determine if unionization would affect the quality of undergraduate education. President Rodin commented that the lives of both graduate and undergraduate students would be differentially altered; these are very complicated issues. She said she has a discussion planned with the GET-UP leadership for December 17. Since Council is a deliberative body, intended to discuss topics and make recommendations, it does not have the power to authorize actions. President Rodin said the unionization issue is in an administrative proceeding with the NLRB, which will make a ruling.

The topic of co-ed undergraduate on-campus housing was presented by undergrad Bradley Breuer, who said that the current policy is "outdated, heterosexist, and homophobic" and wants more inclusive options. Dr. Lance Donaldson-Evans, Senate Chair, said that this is currently under consideration by the Pluralism Committee.

Dr. Edward (Ned) Lally, the chair of the Committee on Recreation and Intercollegiate Athletics, gave an interim report. He suggested using mid-semester warnings more to alert students who were not doing well. He noted that the intramural fields need grass; Omar Blaik replied that Facilities would grow grass, although he couldn't ensure how quickly it would grow.

The interim report of the Libraries Committee was presented by Dr. Edward Peters, who noted that they were "strongly impressed" with the interim management of the library. One issue that the committee has grappled with is study space, especially during reading days and finals. VPUL Val Cade noted that Perelman Quad is open 24-hours during reading days and suggested that the LGBT Center might be another option.

Vice President of Facilities Omar Blaik addressed recent misconceptions about the Fresh Food Plazas, especially their hours of operation. After City Council passed an ordinance pertaining to food trucks in 1997, Penn built five plazas for the vendors. This provides the vendors with electrical hook-ups and the patrons with seating. There were 24 vendors who signed five-year leases with Penn at that time; then their leases went on an annual basis and they would start paying rent to cover some of the maintenance costs. This August Penn entered into negotiations with the vendors and all leases have been signed. The hours they are allowed to operate, based on the lease, is 6 a.m.-6 p.m., and Penn has recently been enforcing this.

One factor to be considered in allowing longer hours, at the plaza near Pottruck, is the need for access to the Chiller, which is feasible when the trucks are not there. He responded to students' concern about patronizing the trucks in the evening. He said he hopes to have this solved by the beginning of next semester.

## Consortium to Reduce Violence

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response to violence against women on campus. The Consortium's goals are to develop and strengthen victim/survivor services, to strengthen effective security and investigative strategies to combat violent crimes against women, and to promote awareness and prevention through training and outreach programs.

"This unique collaboration between public and private institutions will benefit women on our campus and in our West Philadelphia community for generations to come," said President Judith Rodin.

The Consortium will also include three non-profit, nongovernmental victim services agencies: Women Against Abuse, The Women's Law Project and Women Organized Against Rape, as well as the Philadelphia District Attorney's Office and the Philadelphia Police Department, Special Victims Unit.

"The Penn Women's Center is very pleased to provide leadership for this unique initiative to address violent crimes against women on campus within the West Philadelphia community," said Elena DiLapi, PWC director and the grant's principal investigator. "We look forward to developing this partnership with key women's advocacy organizations and government entities as a model for increasing support to victims/survivors of violence against women and for increasing the report, arrest and adjudication of perpetrators of such violence. It is our hope that collectively we can help decrease these crimes in West Philadelphia and improve the experiences of women on our campuses and throughout the community."

The Department of Justice has provided financial resources for the Consortium through a grant of \$400,000 for a period of two years. The Grants to Reduce Violent Crimes Against Women on Campus Program was authorized by the Higher Education Amendments of 1998 and reauthorized by the Violence Against Women Act of 2000. It provides a unique opportunity for institutions of higher education to establish multidisciplinary consortia to combat violent crimes against women on campuses. These comprehensive efforts are designed to enhance victim services, implement prevention and education programs, and develop and strengthen security and investigation strategies in order to prevent and respond to domestic violence, dating violence, sexual assault, and stalking crimes on campuses.

## Death

Mr. James Edward Hill, retired lab technician in SEAS, died November 3 after a short illness at the age of 82. Mr. James served in both World War II and the Korean War achieving the rank of sergeant and receiving the Medal of Good Conduct, the World War II Victory Medal and the Asiatic Pacific Campaign Medal.

Mr. Hill began working at Penn in 1956 in the maintenance department of SEAS. He became a stockkeeper in 1957 and returned to maintenance in 1958. In 1964 he became a mechanic, was promoted to chief mechanic in 1969; he became a mechanic II in 1971 and retired in July 1983. He returned as a temporary worker in September of that year and continued working in SEAS until 1999.

He is survived by his wife, Jean; daughter, Lynette Jenkins; two sons, James and Leonard; four grandchildren, Antonio Hill Armstrong, Samuel Hill Jenkins, Veda Hill Chamberlain and Christina Hill; and four great-grandchildren.

# Holiday Shopping Around Campus

There will be special holiday festivities at University Square, on 36th Street between Sansom and Walnut Streets, on Thursday, December 18 from 5-7 p.m., including ice carvings on the 36th Street Plaza, free hot cider, and a performance by the West Powelton Steppers Drill Team. For those shoppers who are making their way across campus the old fashioned way, there are many eateries along the way, many of the offering gift certificates to take the guesswork out of gift-giving.

This holiday season, it is easier than ever to let your computer do the walking if you can't make your way all across campus to shop for gifts. Not only do the chain stores have websites these days, many of the places unique to Penn do too, including the UPM Shops, the Arboretum, the Computer Connection and The Black Cat to name a few.



## Stores

**Ann Taylor Loft:** 133 S. 36th St.; (215) 222-0655; [www.annaylorloft.com](http://www.annaylorloft.com)  
**Avril 50:** 3406 Sansom St.; (215) 222-6108  
**Bike Line:** 226 S. 40th St.; (215) 243-2453; [www.bikeline.com](http://www.bikeline.com)  
**Black Cat Gift Shop:** 3426 Sansom St.; (215) 386-6664; [www.blackcatshop.com/](http://www.blackcatshop.com/)  
**The Bridge: Cinema de lux:** 40th and Walnut Sts.; (215) 386-3300; [www.thebridgecinema.com](http://www.thebridgecinema.com)  
**The Camera Shop:** 138 S. 34th St.; (215) 387-0600; [www.ritz.camera.com](http://www.ritz.camera.com)  
**Computer Connection:** 3610 Sansom St.; (215) 898-3282; [www.business-services.upenn.edu/computerstore](http://www.business-services.upenn.edu/computerstore)  
**CVS:** 3923 Walnut St.; (215) 662-1333; [www.cvs.com](http://www.cvs.com)  
**Dolbey's Medical Bookstore:** 3724 Spruce St.; (215) 222-6020 or 6072; [www.cbamatthews.com/dolbey](http://www.cbamatthews.com/dolbey)  
**Douglas Cosmetics:** 3603 Walnut St.; (215) 222-2366; [www.douglascosmetics.com](http://www.douglascosmetics.com)  
**Eastern Mountain Sports:** 130 S. 36th St.; (215) 386-1020; [www.emsonline.com](http://www.emsonline.com)  
**Game Gallery:** 3931 Walnut St.; (215) 222-3996  
**The Gap:** 3401 Walnut St.; (215) 387-0172; [www.gap.com](http://www.gap.com)  
**Grand Shoes Shoe Store:** 3732 Spruce St.; (215) 222-3856  
**House of Our Own:** 3920 Spruce St.; (215) 222-1576  
**The Last Word Bookshop:** 3925 Walnut St. (215) 668-3799  
**The Marvelous!:** 208 S. 40th St.; (215) 386-6110  
**Messages Card Shop:** 3621 Walnut St.; (215) 222-6454  
**Modern Eye:** 3419 Walnut St.; (215) 386-5953  
**The Natural Shoe Store:** 220 S. 40th St.; (215) 382-9899  
**Paper Garden:** 3402 Sansom St.; (215) 387-4866  
**Penn Book Center:** 130 S. 34th St.; (215) 222-7600  
**Penn Bookstore:** 3601 Walnut St.; (215) 898-7595; [www.upenn.bkstore.com](http://www.upenn.bkstore.com)  
**Penn Running Store:** Pottrock Health and Fitness Center; (215) 898-6100; [www.upenn.edu/recreation](http://www.upenn.edu/recreation)

**Pennsylvania Optometrics:** 3600 Market St.; (215) 387-3600; [www.ucnet.com/paoptometrics/index.htm](http://www.ucnet.com/paoptometrics/index.htm)  
**Power Yoga Works:** 3925 Walnut St.; (215) 243-9642 [www.poweryogaworks.com](http://www.poweryogaworks.com)  
**Radio Shack:** 212 S. 40th St.; (215) 662-5949; [www.radioshack.com/](http://www.radioshack.com/)  
**Roses Florist:** 140 S. 34th St.; (215) 387-4242; [www.ucnet.com/rosesflorist](http://www.ucnet.com/rosesflorist)  
**Smith Bros.:** 3661 Walnut St.; (215) 387-4772; [www.smithbros.jeans.com](http://www.smithbros.jeans.com)  
**Sprint PCS:** 3413 Walnut St.; (215) 823-1500  
**Spruce Street Records:** 4004 Spruce St.; (215) 382-4554  
**STA Travel:** 3600 Chestnut St.; (215) 382-0343  
**Urban Outfitters:** 110 S. 36th St.; (215) 387-6990; [www.urbn.com/](http://www.urbn.com/)  
**University Jewelers:** 3421 Walnut St.; (215) 386-1100  
**The University Museum:** 3260 South St.; (215) 898-4001; [www.museum.upenn.edu/new/shop/index.shtml](http://www.museum.upenn.edu/new/shop/index.shtml)

## Food

**Abner's Steaks:** 3813 Chestnut St.; (215) 662-0100  
**Amazon's Fruit Smoothies:** 3417 Spruce St., Houston Hall; (215) 382-8200  
**Auntie Anne's:** 3405 Walnut St.; (215) 387-0337; [www.auntieannes.com](http://www.auntieannes.com)  
**Beijing Restaurant:** 3714 Spruce St.; (215) 222-5242  
**Ben & Jerry's:** 218 S. 40th St.; (215) 382-5092 [www.benjerry.com](http://www.benjerry.com)  
**Bitar's:** 3401 Walnut St. and 222 S. 40th St.; (215) 222-4513; [www.bitars.com](http://www.bitars.com)  
**Boston Market:** 3901 Chestnut St.; (215) 222-6900; [www.boston-market.com](http://www.boston-market.com)  
**Bubble House:** 3404 Sansom St.; (215) 243-0804  
**Buckhead Deli:** 3409 Walnut St.; (215) 387-6722  
**Bucks Co. Coffee:** 3430 Sansom St.; (215) 387-6722  
**Cavanaugh's Restaurant:** 39th and Sansom St.; (215) 386-4889  
**Chili's Grill & Bar:** 3801 Chestnut St.; (215) 222-7322  
**College International Buffet:** 3901 Walnut St.; (215) 222-6606  
**College Pizza:** 3925 Walnut St.; (215) 386-6000  
**Cosi Sandwich & Coffee Bar:** 140 S. 36th St.; (215) 222-4545; [www.xandocosi.com/](http://www.xandocosi.com/)  
**Dunkin' Donuts:** 3437 Walnut St.; (215) 222-7955 [www.dunkindonuts.com/](http://www.dunkindonuts.com/)  
**Ecco Qui:** 3200 Chestnut St.; (215) 222-3226  
**Freshgrocer:** 4000 Walnut St.; (215) 222-9200  
**Già Pronto** 3736 Spruce St.; (215) 222-7712  
**Famous Famiglia:** 3409 Walnut St.; (215) 222-7200  
**Gourmet Ice Cream & Yogurt:** 3409 Walnut St.; (215) 387-8837  
**The Grillworks:** 3409 Walnut St.; (215) 387-3170  
**Han Wool Restaurant & Sushi Bar:** 3608 Chestnut St.; (215) 382-6221  
**Houston Market:** 3417 Spruce St.; (215) 746-6070; [www.pennndining.com/pennndining/retail/retail\\_2.html](http://www.pennndining.com/pennndining/retail/retail_2.html)

**Intermezzo Café:** 3131 Walnut St.; (215) 222-4300; [www.ucnet.com/intermezzo](http://www.ucnet.com/intermezzo)  
**Izzy & Zoe's:** 224 S. 40th St.; (215) 382-2EAT  
**Java City:** 3601 Walnut St.; [www.javacity.com/](http://www.javacity.com/)  
**La Terrasse:** 3432 Sansom St.; (215) 386-5000  
**Mad 4 Mex:** 3401 Walnut St.; (215) 382-2221  
**New Deck Tavern:** 3408 Sansom St.; (215) 386-4600  
**Nosh Deli:** 3600 Market St.; (215) 387-4411  
**Oriental Gourmet:** 3409 Walnut St.; (215) 387-7410  
**Papa John's:** 3943 Chestnut St.; (215) 349-7272  
**Pari Café Creperie:** 3417 Spruce St., Houston Hall; (215) 222-6500  
**Penne Restaurant and Wine Bar:** 3611 Walnut St.; (215) 823-6222; [www.theinnatpenn.com/penne.html](http://www.theinnatpenn.com/penne.html)  
**Philly Diner:** 3925 Walnut St.; (215) 382-3400; [www.ucnet.com/phillydiner/](http://www.ucnet.com/phillydiner/)  
**Philly Steaks & Gyros:** 3409 Walnut St.; (215) 387-3170  
**Picnic:** 3101 Walnut St.; (215) 222-1608  
**Pizza Rustica:** 3602 Chestnut St.; (215) 895-3490 or 3495  
**Pod:** 3700 Sansom St.; (215) 387-1803; [www.podrestaurant.citysearch.com/](http://www.podrestaurant.citysearch.com/)  
**Salad Creations:** 3409 Walnut St.; (215) 387-3170  
**Simsum:** 222 S. 40th St.; (215) 382-3000  
**Sitar India Restaurant:** 60 S. 38th St.; (215) 662-0818  
**Starbucks:** 132 S. 34th St.; (215) 386-6522; [www.starbucks.com/](http://www.starbucks.com/)  
**39th St. Hong Kong Café:** 3900 Chestnut St.; (215) 386-1802  
**Top Dog Sports Grille:** 36th & Chestnut Sts.; (215) 386-5556  
**WaWa:** 3604 Chestnut St.; (215) 222-6422  
**White Dog Café:** 3420 Sansom St.; (215) 386-9224; [www.whitedog.com](http://www.whitedog.com)  
**Zocalo:** 3600 Lancaster Ave.; (215) 895-0139

## Services

**Campus Copy Center:** 3735 Walnut St.; (215) 386-6114  
**Inn at Penn:** 3600 Sansom St.; (215) 823-6204  
**Joseph Anthony Salon:** 3743 Walnut St.; (215) 222-9252  
**Saturn Hair Club:** 3426 Sansom St.; (215) 387-8981  
**Sheraton University City:** 36th and Chestnut Sts.; (215) 387-800  
**The UPS Store:** 3741 Walnut St.; (215) 222-2840  
**Vog Inc.:** 3131 Walnut St.; (215) 222-1233

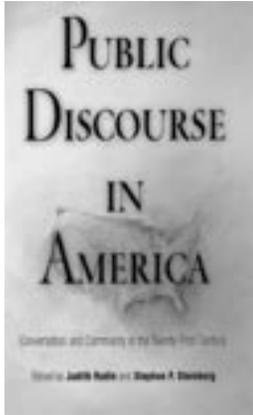
## Tie One On for School of Social Work

Friends of the School of Social Work are invited to support the School's Scholarship Fund this Holiday Season. With a \$25 donation, supporters receive a Rivetz of Boston silk tie of their choice as SSW's gift. They have, bowties and neckties, featuring nutcrackers and snowmen, whales and dolphins, stars and stripes. Stop in the Caster Building, 3701 Locust Walk, or call (215) 898-5526. While supplies last.

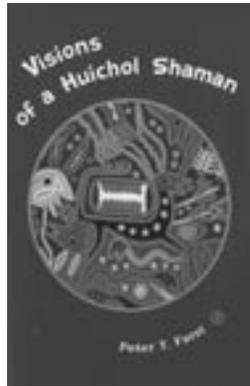


# Wrap Up Some 'Red and Blue' Books from Penn Press , University of Pennsylvania

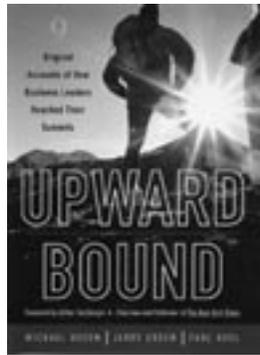
Looking for something that that says Penn, but isn't a sweatshirt? There are many choices when it comes to new books from Penn authors—faculty, administrators, staff, alumni, even a trustee. The Penn Press ([www.upenn.edu/pennpress/](http://www.upenn.edu/pennpress/)), as well as the UPM Press provide more variety too. For UPM Press books, go to [www.museum.upenn.edu/new/publications/index.shtml](http://www.museum.upenn.edu/new/publications/index.shtml) Another unique gift idea is a CD from Penn's talented musical groups. The Penn Bookstore also offers books with a Philly connection.



*Public Discourse in America, Conversation and Community in the Twenty-First Century*; edited by President Judith Rodin, and Stephen P. Steinberg, executive director of the Penn National Commission on Society, Culture, and Community; a distinguished group of scholars and prominent figures in public life offer new perspectives; "Is civility declining in American public life? Are we arguing in a 'reasoned and reasonable' manner? An exaltation of scholars and public figures offer their views."—Carlin Romano, *Philadelphia Inquirer*; Penn Press, Cloth, \$29.95, [www.upenn.edu/pennpress/book/13977.html](http://www.upenn.edu/pennpress/book/13977.html).

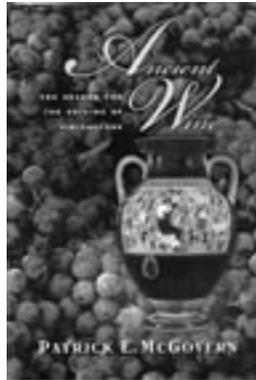


*Visions of a Huichol Shaman*; Peter T. Furst, the brilliant visionary yarn paintings of the shaman-artist José Benítez Sánchez emerge transformed into two-dimensional form from fleeting, sublime visionary experiences triggered by the complex chemistry of the divine peyote cactus; with 68 full-color illustrations. UPM, Cloth \$29.95.

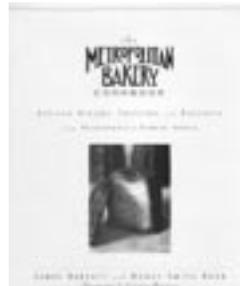


*Upward Bound: Nine Original Accounts of How Business Leaders Reached Their Summits*; Michael Useem professor of management and director of the Center for Leadership and Change Management at Wharton; mountaineering is no mere metaphor for management, it is management itself. \$24.

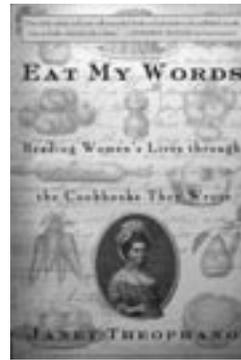
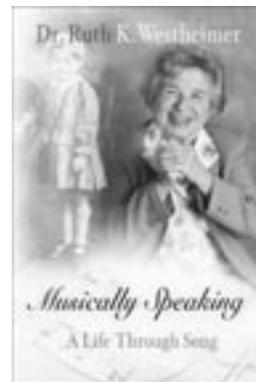
*Musically Speaking: A Life Through Song*; Dr. Ruth K. Westheimer; "Dr. Ruth shows us how and why music functions in her life, with lessons for all of us. A real gem of a book."—Wynton Marsalis; Penn Press, Cloth \$19.95, [www.upenn.edu/pennpress/book/13984.html](http://www.upenn.edu/pennpress/book/13984.html).



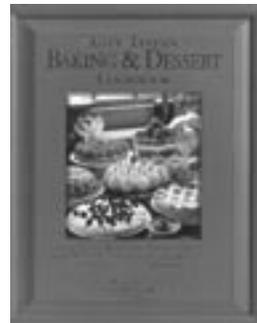
*Ancient Wine*; Patrick E. McGovern, senior research scientist and adjunct associate professor of anthropology, Museum Applied Science Center for Archaeology, UPM, drawing upon recent archaeological discoveries, molecular and DNA sleuthing, and the texts and art of long-forgotten peoples. \$29.95.



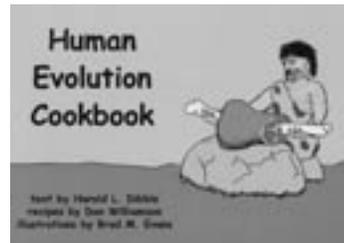
A branch of the Metropolitan Bakery is coming to campus. Hot off the press, *The Metropolitan Bakery Cookbook: Artisan Breads, Pastries, and Desserts from Philadelphia's Premier Bakery*; James Barrett and Wendy Smith Born; they met some 20 years ago when he was pastry chef and she was managing partner at the White Dog Café. \$29.95.



*Eat My Words: Reading Women's Lives through the Cookbooks They Wrote*; Janet Theophano, Gr '82, associate director of the CGS and adjunct member in the Graduate Program in Folklore & Folklife and Religious Studies, stories of cookbook writers from the 18th century to the present. \$18.95.



*City Tavern Baking and Dessert Cookbook: 200 Years of Authentic American Recipes from Martha Washington's Chocolate Mousse Cake to Thomas Jefferson's Sweet Potato Biscuits*; chef Walter Staib, proprietor of America's earliest gourmet restaurant; a sequel to the *City Tavern Cookbook*, focuses on colonial treats. \$21.95.



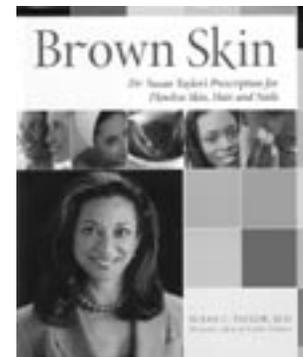
*Human Evolution Cookbook*; Harold L. Dibble, professor of anthropology and deputy director for Curatorial Affairs at UPM. Dan Williamson, and Brad M. Evans, presents archaeology as never before through 37 recipes and 20 hilarious line art creations. UPM, \$19.95.



*The Philadelphia Flower Show: Celebrating 175 Years*; Adam Levine, C '80, award-winning garden writer. \$44.95.



*Green Desire, Imagining Early Modern English Gardens*; Rebecca Bushnell, dean of the College, describes the innovative design of the old manuals, examining how writers and printers marketed them as fiction as well as practical advice for aspiring gardeners. Along with this attention to the delights of reading, it analyzes the strange dignity and pleasure of garden labor and the division of men's and women's roles in creating garden art. Cloth \$29.95.



*Brown Skin: Dr. Susan Taylor's Prescription for Flawless Skin, Hair and Nails*; Dr. Susan C. Taylor, C '79, At-Large Alumni Trustee, and a Harvard-trained dermatologist and internationally recognized expert in dermatology and ethnic skin disease. \$24.95.

# Penn Museum and Penn Authors for a Perfect Present



**Building the Nation** Americans Write About Their Architecture, Their Cities, and Their Landscape; edited by Steven Conn, Gr '94 and Max Page, Gr '95, "informed by a mastery of a particular field and a passion for sharing the heterogeneous richness of their documents. . . Vastly useful." — *Preservation*. Penn Press, Paper \$24.95, [www.upenn.edu/pennpress/book/13901.html](http://www.upenn.edu/pennpress/book/13901.html).

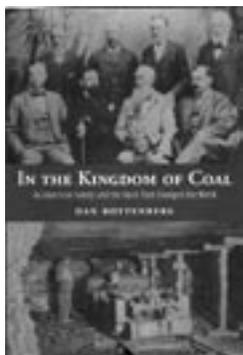


A wonderful companion to Water Isaacson's best selling *Benjamin Franklin, An American Life* \$30. is *A Benjamin Franklin Reader* \$21.95

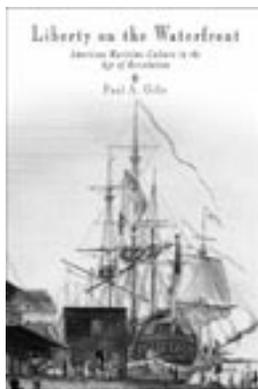
includes The Autobiography, Poor Richards Almanac and many delightful letters and essays.



**Mall Maker**: Victor Gruen, *Architect of an American Dream*; M. Jeffrey Hardwick, biography of the architect who altered the fabric of more than 200 American cities and suburbs between 1938 and 1968. Penn Press, Cloth \$29.95, [www.upenn.edu/pennpress/book/13967.html](http://www.upenn.edu/pennpress/book/13967.html).



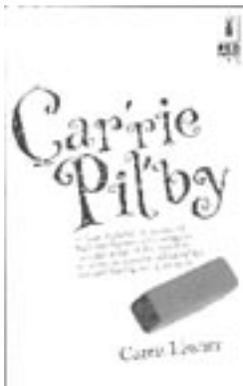
**In the Kingdom of Coal**; Dan Rottenberg, C '64, through the eyes of two families, one the magnates, one the miners. \$29.95.



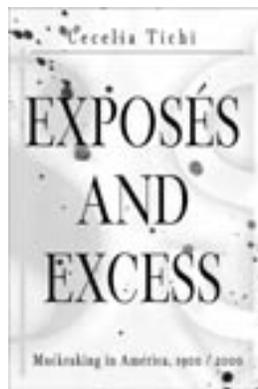
**Liberty on the Waterfront**: *American Maritime Culture in the Age of Revolution*; Paul A. Gilje, sailors were a rough bunch, tending to drink, carouse, and spend all their money on their brief stays ashore, a look at this stereotype and how sailors lived the ideal of "liberty." Penn Press, Cloth \$29.95, [www.upenn.edu/pennpress/book/13964.html](http://www.upenn.edu/pennpress/book/13964.html).



**Guide to the North American Ethnographic Collections at the University of Pennsylvania Museum of Archaeology and Anthropology**; Lucy Fowler Williams, some 40,000 objects represent native peoples from ten culture areas, with 120 color figures. UPM, Cloth \$29.95, Paper \$14.95.



**Carrie Pilby**; Caren Lissner, C '93, had written an award-winning bi-weekly humor color in the DP; the heroine is utterly charming and unique, she goes about these things in her own quirky and hilarious way, filled with wry humor and insight. Paper \$25.90.



**Exposés and Excess**: *Muckraking in America, 1900/2000*; Cecelia Tichi, the compelling narratives of the muckrakers—Upton Sinclair, Ida Tarbell, Lincoln Steffens, and Ray Stannard Baker among them—became best-sellers and prize-winners 100 years ago. Today, they have found worthy successors in writers such as Barbara Ehrenreich, Eric Schlosser, and Naomi Klein. Penn Press, Cloth \$29.95, [www.upenn.edu/pennpress/book/13981.html](http://www.upenn.edu/pennpress/book/13981.html).



**Understanding Early Classic Copan**; Ellen E. Bell, Maracaello A. Canuto and Robert J. Sharer; focuses on the Maya city of Copán, combines and synthesizes many different research methods and disciplines, interpreting data that contradict, enhance, and supplement previous work with 24 full-color illustrations; UPM, Cloth \$59.95.



**Monsters: Evil Beings, Mythical Beasts, and All Manner of Imaginary Terrors**; David D. Gilmore, a field guide to the world's scary creatures, along with an intriguing explanation why monsters won't go away, the role of monsters in the human psyche and in society, looking at folktales, fantasy, literature, and art. Penn Press, \$24.95. [www.upenn.edu/pennpress/book/13834.html](http://www.upenn.edu/pennpress/book/13834.html).

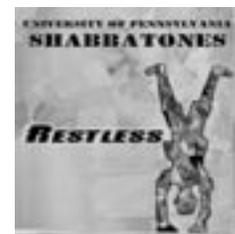
## Penn Groups' CDs



The coed a cappella's latest studio recording, \$12 plus shipping; to order, e-mail [mvarthi@sas.upenn.edu](mailto:mvarthi@sas.upenn.edu)



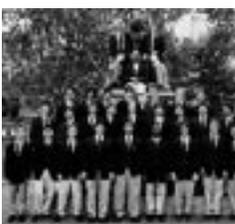
The Band's latest CD, *The Band That Rocks the Cradle*, \$15, at the Penn Bookstore or at [www.pennband.net](http://www.pennband.net).



Their debut album, \$12, to purchase, e-mail [pennshabbatones@yahoo.com](mailto:pennshabbatones@yahoo.com).



Jazz and pop arrangements from award-winning a cappella group, \$13, to order online, [www.upenn.counterparts.com](http://www.upenn.counterparts.com)



**Echoes and Traditions**, by the University of Pennsylvania Glee Club (2000) \$14. To purchase this and other Glee Club CDs, send an e-mail to [gleeclub@dolphin.upenn.edu](mailto:gleeclub@dolphin.upenn.edu) or call (215) 898-GLEE (4533).

## December Volunteer Opportunities



Dear Penn Community,

Thank you so very much for your generosity. During the month of November, because of your generous contributions, we donated approximately 70 boxes and bags of food to the Carroll Park Community Council's Food Program and in partnership with the American Law Institute, we also donated food and clothing to One Day At A Time. Further, we hosted 20 students from West Philadelphia High School for the Annual Citywide Shadowing Day Event held on November 20, 2003.

Our surrounding community continues to express thanks for the many services and partnerships the Penn community is involved in.

Below is a list of current opportunities. I look forward to working with you as we strive to be good neighbors. Thank you for all you do.

—Isabel Mapp, Associate Director, Faculty, Staff and Alumni Volunteer Services Director, Penn Volunteers In Public Service, Center for Community Partnerships

### Holiday Giving With Penn VIPS



### Christmas Drive Now Through December 18

For a list of the drop off locations, see December AT PENN, [www.upenn.edu/almanac/v50/n14/deccal.html.vips](http://www.upenn.edu/almanac/v50/n14/deccal.html.vips). Please join us in the Annual Penn Volunteers In Public Service Holiday Drive. As you buy toys and presents for the holiday season, please consider spreading some cheer to deserving members of our community. All toys and gifts donated will support the efforts of organizations including the People's Emergency Shelter, McMichael School, Miracle Corners of the World, Potter's Mission, Our Lady of the Rosary, Intercultural Family Services and many more. All items for the holiday drive must be new not used and please indicate the gender and age appropriateness of all gifts.

### Penn VIPS Adopt A Family for the Holidays Program

During December, departments from across the University "adopt" a deserving family. The adoption is usually done in lieu of departmental gift exchanges. The assigned family is treated to presents and sometimes holiday dinner. Families participate in the program on a one-time basis.

Families are assigned to departments based on request. Departments choose the size of the family they would like to adopt. Departments can also request the ages of the children they are interested in adopting. Departments may request a "wish list" from the family or they may choose their own gifts for the family members. Departments choose the number and types of gifts they will provide. Departments are provided with size of the family, names, ages and sizes of each family member. Departments are encouraged to deliver gifts to the families, but they may also request to have gifts delivered.

### Ruby's Kids Holiday Party: Saturday, December 13

Cleveland Elementary School, 3701 North 19th Street, needs volunteers age 18 and over on the day of the event from 8:30 a.m.-3 p.m. Help make the holiday joyous for over 400 children ages 6-8 from seven elementary schools and a shelter. Volunteer to help out during the party.

### Coat Drive Now Through December 15

Does your old winter coat still have some serviceable miles on it? Warm coats in good condition, for both children and adults, are needed by a number of charitable organizations in the Philadelphia area. For the third year in a row, the Linguistics Department is working with the Penn VIPS, Center for Community Partnerships office in organizing a Winter Coat Drive. If you have a coat (or coats) to contribute to our drive, you are welcome to donate them, contact the people listed below. We do not have the facilities or funds to clean donated items. Freshly laundered (or recently cleaned) items are especially appreciated. Bring in your gently used coats to be donated to area shelters. Contact Isabel Mapp at (215) 898-2020 or send an e-mail: [sammapp@pobox](mailto:sammapp@pobox) or Amy Forsyth at (215) 898-6046 or [aforsyth@babel.ling](mailto:aforsyth@babel.ling) for additional information and/or to make a donation.

### Tutors Needed

The Turner/WES Beacon Community Partnership Initiative is looking for volunteers to help tutor students in our after-school program. Also, we are looking for people to provide instruction to our children and adults: dance instructors, computer training instructors, karate instructors, aerobics, line dancing, expressive writing, drama, basketball (girls and boys), arts and craft, chess, track, PSAT prep, and youth entrepreneur class instructors. We are a non-profit community organization. All classes and activities are free to community members who live in 19143, 19142, 19151 areas.

### Volunteer with Reading Stars

After-School Reading Program: Provide one to one reading coaching with K-6th graders at the McDaniel Elementary School. All materials provided.

### MLK Day of Service Activities for January 19

Join us as we beautify West Philadelphia High School, paint banners, provide one day mentoring, make arts and crafts for the elderly and for shut-ins and more in honor of Dr. Martin Luther King, Jr. Visit website at [www.upenn.edu/aarc/mlk](http://www.upenn.edu/aarc/mlk) for details.

## International Student and Scholars

The Office of International Programs (OIP) is redoubling efforts to obtain valid e-mail addresses for all international students and scholars on nonimmigrant visas at Penn.

On December 4, OIP sent an e-mail with holiday travel immigration advice to all Penn non-immigrant students and scholars for whom it had valid email addresses. If you know of any international students or scholars in F, J, H, O, or TN nonimmigrant status who did not receive this message please encourage them to contact OIP at [oiadm@pobox.upenn.edu](mailto:oiadm@pobox.upenn.edu) with their names, school or departmental affiliation and valid e-mail address.

It is essential that OIP be able to communicate with all international students and scholars via e-mail to apprise them of important immigration and other regulatory requirements critical to their stay at Penn.

—Shalini Bhutani, Director, International Student and Scholar Services, OIP

## Emergency Closing Reminder

Information about University closings and other modifications of work schedules is available from Penn's emergency information number: (215) 898-MELT (215-898-6358), through communications from the Division of Public Safety, and from KYW News Radio 1060 AM, where Penn's emergency radio identification codes are "102" for day classes and "2102" for evening classes.

The full Emergency Closing Policy (Policy 707) can be accessed from the Division of Human Resources' web site at [www.hr.upenn.edu/policy/policies/707.asp](http://www.hr.upenn.edu/policy/policies/707.asp).

—Division of Human Resources

## Penn's Way 2004

### Raffle Winners

The prizes were donated by the business or organization at which they are valid, unless otherwise noted.

#### Week Five

Chenequa Green, Development, a gift basket from Douglas Cosmetics.

Stuart Benoff, ISC, one free month of parking at Lot 30 from Parking Services.

Adam Sherr, Nursing, one framed University collection photograph from Creative Communications.

Melvin Sharp, Facilities, Environmental Services, an overnight stay for two at the Inn at Penn from Business Services.

Patricia Ravenell, VPUL, an overnight stay at the Sheraton from Business Services.

#### Week Six

Gary Althouse, Vet School, a \$20 gift certificate from University Jewelers.

Elsie Kosinski, Facilities, Environmental Services, a \$20 gift certificate from University Jewelers.

Mary Jones-Parker, School of Medicine, a \$25 bar tab from Smokey Joe's.

Pamela Robbins, Vet School (NBC), Faculty Club membership from Business Services.

Patricia Debra Mickens, Facilities, Environmental Services, a *Photographic Portrait Book* from Creative Communications.

Helen Logan, the Office of General Counsel, a *Photographic Portrait Book*.

Richard Pchoda, Office of General Counsel, a *Photographic Portrait Book*.

Emily Batista, University Library, a *Photographic Portrait Book*.

Beverly Young, School of Medicine, a *Photographic Portrait Book*.



## CORRECTION

The holiday hours for the ICA were incorrect in the December AT PENN. The ICA will be closed December 15 through January 22.

## TALKS

**9** *The SMN Complex: Search for Potential Therapeutics for SMA*; Amelie Gubitzi, biochemistry and biophysics; noon; rm. 255, Chemistry Bldg. (Biochemistry and Biophysics).

*Medical Liability Reform*; Robert Berenson, Urban Institute; Jitendra Desai, Pennsylvania Medical Society; Michelle Mello, Harvard; Ralph Muller, UPHS; William Sage, Columbia University; David Shrager, Shrager, Spivey and Sachs; 5 p.m.; Auditorium, BRB II/III (LDI).

*Islamic Civilization in Transcaucasia: From the 19th Century to the Present*; Tadeusz Swietochowski, Monmouth University; 6 p.m.; rm. B6, Vance Hall (Middle East Center).

**11** *Inhibition of Colon Tumor Progression by the INK4a/Arf locus*; Gregory Enders, medicine; noon; Conference Room, John Morgan Bldg. (Radiation Oncology).

**Deadlines:** The deadline for the Update in the December 16 issue is today, Tuesday December 9. Since that will be the last issue of the month, it will contain any events through the end of December. The deadline for the February AT PENN calendar is January 13. For more information, see [www.upenn.edu/almanac/calendar/caldead-real.html](http://www.upenn.edu/almanac/calendar/caldead-real.html).

## CLASSIFIEDS—UNIVERSITY

### RESEARCH

**Women taking estrogen.** The University of Pennsylvania Health System seeks volunteers for a bone density medical research study. If you meet the following description, you may be eligible: Female, Ages 45-55, Taking estrogen or would like to take estrogen for menopausal symptoms. Contact: Helen Peachey at: (215) 898-5664 or [peacheyh@mail.med.upenn.edu](mailto:peacheyh@mail.med.upenn.edu). Volunteers are compensated.

**Needed: Healthy volunteers (males over 40, females over 45)** to investigate the process involved in plaque build-up in arteries. Participants will be given placebo or FDA-approved study medication for two years. In addition, participants will receive free physical health check-up, blood work and non-invasive ultrasounds of the carotid arteries, and \$500 upon completion of the study. Contact Barbara Tournier, RN, MSN at (215) 662-3311.

**Participants with Hypertension Needed** for research study using herbal remedies. If you are diagnosed with mild hypertension, are 21 years or older, and are able to visit in the mornings every other week, please consider participation in this very interesting research project. Participants will receive free physical exam, lab work, EKG, 24 hour ambulatory blood pressure monitoring, and all medications. Compensation at completion \$1,400. Please call Virginia Ford, CRNP for more information. (215) 662-2410.

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

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

Do You have **Arthritis in Your Knees**? Would you like to participate in a study designed to find out if acupuncture may help you walk better and decrease the pain? The study compares real acupuncture with acupuncture using needles that do not puncture the skin in patients who need physical therapy. Call Pat Williams for more information at (215) 898-3038.

Researchers at The Children's Hospital of Philadelphia are seeking families/individuals with **high myopia (nearsightedness)** to identify causal genes. High myopia may lead to blinding disorders such as retinal detachments, glaucoma, macular degeneration and premature cataracts. Participants must have onset of myopia before 12 years of age, and refractive prescription of 5.00 diopters or more. A free examination may be provided if needed. Contact Mathew Green-Leibovitz at (215) 590-6828 or [greenleibov@email.chop.edu](mailto:greenleibov@email.chop.edu).

**Do you have High Cholesterol?** If so, are you worried about your risk of heart disease? Doctors at the University of Pennsylvania are studying the ability of an extract from the spice TURMERIC (found in CURRY POWDER) to protect the heart. If you are between 18-75 years old and have high cholesterol you may be eligible to participate in our research study. Qualified participants will receive: FREE medical exams, blood and urine tests, and study medication containing the extract. Compensation for your time and travel will be provided. CALL (215) 662-9040 for more information.

### Almanac Schedule

The schedule for the remainder of the semester is as follows: *Almanac* will be published on *December 16* (including January AT PENN).

Breaking News will be posted to "Almanac Between Issues" and the *Express Almanac* will be e-mailed to those who have subscribed.

Weekly issues will resume on Tuesday, *January 13, 2004*.

### December Bottom Line

The December issue of the *Bottom Line* is now available at [www.finance.upenn.edu/fdl/](http://www.finance.upenn.edu/fdl/). The *Bottom Line* is the official publication of the Office of the Vice President for Finance and the Office of the Treasurer. Two individuals will be selected randomly from all correct responses to the Quarterly Quiz. To participate, submit your answers via e-mail to [training@pobox.upenn.edu](mailto:training@pobox.upenn.edu) by January 1, 2004.

### 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 **November 24-30, 2003**. Also reported were 12 Crimes Against Property (including **8 thefts, 3 burglaries and 1 auto theft**). Full reports are on the Web ([www.upenn.edu/almanac/v50/n15/crimes.html](http://www.upenn.edu/almanac/v50/n15/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 **November 24-30, 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.

11/26/03	4:32 AM	3817 Spruce St	Complainant robbed by unknown offender
11/27/03	1:49 AM	3501 Chestnut St	Male cited for public drunkenness
11/29/03	11:35 PM	38th & Sansom	Male in possession of narcotics/Arrest
11/30/03	3:07 AM	4000 Spruce St	Male out past curfew/Cited
11/30/03	4:45 PM	41st & Chestnut	Male driving intoxicated/Arrest

### 18th District Report

15 incidents and 1 arrest (including 11 robberies, 2 aggravated assaults and 2 rapes) were reported between **November 24-30, 2003** by the 18th District covering the Schuylkill River to 49th St. & Market St. to Woodland Ave.

11/24/03	2:00 AM	4600 Chestnut St	Rape
11/24/03	12:00 PM	5000 Spruce St	Robbery
11/25/03	4:30 PM	4630 Chestnut St	Robbery
11/25/03	9:00 PM	4400 Pine St	Rape
11/26/03	4:32 AM	3817 Spruce St	Robbery
11/27/03	9:55 PM	4501 Chestnut St	Robbery
11/27/03	10:54 PM	5013 Cedar Ave	Aggravated Assault/Arrest
11/28/03	1:20 AM	1 51st St	Aggravated Assault
11/28/03	5:20 PM	900 47th St	Robbery
11/28/03	5:25 PM	5116 Market St	Robbery
11/29/03	1:00 PM	4800 Regent St	Robbery
11/30/03	12:20 AM	3600 Market St	Robbery
11/30/03	8:16 PM	4249 Walnut St	Robbery
11/30/03	5:05 PM	4700 Spruce St	Robbery
11/30/03	11:30 PM	4900 Pine St	Robbery



*Almanac*

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3600 Chestnut Street, Philadelphia, PA 19104-6106  
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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 and online.

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## Through the Shadow of the Valley How to Retain Attention in the Classroom

by Larry M. Robbins

A syllogism: Human attention tends to wander; students are human; therefore, students' attention will wander. Here are some strategies to prevent wandering and to increase student interest.

Most teachers are well aware when student attention wanders, and they apply various strategies to maintain interest. Careful planning of each section or time "module" of a class will focus students on the task at hand. One of the primary causes of wandering attention and even boredom is density of material—too many major topics, too many complex PowerPoint slides and too many examples result in information overload. Students then tend to disengage; and even after they finish the crossword puzzle, they don't tune back in.

For teachers *and* students, poor preparation creates a bad connection in the learning process. Students who have finished the assigned readings and homework will often have something to say. Those who aren't prepared can certainly listen attentively (we hope), but they will have much more information to process than if they have read primary or supporting material in advance.

In all fairness, and recognizing the human condition, the time of day can also contribute to wandering attention. Most teachers whose classes begin after lunch cannot help but notice the number of glazed eyes or count the heads on desks. Metabolism dominates here, but students should still make an effort to stay engaged, and teachers should employ a variety of strategies to create and maintain a high level of interest. Early classes can also be soporific. (The definition of "early" can range from nine a.m. to noon or beyond.) However, students who sign up for early classes usually know what they are getting into. Whatever the time, after the initial invigoration of starting a new class day, interest wanes, especially if the only thing students have to do is listen.

Research on cognition and retention has shown that any class period or "learning episode" has periods of "prime-time" and "down-time" (Sousa, *How the Brain Learns*, 1995, Bligh, *What's the Use of Lectures?*, 2000). Prime-time, when students are at their sharpest (usually the first ten to fifteen minutes of a class), is appropriate for introducing new information or coming to closure on old material.

According to Sousa, "practice is appropriate for the down-time segment"—the valley that occurs after the introduction of new material. Practice can include analytical or evaluative questions such as: "How do the medical malpractice laws affect health care?" "Will the Governor's new proposals *improve* health care?" Or practice can mean simulations, case analyses, class presentations, etc. Questions and answers are also appropriate for the "down-time" segment of a class because they enable students to demonstrate their knowledge and their ability to apply knowledge to a new situation.

Not all questions need to be answered immediately. A rhetorical question can stimulate thinking by causing students to formulate an answer and focusing them on a particular topic. However, teachers who ask too many rhetorical questions can create barriers to learning because students are prevented from answering. Turning a rhetorical question into an *actu-*

*al* question is an effective way to test comprehension or to encourage interactive discussion.

Effective questions of any variety encourage collaboration in the learning process. Confusing questions can, of course, demotivate. When asked the following double question—"What led to the stock market crash, and how can we prevent this from happening again?"—students could respond, "which question do you want us to answer?"

Taken one at a time, each of these questions can stimulate the critical thinking skills of analysis, synthesis and evaluation.

Another way of engaging students is to facilitate a discussion that enables all students to participate. Discussion may not be the best strategy in a Statistics course, but in other courses a discussion on a general topic will call on students to demonstrate knowledge, while enabling them to achieve a sense of "personal discovery." Discussions might be stimulated by a question: "What should the priorities of the new president be?" or a statement, "The war in . . . (fill in the blank) is just and moral." A danger of discussions, however, is that they often become lectures in disguise if teachers dominate by implying their own bias or giving too much information.

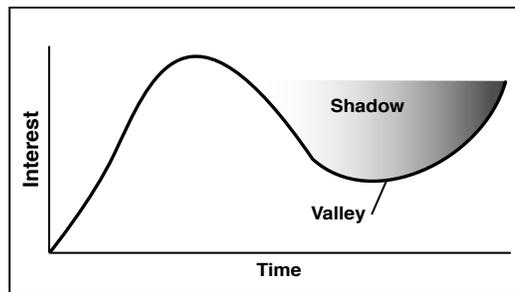
Discussions can also take the form of a debate. When students prepare to debate, they sharpen their own critical abilities and stimulate critical response from those who are only observers. Again, not all courses are appropriate for debate, but in the realm of academic discourse much is and should be debatable. Bringing the students into "the debate" enriches learning by causing them to test and defend their assertions.

Student activity in general can make the journey through the shadow of the valley proceed more directly. Strategies such as dyads, small group discussion in class or short and well-prepared reports by students will

create a context for learning that is student-centered. The teacher still retains the responsibility of determining the general learning outcome and of preventing student activities from being a waste of time, but strategies other than or in addition to lecturing can promote learning.

If a teacher determines that a "standard lecture" is still the best strategy, student interest can be stimulated in at least three ways. First, change your voice—emphasize verbs when you want to *emphasize* action; emphasize nouns when you want to emphasize the *result* of an action. Second, give a concrete example that everyone can understand—"let me explain what a 'dent-puller' is." Third, and most important, provide internal summaries. When you distill a discussion—"so we have covered the three main methods of controlling stage fright: preparation, eye contact, breathing"—students will pay close attention, often writing down the summary.

Both teaching and learning require strategies. For the teacher, building-in the concept of "practice" (encouraging students to verbalize and support their ideas) is a strategy for maintaining interest and attention. Students who develop the skills of personal discovery are more likely to retain their knowledge because they will gain a sense of intellectual ownership. When the process of learning becomes collaborative, students and teachers proceed together on a well-defined course through the "shadow of the valley."



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This essay continues the series that was revived earlier this semester and had initially begun in the fall of 1994 as the joint creation of the College of Arts and Sciences and the Lindback Society for Distinguished Teaching.

See [www.upenn.edu/almanac/teach/teachall.html](http://www.upenn.edu/almanac/teach/teachall.html) for the previous essays.