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First Penn Student to Win non-U.S. Rhodes Scholarship: David Ferreira

David Ferreira, a College senior from Hamilton, Bermuda, has been awarded a Rhodes Scholarship, which will fund two or three years of study at Oxford University in England. Bermuda names only one Rhodes Scholar annually. A political science, philosophy and economics (PPE) major in the College of Art and Sciences, he plans to pursue a Bachelor of Laws (LLB) in his first two years at Oxford, followed by a Masters in Jurisprudence (MJUR) in his final year.



David Ferreira

Photo by Tommy Leonardi

named each year. The 32 from the U.S. join an international group of scholars chosen from 18 other jurisdictions around the world. Scholars are selected from Australia, Bangladesh, Bermuda, Canada, Commonwealth Caribbean, Germany, Hong Kong, India, Jamaica, Kenya, Malaysia, New Zealand, Pakistan, Singapore, Southern Africa, Uganda, United States, Zambia, and Zimbabwe.

"The best way to describe David Ferreira is 'thoughtful,' in the richest sense of the word," said Dr. Arthur D. Casciato, the director of the Center for Undergraduate Research and Fellowships. "David is thoughtful in that he is perhaps the most gracious person I've met in four years of working with fellowship candidates, and he is also thoughtful in that he engages whatever questions he is asked not as hurdles to be cleared and put behind him but as opportunities to think anew about his opinions and positions. Given this kind of thoughtfulness, as well as his obvious and broad athletic ability, I'm not the least bit surprised that the Selection Committee chose David from among the ten or so finalists for Bermuda's Rhodes Scholarship for 2004."

Mr. Ferreira is the son of Pamela and the late Alvin Ferreira, who passed away in 1993. Mr. Ferreira has an older sister, Kristen, 25, who, like both her parents, is a lawyer. Mr. Ferreira's sister and mother made legal history in Bermuda in 2002 when they became the first mother and daughter to be called to the bar together.

Mr. Ferreira is the first Penn student to be awarded a non-U.S. Rhodes Scholarship and the University's 17th Rhodes Scholar overall. Penn's most recent Rhodes Scholar was Lipika Goyal (Col '01), one of 32 U.S. students selected in 2001 (*Almanac* December 12, 2000).

Approximately 95 Rhodes Scholars are

Mr. Ferreira attended high school in England at Eton, where he captained the Varsity Squash, Basketball, and Cricket teams and was also a member of the Varsity Soccer team. At Penn he has played on the Varsity Men's Squash team, the Men's Club Rugby team, the Men's Club Soccer team, and this year will try-out for the Men's Club Baseball team as well. In Bermuda

he has been a member of the Under-19, Under-21, and Under-23 International Cricket teams and was recently called onto the full International squad to represent his country in the upcoming World Cup qualifying matches. He has also been Atlantic Junior Open Golf champion and won several medals in Giant Slalom skiing competitions in France, Switzerland, and Austria.

In the summer of 2003, Mr. Ferreira served as a speechwriter on the election campaign team of the New United Bermuda Party. At Penn he is currently a member of the PPE department's Undergraduate Assembly Board and the Vice-President and Philanthropy Chair of the Owl Society of Philadelphia. Upon graduation from Oxford, he plans to return home to practice law.

The Rhodes Scholarship was established in 1902 by the will of Cecil John Rhodes, British financier and statesman. Candidates must be between 19 and 25 years-of-age and citizens of the country from which they are selected.

The qualities set out by Rhodes for those seeking Rhodes Scholarships include academic and intellectual excellence, integrity of character, respect for fellow beings and a capacity for leadership. Athletic prowess and success is an advantage, but not a necessity.

Vice President Ramos: City Solicitor

President Judith Rodin announced last Wednesday that Vice President and Chief of Staff Pedro A. Ramos, has been named City Solicitor for the City of Philadelphia by Mayor John F. Street. Mr. Ramos will assume his post as a member of the mayor's cabinet on March 1.

Mr. Ramos, C '87, joined Dr. Rodin's staff in January 2002, coming from Ballard, Spahr, Andrews & Ingersoll, where he had been a partner (*Almanac* December 4, 2001). At Penn, he has played a key role in senior-level decision making, served as a senior policy advisor on short-term and longer-range issues, and managed the day-to-day operations of the president's office. "He is a skilled manager with excellent judgment and a commitment to the principles of education," Dr. Rodin said.

"I am very proud of Pedro and pleased for the City. I am not surprised that he has been called to public service or that he's answered positively to the call. His legal, business, and civic experience will serve the City of Philadelphia well," she added.

Senior Vice President and General Counsel Wendy White will assume the duties of Chief of Staff upon Mr. Ramos' departure, Dr. Rodin said.

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Dr. Guillén: Felix Zandman Endowed Professor of International Management

Dr. Mauro F. Guillén has been appointed the Dr. Felix Zandman Endowed Professor of International Management, effective July 1, 2003.

Dr. Guillén has been teaching at Wharton since 1996, when he joined the faculty as an assistant professor in the management department, and has held a secondary appointment in the sociology department since 1999. He became a tenured associate professor in 2000 and was promoted to the rank of full professor in 2003. Prior to his arrival at Wharton, he was on the faculty of the Sloan School of Management at the Massachusetts Institute of Technology. He received his Ph.D. in sociology from Yale University in 1992.

Dr. Guillén's research and teaching interests include international management, organizational theory, and economic sociology. His publications have been recognized with several honors over the years, most recently with the W.



Mauro Guillén

Richard Scott Best Paper Award from *Administrative Science Quarterly*. He has taught courses for Wharton's undergraduate, MBA and doctoral students including Comparative Management (undergraduate), Global Strategic Management (MBA), and Psychological and Sociological Foundations of Research in Management (doctoral). In 2002, he received the Wharton Graduate Association Teaching Award and the MBA Core Teaching Award. In 1998, he was named a Guggenheim Fellow and a member of the Institute for Advanced Study at Princeton. He became an Eligible Fellow at the Center for Advanced Study in the Behavioral Sciences in Palo Alto in 1996.

The Dr. Felix Zandman Professorship in International Management was established in 1995 with a gift from Alfred and Luella Slaner to honor Dr. Zandman. In 1962, Dr. Zandman, with the financial help of the late Alfred P. Slaner, founded Vishay Intertechnology. The company was named after Dr. Zandman's and Mr. Slaner's ancestral village in Lithuania, in memory of family members who perished in the Holocaust. The Professorship was developed to go to "an outstanding scholar and teacher who has a strong background in the management of global enterprises and can focus on issues critical to managing international corporations."

SENATE From the Senate Office

The following statement is published in accordance with the Senate Rules. Among other purposes, the publication of SEC actions is intended to stimulate discussion among the constituencies and their representatives. Please communicate your comments to Senate Chair Lance Donaldson-Evans, Box 12, College Hall/6303, (215) 898-6943.

Senate Executive Committee Agenda

Wednesday, January 21, 2004

2:30 to 5 p.m.

Room 205 College Hall

1. Approval of Minutes (1 minute)
2. Chair's Report (2 minutes)
3. Past Chair's Report on Academic Planning and Budget and Capital Council (2 minutes)
4. Presentation by Leslie Hudson, Vice Provost for Strategic Initiatives, at 2:45 (30 minutes)
5. Brief interim report from Andrew Binns on work of the Ad hoc Patent Policy Committee (10 minutes)
6. Discussion on ways of making environment more comfortable for minority students (30 minutes)
7. New Business.
8. Adjournment by 5 p.m.

Breakfast with a MacArthur Fellow: January 30

On Friday, *January 30*, the Association for Women Faculty and Administrators (AWFA), in conjunction with the Southeast Pennsylvania ACE Network presents a Breakfast Meeting featuring the 2003 MacArthur Fellow Dr. Sarah Kagan, the Doris R. Schwartz Term Chair in Gerontological Nursing, School of Nursing, on *Reflections On Providence: Thought and Meaning in Cancer, Aging and Nursing*. Dr. Kagan reflects on receiving the MacArthur Fellowship, the nursing care of older cancer patients and the role of their caregivers (*Almanac* October 7, 2003). More information at www.nursing.upenn.edu/centers/hcgne/Kagan_MacArthur.htm.

The event begins at 8 a.m. with registration/breakfast; 8:30 a.m. introductions/speaker; 10 a.m. adjournment; The Terrace Room, Logan Hall, Register: by e-mail to kdavidsn@sas.upenn.edu by January 23. Cost: \$15, checks made payable to AWFA, cash or money order at the door.

Hosted by: AWFA: www.upenn.edu/affirm-action/awfa/

The Penn Women's Center: www.vpul.upenn.edu/pwc/

Trustees' Council of Penn Women: www.alumni.upenn.edu/groups/tcpw/

The ACE Network: American Council on Education Office of Women in Higher Education: www.acenet.edu/programs/owhe/identifying.cfm

Expanding Cancer Network: Hackettstown Community Hospital

Hackettstown Community Hospital has joined the University of Pennsylvania Cancer Network, extending Penn's Cancer Network to 29 hospitals in Pennsylvania and New Jersey, including the northern New Jersey counties of Morris, Sussex and Warren. This relationship provides Hackettstown Community Hospital with the support and expertise of the Abramson Cancer Center of the University of Pennsylvania, one of the premier cancer centers in the country, in helping Hackettstown build and expand its own cancer program and develop its new \$6 million cancer center on its campus.

"This relationship with the Abramson Cancer Center is of great benefit to our hospital and to our entire community," said Gene C. Milton, President & CEO of Hackettstown Community Hospital. "Joining the prestigious University of Pennsylvania Cancer Network means that we will receive the expert consultation services to create a leading community-based cancer program, ensure access to the latest procedures and clinical trials, and provide our physicians with colleagues to confer about the latest research findings and treatments. This translates into better care for patients in northwestern New Jersey."

When completed, the new cancer center will provide a full range of radiology procedures for diagnosing cancer, such as digital mammography, as well as chemotherapy, radiation therapy

and a full range of support services. These services will be located on the first floor of a new medical office building. This building is under construction and will be connected to the hospital. The new Cancer Center is expected to open in the summer 2005.

By joining Penn's Cancer Network, the residents of the tri-county service area will have ready access to the highly specialized clinical services available at the Abramson Cancer Center, as well as more than 200 clinical trials available through Penn. In addition, Penn offers a full range of conferences for physicians, nurses and other health professionals on the latest cancer treatments as well as community outreach programs that focus on early prevention and providing information for those affected by cancer. Through this relationship, the hospital's physicians will be able to consult with Penn cancer specialists about specialized services available at the Abramson Cancer Center.

"Our Cancer Network helps us meet our mission to provide the best possible care to cancer patients and families in this region," said Dr. John H. Glick, director of the Abramson Cancer Center of the University of Pennsylvania. "By joining together and supporting the efforts of Hackettstown Community Hospital, we have created the right team to help patients in this community receive outstanding care and get treated as quickly as possible."

Faculty Workshop: January 27 Advising Undergrad Students

The College of Arts and Sciences and the Learning Resources Center will co-sponsor a faculty workshop on advising undergraduate students experiencing academic difficulties. The workshop is open to all faculty members and will be centered on group discussions of anonymous sample cases. Join members of the College advising staff as well as representatives from many of the academic support offices on campus to share experiences, strategies for eliciting information from students, and resources available to provide help with a wide range of personal and academic problems.

The workshop will take place from 4 to 5:30 p.m. on Tuesday, *January 27* in the Ben Franklin Room in Houston Hall. RSVP to Niel McDowell at nm@sas.upenn.edu.

PAACH Director: Now Associate Director for Asian American Studies

Dr. Ajay T. Nair, the director of the Pan-Asian American Community House (PAACH) since fall 2002 (*Almanac* November 5, 2002), has left that position to become associate director of the Asian American Studies Department. Dharma Naik, PAACH program coordinator, will serve as interim director of the cultural resource center, which opened in 2000. Beginning this spring, a national search for a full-time director will be conducted.

"Dr. Nair will be a great addition to the Asian American Studies Department, providing strong leadership as he did at PAACH," said Dr. Valarie Swain-Cade McCoullum, Vice Provost for University Life.

Hilal Nakiboglu, a doctoral student in the Graduate School of Education, has joined PAACH in a part-time capacity as program coordinator. Bernard Ukwuegbu will continue in his role as graduate assistant, and Kusum Soin will continue her responsibilities as PAACH office coordinator.

Additional information about the Pan-Asian American Community House, its mission and programs, can be found on its website at www.vpul.upenn.edu/paach.

RAD for Women

The Division of Public Safety, with the support of the Trustees' Council of Penn Women, presents *Rape Aggression Defense: A Physical Defense Program for Women*. The course is free to Penn students, staff and faculty women.

RAD offers the following:

- A comprehensive Reference Manual
- No-nonsense, practical techniques of defense
- Realistic and dynamic hands on training and simulation

- A lifetime free return and practice policy

Class Schedule for Spring 2004:

Sundays: Feb. 1 and 8; 9 a.m.-3 p.m.

Tuesdays: Feb. 10, 17, 24 and March 2; 6-9 p.m.

Saturdays: Feb. 21 and 28; 9 a.m.-3 p.m.

Thursdays: March 18, 25, April 1 and 8; 6-9 p.m.

Sundays: March 21 and 28; 9 a.m.-3 p.m.

All classes are held at Penn Police Headquarters, 4040 Chestnut Street. Pre-registration is required. Contact: Lt. Jerry Leddy, (215) 898-0292, or e-mail leddy@pobox.upenn.edu, or police officer Stacey Sullivan, (215) 898-3590, or e-mail stacey2@pobox.upenn.edu. Register on the web at: www.publicsafety.upenn.edu/dpsRAD.asp. Private classes can be scheduled for groups of eight or more.

HONORS & Other Things

Grawemeyer Award: Dr. Beck

Dr. Aaron Beck, professor emeritus of psychology in the School of Medicine, and president of the Beck Institute for Cognitive Therapy and Research, has been chosen the 2004 Grawemeyer Award for Psychology winner. Dr. Beck is considered the founder of cognitive therapy, a system of psychotherapy he developed in the 1960s. The method, helps people with emotional disorders modify their thought processes to improve their mood. This is the fourth time the Award has been given for outstanding ideas in the field of psychology.

Aiken Taylor Award: Dr. Hoffman

Dr. Daniel Hoffman, the Felix E. Schelling Professor of English Emeritus, has received the Aiken Taylor Award for Modern American Poetry. He is the 17th poet to be awarded this honor by *The Sewanee Review*, America's oldest literary quarterly, published by the University of the South. Dr. Hoffman is a former Poet Laureate of the United States.

Gruber Award: Dr. Cohen

Dr. D. Walter Cohen, emeritus professor of periodontics, in the School of Dental Medicine, has received the Dr. Irving E. Gruber Award from the Greater New York Dental Association for "Excellence in the Advancement of Dental Education." Dr. Cohen is Chancellor-Emeritus of Drexel University College of Medicine. In 1990, Ambassador Walter Annenberg endowed the D. Walter Cohen Professorship and chair in Periodontics at the School of Dental Medicine. Dr. Cohen joined the Penn faculty in 1951 and stepped down in 1983 after being dean of the School of Dental Medicine for 11 years. He went on to become the Chancellor of the Medical College of Pennsylvania in 1993 and became Chancellor-Emeritus of Drexel University College of Medicine in 1998.

Honorary Member of ADA: Dr. Shils

Dr. Edward B. Shils, the George W. Taylor Emeritus Professor of Entrepreneurial Studies, has been inducted as an Honorary Member of the ADA at the 132nd Annual Meeting of the American Dental Association. Dr. Shils has represented the dental industry as a consultant and attorney in joint professional relationship matters for many years. Dr. Shils is currently an Overseer of the School of Dental Medicine.

Master Clinician Award: Dr. Amsterdam

Dr. Morton Amsterdam (C'43, D'45) professor emeritus of periodontology and periodontal prosthesis and the Norman Vine Professor of Restorative Dentistry at the School of Dental Medicine, has received the Master Clinician Award from the American Academy of Periodontology. He was also named a Major Contributor to Dentistry by the International College of Dentists in their video series at the Museum of Dental History in Baltimore, and was named the Laureate 2000 for the William Thomas Green Morton National Award for the Advancement of General Dentistry by the Maryland Academy of General Dentistry.

Awards for Psychiatry Residents

Dr. Melinda Privette and Dr. Jared Ellman, residents in the School of Medicine, are the first two recipients of the Philadelphia Psychoanalytic Foundation (PPF) Award from the PPF. The award is given to the psychiatry resident who demonstrates the most proficiency in psychodynamic psychiatry. PPF is a not-for-profit

organization that supports the psychoanalytic education, practice, and research efforts of the Psychoanalytic Center of Philadelphia.

Four New Fulbright Scholars

Dr. Susan B. Davidson, professor and Interim Director, Center for Bioinformatics; *Semantic Mediation of Biomedical Data*; French National Institute for Research in Computer Science and Control, Rocquencourt, France.

Dr. Cynthia Ott, postdoctoral researcher, American Civilization; Junior Lecturer: *American Cultural and Environmental History From the Grand Canyon to the Plastic Pink Flamingo*; University of Frankfurt, Frankfurt, Germany.

Dr. Julia Felice Paley, visiting scholar, Urban Studies Program; *The Multiple Meanings of Democracy: Indigenous Movements and Development Agencies in Ecuador*; Simon Bolivar University, Quito, Ecuador.

Dr. Noga Vardi, research associate professor, department of neuroscience; *Cloning the Glutamate-Modulated Cation Channel in ON Bipolar Cells*; Tel Aviv University, Tel Aviv, Israel.

Best New Journal: Bioethics

The *American Journal of Bioethics* has been selected as the Best New Journal by the Council of Editors of Learned Journals. The *American Journal of Bioethics* is based in the medical ethics department at the School of Medicine and is published by MIT Press. It was chosen from more than 200 entries for its technological and scholarly innovation. It is the first journal ever reviewed, according to CELJ reviewers, which involves "a level of interdisciplinary interaction in the production of a paper and online journal." The journal was also cited for its strong policy on conflict of interest. The *American Journal of Bioethics* is the first journal edited at Penn to win this award and may be found online at www.bioethics.net.

Chancellor Award: Mary McGrory

The John Chancellor Award for Excellence in Journalism, administered by The Annenberg Public Policy Center, has been awarded to Mary McGrory, columnist for the *Washington Post*. The award is endowed by the Ira A. Lipman Family. Mr. Lipman is a member of the Board of Overseers for the Wharton School and founder and chairman of Guardsmark LLC. "Mary McGrory is a hero and inspiration to generations of journalists. I am very pleased that she will receive the award named for my hero, John Chancellor," said Mr. Lipman.

Pender Award: UNIX Creators

The Harold Pender Award, the highest honor bestowed by Penn's School of Engineering and Applied Science was awarded to Dennis Ritchie and Ken Thompson, co-creators of the UNIX operating system and the C programming language. Both men were working at Bell Labs in 1969 when they invented the UNIX system. The Pender Award was initiated in 1972 to be presented to an engineer who has made significant contributions to society. It is named for Harold Pender, the founding dean of the Moore School of Electrical Engineering.

Best Web Site: UTV13

UTV13.org, the web site of UTV13 has won Best Student Media Web Site from the Collegiate Broadcasters, Inc. They presented their National Student Production Awards for 2003 earlier this fall. The judging panel was made up of numerous professionals from around the country.

Call for Proposals: The Diversity Fund

Statement of Purpose

The Diversity Fund was established several years ago to promote the University's mission to create and maintain a diverse student body, faculty, and community, as well as to facilitate research on diversity in higher education. Although the amount of funding awarded varies, funding for most projects will not exceed \$20,000.

The Diversity Fund supports:

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

Application Process

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

Proposals must include:

1. The Diversity Fund Cover Sheet. Failure to complete the cover sheet or to comply with page limitations will risk disqualification from the competition. The cover sheet should include: name of Principal Investigator, rank, phone number, e-mail address, department, school, campus address, and mail code; the name of the Business Administrator, phone, and e-mail address; the title of the proposal; and the signatures of the Dean, Department Chair and Principal Investigator.
2. 100-word abstract of the proposal.
3. Amount of current support for the project.
4. Other pending proposals for the same project.
5. A list of related support received during the past three years. If the proposal was funded in the past by the Diversity Fund, a report on the use of those funds and an assessment of the project's impact should be included.
6. A one-page biographical sketch of each project director.
7. A proposal of not more than ten single spaced pages giving the scope, rationale, significance, plan, and impact of the project.
8. Budget (one page). Budget items should be listed in order of priority. Please note that financial support cannot be provided for non-Penn faculty.
9. A commitment that the project will not exclude anyone from participation on the basis of any class protected by law.

Criteria for Review

Criteria for review will include the following:

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

Baboons May Have Influenced Human Evolution

We may take it for granted that humans can classify each other according to familial or social status, but how did those abilities evolve? In the November 14 issue of *Science*, Penn researchers reported that, much like humans, baboons identify each other based on complex rules that determine relationships between families and status or "rank" within their particular family.

"Humans organize their knowledge of social relationships into a hierarchical structure, and they also make use of hierarchical structures when deducing relationships between words in language," said Dr. Robert Seyfarth, professor of psychology, and one of the study's authors. "The existence of such complex social classifications in baboons, a species without language, suggests that the social pressures imposed by life in complex groups may have been one factor leading to the evolution of sophisticated cognition and language in our pre-human ancestors."

For the last 12 years, Dr. Seyfarth, Dr. Dorothy Cheney, professor of biology, and their colleagues have studied a troop of more than 80 baboons in the Okavango Delta of Botswana. Their research explores the cognitive mechanisms that might be the basis of primate social relationships and how such relationships may have influenced the development of human social relationships, intelligence and language.

Dominant baboons make threatening grunts, which lower-ranked baboons answer with supulating screams. The researchers tape-recorded the calls of known individuals, then used a computer to mix and match the grunts and screams to make it seem as if a lower-ranked baboon was effectively dominating a higher ranked baboon. Then, in a playback experiment, the researchers played recorded interactions to individual baboons to see if there would be a response. Some playbacks mimicked the existing hierarchy, whereas others mimicked a rank-reversal, either between two members of the same family or between two members of different families.

"Rank-reversals run counter to their expectations, and a baboon will momentarily pause and give a look, just as you might if you didn't quite believe what you had just heard," said Dr. Thore Bergman, postdoctoral researcher in biology and lead author on the paper. "Our results demonstrated that these relationships were real and relevant to these baboons."

"Rank reversals within families are surprising, but rank-reversals between families are of potentially much greater importance and we see that the baboons recognize the significance of these events," Dr. Seyfarth said. "To do so, they must be astute observers, watching animals interact and deducing a social structure on the basis of what they've seen."

Strength and Conductivity of Nanotube-Laced Materials

Materials fortified with carbon nanotubes are strongest when the embedded filaments run parallel to each other, but electronic and thermal conductivity are best when the nanotubes are oriented randomly. That's the finding from a team of engineers at Penn who have developed a production technique that permits a finer and more precise dispersion of nanotubes within a material.

The results, which could give scientists the tools to customize nanotube-laced materials to meet their particular needs, are reported online and in the December 15 print edition of the *Journal of Polymer Science Part B: Polymer Physics*. Less than one-ten-thousandth the width of a human hair, carbon nanotubes possess unparalleled strength, superior heat-conducting properties and a unique ability to adopt the electrical properties of either semiconductors or metals, but so far they have failed to back up this theoretical potential with real-world applications.

"A major hurdle that has prevented us from mixing nanotubes into materials to take advantage of these remarkable properties is their stubborn tendency to bundle together," said Dr. Karen I. Winey, associate professor of materials science and engineering. "Uniform dispersion of nanotubes in materials is absolutely critical to harnessing their strength, electrical conductivity and thermal stability."

Dr. Winey and her colleagues used a technique called coagulation to mix single-walled carbon nanotubes evenly into a plastic, or polymer, called poly(methyl methacrylate). In this method, nanotubes and PMMA are first mixed into a solvent, creating a fine suspension, and then plunged into distilled water. The PMMA rapidly precipitates out of this mixture, dragging the nanotubes with it and preventing them from clumping.

"At low concentrations the electrical conductivity of these nanocomposites was roughly 100,000 times better when the nanotubes were unaligned than when the nanotubes were well aligned," Dr. Winey said.

"While alignment is an asset for some mechanical properties, alignment is clearly a detriment for electrical properties," Dr. Winey said, "where adding more of the expensive nanotubes is not nearly as cost-effective as producing a random orientation of nanotubes in a composite." She was joined in the research by Dr. John E. Fischer, professor of materials science and engineering, and Fangming Du, a graduate student in chemical and biomolecular engineering.

Transition to Adulthood Delayed

Becoming an adult takes longer today than in previous decades, with many not achieving all the traditional markers—starting a career, forming a new household, starting a family—until after age 30, according to a study by the Network on Transitions to Adulthood. The Network, funded by the MacArthur Foundation, is directed by Dr. Frank Furstenberg, professor of sociology.

According to the study, a demographic shift has occurred, almost without notice, but with important ramifications for the job market, the marriage market and public policy. To examine the experiences of youth as they move toward adulthood, Dr. Elizabeth Fussell, a demographer at Tulane University, and Dr. Furstenberg used 1900-1990 U.S. Census data on youth aged 16-30 along with sample data from the Census Bureau's 2000 Current Population Survey.

Dr. Fussell and Dr. Furstenberg's report *The Transition to Adulthood During the 20th Century: Race, Nativity and Gender* includes findings on the shifting path to adulthood for native-born, foreign-born, white and black men, and women.

Among the study's other findings:

- For men, the ability to support and thus form a family has declined. In the industrialized economy of the first half of the 20th century, most men were able to attain such independence by age 20.

- Women, too, have seen a shift toward delayed marriage and more independent living while working or attending school.

- Another trend for women is the growing proportion postponing marriage, but not necessarily motherhood, until after age 30.

- Differences between black, white and foreign-born populations in education and labor market opportunities have narrowed since the 1960s. The lives of blacks increasingly resemble those of their white peers as they have become more fully and equally integrated into society's institutions. Nevertheless, fewer minority youth than native-born whites are participating today in education and work, a fact that deserves further investigation.

- Even after marriage, men and women continue to combine a variety of roles more often than in the past, such as attending school and working, both before and after becoming parents.

The results of the study are to be published in the forthcoming book *On the Frontier of Adulthood: Theory, Research, and Public Policy*, edited by Richard A. Settersten, Frank Furstenberg and Ruben G. Rumbaut (University of Chicago Press).

Electronic Scale Lowers Mortality Rates

Patients with advanced heart failure who reported daily to health-care professionals any changes in weight or symptoms associated with the illness had significantly lower mortality rates than their unmonitored peers, according to a national study led by investigators in the Heart Failure and Cardiac Transplant Program at Penn's Medical Center. The findings were published in the October issue of *American Heart Journal*.

"The findings were a surprise," said Dr. Lee R. Goldberg, assistant professor of medicine, and principal investigator for the study. "We set out to determine whether the rate of hospitalization for patients who reported their weight and symptoms to health-care personnel on a daily basis might be lower than the rate for unmonitored patients. Instead, we found the hospitalization rates were essentially the same for both groups—but there was a striking disparity in their mortality rates over the period of the study."

Over six months, the nurse-monitored group sustained 11 deaths, while the unmonitored group sustained 26 deaths—a 56 % difference in mortality rates. Dr. Goldberg said the impact on mortality was demonstrated despite "aggressive medical management for both patient groups," and it held true for patients of heart transplant centers as well as community medical practices.

Patients in the AlereNet daily monitoring system group relied on a technology system that included an electronic scale and personalized response mechanism tied into their home telephone line. They were instructed to weigh themselves and to answer a set of five questions tailored to their individual symptoms twice each day. The information was sent to a control center and reviewed by nurses once daily over the course of the study.

Patients in the standard care group were advised to weigh themselves daily and keep a log of weight gains and losses, and they were instructed to contact their personal physician about weight increases above a prescribed amount or about any worsening symptoms. They were also asked to bring their weight log with them to the study's regularly scheduled cardiologist visits.

"We are not certain what caused the disparity in mortality rates," Dr. Goldberg said. "But the sole difference in the two groups appears to be the daily monitoring by trained nurses in the AlereNet group, which means those patients may have been more likely to benefit from rapid medical intervention."

Networking & Telecommunications Services & Rates for FY 2005

A number of ISC Networking & Telecommunications (N&T) service and rate changes will go into effect on *July 1, 2004*. Most of these changes result from recommendations made by the Network Planning Task Force, a cross-campus team made up of technology and business staff as well as leaders from the faculty, student body, and administration which discusses and resolves issues surrounding the planning and funding of PennNet. This year's Task Force recommendations are summarized in the December 15, 2003 presentation located at: www.upenn.edu/computing/group/nptf/2003/dec15/.

All FY '05 ISC Networking and Telecommunications rates are available online at: www.upenn.edu/computing/isc/networking/rates/.

Highlights of FY 2005 Changes

Data rates—The Central Service Fee (CSF) will increase from \$10.12/month to \$10.43/month. The Port Rental and Connection Maintenance Fee for 10Base-T connections will decrease from \$6.06/month to \$6.03/month. 100Base-T rates will remain the same.

POBOX e-mail—Rates will increase by \$5/account to cover the virus scanning feature first implemented in FY '04. The new SPAM filtering feature will continue to be provided without cost to our customers.

Centralized wireless authentication—Wireless authentication and support fees as well as public wireless IP addresses will be subsidized thru funding from the Central Service Fee in FY '05.

Security—New security tools, provider and end user security training services, and end user support will be provided in FY '05—all to be covered by the Central Service Fee.

Voice rates—All voice rates will remain unchanged for FY '05.

Video rates—Penn Video Network outlet rates will increase from \$12.50/month to \$13/month. All other video service rates will remain unchanged for FY '05.

Videoconferencing Services and Facilities—This new service provides a fully-interactive, "virtual meeting" between groups located at geographically-separated points. Also available is a state-of-the-art conference room designed to support a wide range of multimedia and communications needs. Call (215) 898-9142 or (215) 573-4006 for more information.

Rates for Existing and Selected New Services

Data Rates

	FY 2004	FY 2005
Central Service Fee per IP Address	\$10.12/month	\$10.43/month
Port Rental and Connection Maintenance Fee		
10Base-T	\$6.06/month	\$6.03/month
100Base-T (Includes bandwidth surcharge)	\$21.70/month	\$21.70/month

Wireless Local Area Networks

Access Point Installation	\$2,500 per	\$2,000* per
	Access Point	Access Point
Monthly Fee	\$30 per AP/month	\$30 per AP/month

* **Please note:** The Access Point Installation Fee is an estimate for budgeting purposes. Installations with a larger number of APs tend to have a lower average unit cost. Departments will be billed actual costs. Monthly Fee does not include port rental/connection maintenance fee.

Domain Names

Regular Setup	\$150	Domain name
Expedited Setup Fee	\$150	charges to remain
(In addition to regular setup)		the same.
Annual Fee	\$300	

Note: See www.net.isc.upenn.edu/policy/approved/20011108-upennndomain.html for details.

E-mail Services

E-mail Account—Basic Authentication Security	\$34/year	\$39/year
E-mail Account—Enhanced Authentication Security (Kerberos)	\$28/year	\$33/year
Listserves List	One-time \$30 setup charge plus \$20/six months per list	One-time \$30 setup charge plus \$20/six months per list

Note: Volume discounts are available on our e-mail servers for groups of over 500 users. Additional account disk storage can be purchased for \$15/10 MB.

Voice Rates

Long Distance

Long-distance direct-dialed calls are charged at a flat per-minute rate. Domestic direct-dialed state-to-state long-distance calls will be billed at \$.10/minute. For specific flat per-minute rates for direct-dialed International calls to individual countries, please see www.upenn.edu/telecom/rates-ae.html.

Note: Rates are subject to change. This flat rate does not apply to ISDN or Operator-assisted calls of any type.

Allocated Costs

Allocated charges cover the cost of providing a unified telecommunications system (voice infrastructure, operator services, etc.) for the University. This cost is shared by all those who use the system, and is evenly allocated as 30% of total monthly equipment (telephone lines, sets, and voice messaging) costs to each department or center.

Video Rates

	FY 2004	FY 2005
Active PVN Outlet	\$12.50/month	\$13/month

The **Penn Video Productions** group offers a full range of production, distribution, streaming, and videoconferencing services. For a complete description of rates and available services, see www.upenn.edu/video/pvpl/.

If you have any questions or need assistance determining which services you require, please call ISC Networking and Telecommunications at (215) 898-2883.

Upcoming Human Resources Programs

The Division of Human Resources provides many opportunities for both professional and personal development. We encourage you to take advantage of the upcoming programs listed below. Visit the Human Resources website at www.hr.upenn.edu for descriptions of the programs and to pre-register online. Registration is required for all programs.

Learning and Education Programs

Learn valuable skills through American Management Association (AMA) programs, Brown Bag Matinees, Career Focus Brown Bags, and other programs. For questions on L&E programs, call (215) 898-3400 or visit www.hr.upenn.edu/learning.

Friday, January 23, noon–1 p.m., free, *Career Focus Brown Bag Journey to Success*; The Story of Bill Irwin, the first blind man to hike the Appalachian Trail, will inspire you as you begin the New Year and face the challenges of your New Year's resolutions. Setting goals, positive thinking, accepting risks and building a supportive network all contributed to his success and can contribute to yours.

Tuesdays, February 3, 10, 17, and 24, 9 a.m.–4:30 p.m., \$50 fee, *Transitioning to Management at Penn*; this program is designed to help participants transition into their new management roles with ease. During the program, participants learn the difference between working and managing and understand why the delegation of work is a necessary skill.

Wednesday and Thursday, February 11 and 12, 9 a.m.–5 p.m., \$50 fee, *AMA's Strategies for Developing Effective Presentation Skills*; a two-day program, you'll learn how to deliver a presentation that's clear, informative, memorable, motivating, and convincing.

Wednesday, February 18, noon–1 p.m., free, *Brown Bag Matinee: Flight Of The Buffalo*; the video demonstrates how a new paradigm has helped three diverse organizations improve their performance dramatically. See how today's leaders are making the change to letting employees lead.

Friday, February 20, noon–1 p.m., free *Career Focus Brown Bag Networking Panel*; learn from a panel of Penn staff members how they network, how it helps them succeed at work, and how you too can become an effective networker.

Quality of Work Life Programs

Human Resources, in collaboration with Penn Behavioral Health, the University's Employee Assistance Program and Work and Family Services provider, presents a free series of workshops to enhance your professional and/or personal well-being. Don't forget to pre-register online at www.hr.upenn.edu/quality/workshop.asp. Please feel free to bring a 'brown bag' lunch.

Thursday, February 12, 11:30 a.m.–1 p.m., *Handling the Difficult and Angry Customer*; maintaining effective relationships relies on the ability to navigate through difficult and angry people. This workshop will give practical, hands-on solutions to dealing with difficult employees, family members, supervisors, clients and customers.

Thursday, February 26, 11:30 a.m.–1 p.m., *Selecting the Right Care for your Child*; this seminar will look at various child care options including child-care centers, family child care, in-home services and summer camps. Topics that will be discussed include: asking the right questions to find the best fit for your child, and determining realistic costs for care.

Note: For personalized assistance with dependent care issues and personal well-being, contact Penn's Employee Assistance Program (EAP) and Work and Family Services provider, Penn Behavioral Health, at 1-888-321-4433 or go online 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.

—Division of Human Resources

Wanted: Work-study Student

Students who work at *Almanac* are involved with desktop publishing, HTML, PDF, research, and proofreading. Positions are available at *Almanac* for this semester. Please call (215) 898-5274 or e-mail morrisma@pobox.upenn.edu.

Environmental Health & Radiation Safety Training

Training is required by the U.S. Department of Labor's Occupational Safety & Health Administration (OSHA) for all employees who work with hazardous substances including: chemicals, human blood, blood products, fluids, and human tissue specimens. Training is also required by the Nuclear Regulatory Commission (NRC) for all personnel using radioactive materials or radiation producing equipment at the University of Pennsylvania and affiliated institutions.

Training programs are developed and presented by the Office of Environmental Health & Radiation Safety (EHRS) in monthly live presentations or online formats. To determine which training programs you are required to take, review the section "Training Requirements" on the EHRS website www.ehrs.upenn.edu/training/index.html.

The next live training program is: *Introduction To Laboratory And Biological Safety At Penn*. This new combined training program provides a comprehensive overview of safe work practices in the biomedical laboratory, including chemical safety, biosafety and bloodborne pathogens. This course familiarizes the employee with the University's Chemical Hygiene Plan, Biosafety Manual and Exposure Control Plans. The course is designed for employees who have not previously attended training at the University and replaces *Introduction to Laboratory Safety at Penn (Chemical Hygiene Training)* and *Introduction to Occupational Exposure to Bloodborne Pathogens*. All faculty, staff and students at the University who work in a laboratory must attend this training. Please arrive early. Sign-in from 1-1:15 p.m. No admittance to the course after 1:15 p.m. Penn ID or Driver's license is required for sign-in. A Certificate of Completion will be granted at the end of the training session. Only those individuals who sign-in and receive the Certificate will be given credit for the course. January 30, 1–4 p.m., Dunlop Auditorium, Stemmler Hall.

Note: All Faculty and Staff must attend a session of *Introductory Training* as soon as possible after hire. Annual Update Training can be completed on-line, for those that have already attended an Introductory Training session.

Check the EHRS website for additional programs offered.

Faculty/Staff Discounted Tickets for Penn v. Dartmouth Men's Basketball Game

Human Resources and Athletics are sponsoring the February 7th Penn v. Dartmouth Men's Basketball Game as Faculty and Staff Night. Discounted tickets are available for Penn faculty and staff and their family and friends:



Date: Saturday, February 7

Time: 7 p.m.

Location: The Palestra, 33rd Street between Walnut and Spruce

Cost: \$3 per person for University faculty/staff and their family and friends* (Limit of 8 tickets per faculty/staff member).

* This ticket price is discounted from the standard \$12 per ticket cost. Season ticket holders may purchase discounted tickets for family and friends and Athletics will make every effort to place your guests near your current seats.

To Purchase Tickets:

- *In advance:* come to the Athletic Ticket Office, Weightman Hall, 33rd St. between Walnut and Spruce with your PennCard ID.

- *On the night of the game:* come to the Palestra and present your PennCard ID.

If you have any questions, contact the Athletic Ticket Office at (215) 898-6151.

New Season of Vital Signs on 6ABC

Don't miss an all-new season of PENN Vital Signs, UPHS's half-hour medical television show, beginning Saturday, February 14 at 7 p.m. on 6ABC.

The first episode focuses on a 50-year-old father of three with heart disease. Had it not been for a routine test, the patient would never have known that his next breath could be his last due to two serious heart conditions—an aortic aneurysm and an abnormal valve. Watch PENN Vital Signs and get a bird's eye view as a team of PENN specialists performs a unique procedure that is offered at very few places in the country and takes the patient to the brink of death in order to save his life.

For your health or the health of someone you love, tune in to PENN Vital Signs on 6ABC. You may also log on to <http://pennhealth.com> and chat online with some of the doctors from the show for two hours immediately following the program. For more information and/or to order a tape of the show, please call 1-800-789-PENN. —UPHS

Artifacts In Bloom Exhibition at UPM

Ancient and traditional artifacts from the Museum are once again the inspiration and the backdrop for floral art works by some of the Delaware



Photo by Jeffrey Arnold

Valley's outstanding flower arrangers. This exhibition, in its sixth year, features more than 35 arrangements. The exhibition is on display throughout the Museum Saturday and Sunday, January 24 and 25.

CORRECTION

The time for the January 21 Penn Center for AIDS Research talk, *Strategies of Evasion in AIDS*, has changed to *noon*. It will take place in Austrian Auditorium, CRB.

FITNESS/LEARNING

20 *Fitness at the Penn Alexander Community School; adult basketball free play, Tuesdays 6-8 p.m.; aerobics, Thursdays 6-7 p.m.; stretch n' relax, Thursdays 7-8 p.m.; 43rd & Locust Sts. (Penn Alexander School). Through February 12.*

22 *Penn American Red Cross Blood Drive; 1-6 p.m.; Bodek Lounge, Houston Hall; register: <http://penn.givesblood.org>.*

ON STAGE

23 *All's Hell that Ends Well; Mask and Wig Clubhouse 310 S. Quince St.; info.: (215) 923-4229 or housemgr@maskandwig.com; theatre shows 8 p.m., \$25: January 23, 24, 30, 31, February 6, 13, 20, 21, 27, March 19, 20, 25; dinner shows 6:30 p.m., \$55: February 14, 28, March 26 (Mask and Wig Club).*

SPECIAL EVENT

23 *3rd Annual Chinese New Year Celebration; celebrate the Year of the Monkey with crafts, music, dance, food and film *Happy Times*; 6:30 p.m.; tickets: food and film \$8, food \$4, film \$6/\$5 students and seniors; info.: (215) 895-6552 (International House).*

TALKS

20 *Health Care Reform in Pennsylvania: A One Year Retrospective—Lessons Learned and a Focus Sharpened; Rosemarie Greco, Health Care Reform, Commonwealth of Pennsylvania; noon; Auditorium, Nursing Education Bldg. (Nursing).*

22 *How Nursing Affects Surgery Mortality Rate; Linda Aiken, Center for Healthcare Outcomes and Policy Research; 7 a.m.; Flyers/76ers Surgery Theatre, HUP/White Bldg. (Nursing).*

26 *Title TBA; Jonathan Moreno, University of Virginia; noon; ste. 320, 3401 Market St. (Center for Bioethics).*

The University of Pennsylvania Police Department Community Crime Report

About the Crime Report: Below are all Crimes Against Persons and Crimes Against Society from the campus report for **January 5-11, 2004**. Also reported were 18 Crimes Against Property (including **15 thefts, 2 burglaries and 1 stolen property**). Full reports are on the Web (www.upenn.edu/almanac/v50/n18/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 **January 5-11, 2004**. 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.

01/06/04	11:02 AM	140 S 36th St	Unauthorized charges made on credit card
01/07/04	9:15 AM	3600 Sansom St	Unauthorized use of credit card/Arrest
01/07/04	7:59 PM	3600 Chestnut St	Unauthorized account opened
01/08/04	10:02 AM	3260 South St	Unauthorized charges on credit card
01/08/04	9:55 PM	4012 Ludlow St	Complainant raped by known male/Arrest
01/09/04	3:45 AM	4040 Chestnut St	Male wanted on warrant/Arrest
01/11/04	12:42 AM	39th & Walnut	Unauthorized charges on credit card

18th District Report

6 incidents and 2 arrests (including **3 robberies, 1 aggravated assault, 1 homicide and 1 rape**) were reported between **January 5-11, 2004** by the 18th District covering the Schuylkill River to 49th St. & Market St. to Woodland Ave.

01/05/04	8:09 AM	4718 Larchwood Ave	Robbery
01/05/04	10:26 PM	4200 Baltimore Ave	Homicide/Arrest
01/07/04	12:05 AM	4899 Florence Ave	Robbery
01/08/04	4:30 PM	4300 Chester Ave	Aggravated Assault
01/08/04	8:55 PM	4012 Ludlow St	Rape/Arrest
01/10/04	8:35 PM	101 52nd St	Robbery

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. Volunteers are compensated.

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@mail.chop.edu.

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.

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.

Volunteers Needed for Osteoporosis Study The University of Pennsylvania Health System/Department of Radiology seeks women 60 years or older. Eligible volunteers would receive a magnetic resonance (MRI) and a dual energy X-ray exam (DEXA) to measure bone density. Participants will be compensated. Please contact Louise Loh or Helen Peachey at (215) 898-5664 for more information.

Help Build a Family—The Donor Egg Program at PENN Fertility Care is looking for healthy women ages 21-34 to help infertile couples through egg donation. Generous compensation is offered to donors for their time and travel. Contact 1-800-789-PENN or (215) 662-7727.

CLASSIFIEDS—PERSONAL

FOR RENT

Beachblock-Ocean City, NJ (Gardens): Weekly rentals, reasonable, Penn discount, sleeps six, all conveniences, parking, A/C, cable, call Steve (610) 565-1312.



Almanac

Suite 211 Nichols House
3600 Chestnut Street, Philadelphia, PA 19104-6106
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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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The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania does not discriminate on the basis of race, sex, sexual orientation, gender identity, religion, color, national or ethnic origin, age, disability, or status as a Vietnam Era Veteran or disabled veteran in the administration of educational policies, programs or activities; admissions policies; scholarship and loan awards; athletic, or other University administered programs or employment. Questions or complaints regarding this policy should be directed to Jeanne Arnold, Executive Director, Office of Affirmative Action, 3600 Chestnut Street, 2nd floor, Philadelphia, PA 19104-6106 or (215) 898-6993 (Voice) or (215) 898-7803 (TDD).

Economic Outlook: A Period of Financial Constraint

To the University Community:

During the last decade, Penn has gone through a period of unprecedented growth and development that has transformed our academic core and dramatically enhanced the quality of life on campus and in the surrounding community. We have tripled our research funding, our annual fundraising and the size of our endowment; launched a widely acclaimed neighborhood revitalization program; attracted and retained outstanding faculty and staff; matriculated Penn's most selective classes ever; planned or completed new buildings and major renovations in virtually every school and center; and expanded our international programs and collaborations. These are accomplishments we have achieved together with a clear strategy, wise investments, and hard work.

However, the weak economy of the past few years is causing reassessment of our future resources and growth rates. Many colleges and universities throughout the United States are experiencing similar financial challenges. While recent reports of an improving economic picture are encouraging, the financial challenges we and our peers face still remain very real. In fact, with our five-year budget planning cycle, we have now identified significant possible deficits in future years.

Numerous external economic forces are putting this pressure on our operating budget and our balance sheet. Health-care costs, for both current employees and retirees, continue to soar at double-digit rates. As the recession has eroded household incomes, the demand for student financial aid has increased, outpacing growth in the tuition income that continues to fund part of our assistance. Utility costs have risen sharply, fueled largely by steep increases in natural gas prices. Since 1999, heating costs alone have nearly doubled. Revenues are increasing only modestly, if at all. Although our endowment has outperformed our peers, it has returned less than our spending pattern, resulting in fewer dollars available in the budget. These and other pressures mean that we must continue to take steps to reduce our operating costs if we are to avoid jeopardizing our academic mission.

Through careful long-term planning, several expense reduction strategies have already been implemented, allowing us to avoid some of the more draconian measures—such as hiring freezes and layoffs—being announced at peer institutions. Specifically, we reduced allocated cost funding to administrative service centers by 5% in FY03 and held administrative departments to 0% growth for FY04. We implemented a number of plan design changes to control benefits costs, including adjusting co-payments to give employees the incentive to enroll in less expensive medical plans and choosing a new group life insurance provider that is saving the University and the plan participants about \$1.4 million per year. We have renegotiated large vendor contracts for deeper discounts and have prioritized IT investments, moving forward only with those that are mission critical. We refinanced long-term debt to reduce interest ex-

penses and are making targeted investments in strategic areas that will generate additional revenue, such as the Office of Strategic Initiatives and Development.

It is now imperative that we also keep compensation-related expenses in check. As the largest private employer in the region, faculty and staff compensation represents 57% of our total expenditures. Fortunately, we will be able to provide a modest salary increase this year and are not planning any institution-wide layoffs. This is in stark contrast to many of our peer institutions, such as MIT, Yale, Stanford and Rice, which have announced layoffs, salary reductions and/or freezes and delays in construction projects.

For fiscal year 2005, which starts on July 1, 2004, and ends on June 30, 2005, a plan is in place to reduce our spending by about \$20 million. While difficult, the expense reductions we are taking now are necessary to see us through this period of financial constraint.

For the coming year, we and all deans, vice presidents and senior officers will forego any salary increases. We will be able to provide a 2% salary pool for faculty and staff increases, with a range from 0 to 3.5% based on performance. However, discretionary bonuses awarded throughout the year and the end-of-year bonus program will be discontinued immediately while we develop a plan to more closely tie incentive bonuses to explicit and predetermined performance goals. Staff reclassifications and salary adjustments will not be approved unless they are needed to address significant internal equity issues, are required because of compelling market conditions or are part of a documented plan for restructuring approved in advance by the Division of Human Resources.

Despite the pressures of the current environment, we remain optimistic about Penn's outlook, especially because we have taken many steps over the two preceding years to rein in our expenses. But constraints on tuition growth, coupled with increased financial aid need, will continue to slow the growth of net tuition revenue. And our health care and utility expenses continue to increase dramatically. That is why we have taken and must continue to take steps to reduce expenses and find creative ways to generate new sources of revenue.

We could not have reached and remained at our current level of excellence without the dedication and effort of each and every one of you, and we rely on you still to carry this institution into an even brighter future. By making modest sacrifices now, we can continue to build boldly on the momentum of the past decade. Thanks to all of you, Penn is well positioned for the future.

Sincerely,

Judith Rodin
President

Robert Barchi
Provost