Julie Fairman: Class of 1940 Bicentennial Endowed Term Chair

Dr. Julie A. Fairman, associate professor of nursing, has been named to the Class of 1940 Bicentennial Endowed Term Chair effective July 1, 2004.

According to Dr. Afaf Meleis, dean of the School of Nursing, “Dr. Fairman is an innovative teacher, a dedicated citizen of the University and School of Nursing communities, and an outstanding scholar at the forefront of nursing history. Her appointment to the Bicentennial Class of 1940 Endowed Term Chair is suited to her dedicated citizenship, her outstanding scholarship at the forefront of nursing history, and, most importantly, as an inspiring teacher who has developed innovative and meaningful experiences for students that combine nursing practice with community service. Dr. Fairman is an exemplary role model to both students and faculty alike.

A nursing historian, Dr. Fairman is currently interim director of the Barbara Bates Center for the Study of the History of Nursing. In her teaching capacity, she has developed several innovative and meaningful experiences for her students that combined nursing practice with community service. To motivate her students to volunteer in the community, Dr. Fairman has instilled incentives such as boosting her students’ cumulative grade for eight hours of volunteer work in community clinical agencies. Programs such as this succeeded in exposing her students to health care, serving under-served populations, and providing them with an understanding of the dynamics of government institutions.

In 2003, Dr. Fairman was selected as the recipient of a course development grant from Penn’s Center for Community Partnerships. Dr. Fairman used the grant to develop a new course, Concepts in Health: Promoting Healthy Life Styles in Urban Communities, in which practice and theory were linked to engage undergraduate students in significant research and service activities.

Dr. Fairman has assumed leadership of one of the Nursing School’s core doctoral courses, Inquiry and Nursing, which introduces students to the process of intellectual inquiry. This critical course has helped stimulate a discourse that transforms the new students’ view of themselves, the discipline of nursing, and the world of healthcare. Her contributions in other nursing courses in the areas of history of nursing, gender, and technology all contribute to shaping the School of Nursing’s mission in the new millennium.

Division of Public Safety’s Re-Organization in UPPD

The Division of Public Safety (DPS) has made several changes in personnel assignments within the Penn Police Department, effective November 1.

In addition to the appointment of the new Chief of Police, Mark Dorsey (Almanac October 12, 2004), the University of Pennsylvania Police Department (UPPD) has appointed Deputy Chief Michael Fink to the newly created position of Deputy Chief of Tactical and Emergency Readiness. This position was created in order to continue to advance the emergency readiness and response of our faculty, staff and students throughout the University. In his new position, Deputy Chief Fink will co-chair the University City Emergency Preparedness Steering Team, while at the same time working on all aspects of emergency preparedness within the University Community, and to continue to enhance the University’s emergency plan.

Lieutenant Gerald Leddy has been appointed to the new position of Captain of Staff and Administrative Services, reporting directly to the Chief of Police. In his role he will oversee all staff and administrative functions. Captain Leddy will be responsible for the development of operational orders for all special events, Accreditation, Training, Recruitment, and the Research and Planning units.

Sergeant Joseph Fischer has been appointed to the new position of Captain of Patrol reporting directly to the Chief of Police. In his role he will be responsible for the daily operations of UPPD including the maintenance of the Penn Police Patrol section, including the command and supervisory staff levels, and the Community/University Liaison Unit.

Joseph Hasara, who had been a tactical supervisor, has been appointed Tactical Commander. In his role he will be responsible for all aspects of the Emergency Response Team. He will also oversee the firearms training and tactical training programs. He will report to the Deputy Chief of Tactical and Emergency Readiness and will assist the Deputy Chief in all aspects of emergency preparedness. Vice President for Public Safety Maureen S. Rush said, “This reorganization will improve the Division of Public Safety’s overall operational and administrative functions. This group of police professionals brings a level of expertise that is unprecedented in the history of the UPPD and will address the current and future needs of the community. Chief Dorsey and I look forward to working with these law enforcement professionals.”
The following agenda is published in accordance with the Faculty Senate Rules. Questions may be directed to Kristine Kelly, either by telephone at (215) 898-6943, or by e-mail at kellyke@pobox.upenn.edu.

Senate Executive Committee Agenda
Wednesday, November 10, 2004
2:30 to 5 p.m.
Room 205 College Hall

1. Approval of Minutes (1 Minute)
2. Chair’s Report (5 Minutes)
3. Past Chair’s Report on Academic Planning and Budget and Capital Council (5 Minutes)
4. Vice President of Public Safety, and new Chief of Police (45 Minutes)
5. Discussion with members of Provost Search Committee (30 Minutes)
6. Data on family incomes of undergraduate students (information from Dean of Undergraduate Admissions)
7. Issues for consultation with President and Provost
8. New Business
9. Adjournment

Section IV.3(c) of the Council Bylaws provides that a University Council meeting “shall incorporate an open forum to which all members of the University community are invited and during which any member of the University community can direct questions to the Council.”

All members of the University community are invited to bring their concerns to the

University Council Open Forum
Wednesday, December 1, 2004, 4-6 p.m.
Bodek Lounge, Houston Hall

Persons who wish to speak at Council must inform the Office of the University Secretary (215) 898-7457 by Friday, November 19, 2004.

Topics may include issues such as the following: Admissions & Financial Aid, Bookstores, Communications, Community Relations, Facilities, International Programs, Libraries, Pluralism concerns, Quality of Student Life, Recreation and Intercollegiate Athletics, Safety and Security, Open Expression, etc.

Please see the format given below. Questions may be directed to the Office of the University Secretary at (215) 898-7457.

—Office of the University Secretary

The Format for University Council’s Open Forum
December 1, 2004

The University Council will devote a substantial portion of its December 1, 2004 meeting to a public forum, in accordance with the terms of the University Council Bylaws (Almanac September 23, 2003). The purpose of the Open Forum is to inform Council of issues important to the University’s general welfare and of the range of views held by members of the University. The forum is open to all members of the University community under the conditions set by the Bylaws, following guidelines established by the Steering Committee of Council:

1. Any member of the University Community who wishes to do so may attend the Council meeting. Persons who wish to speak to Council, however, must inform the Office of the University Secretary ((215) 898-7457) by Friday, November 19, 2004 indicating briefly the subject of their remarks. Those who have not so informed the Office of the University Secretary will be permitted to speak only at the discretion of the moderator of University Council and in the event that time remains after the scheduled speakers.

2. Speakers should expect to be limited to three minutes with the possibility of additional time in cases where members of Council engage the speakers with follow-up questions or remarks. The moderator may restrict repetition of views. Speakers are encouraged to provide Council with supporting materials and/or written extensions of their statements before, during, or after the Council meeting.

3. Following the deadline for speakers to sign up in the Office of the University Secretary, the chair of Steering and the moderator of Council will structure the subject matter themes, speakers, and times of the Open Forum session. In the event that there is not enough time available at the meeting to provide for all those who have requested to speak, the two officers may make selections which accommodate the broadest array of issues having important implications for Council’s work and represent the breadth of Council’s constituencies. The resulting order of the Open Forum of University Council will be made available no later than the Tuesday before the meeting, to be published in the Daily Pennsylvanian, and, if possible, under publication deadlines, in Almanac the week of the meeting.

4. Speakers’ statements should be framed so as to present policy issues and directed to University Council as a body through the moderator. The moderator will have discretion to interrupt statements that are directed against persons and otherwise to maintain the decorum of the meeting, as provided for in the Bylaws. In cases where questions or positions can be appropriately addressed by members of Council, or where a colloquy would seem to be productive given the time constraints of the meeting, the moderator may recognize members of Council to respond to speakers’ statements, with opportunities for follow-up by the speakers.

COUNCIL

The November 3 University Council meeting was primarily devoted to the annual State of the University presentation. President Amy Gutmann’s report, including the portions presented by Omar Blaik, Craig Carnaroli and Medha Narvekar appear in this issue. Interim Provost Peter Conn’s remarks, along with the portions of his report presented by Carton Rogers and Leslie Hudson will be included in next week’s issue.

President Amy Gutmann

Civic Engagement

I am delighted to report on the State of the University and welcome the opportunity to take stock of where we have been and assess where we are going.

For weeks, our campus has been abuzz with political dialogue; I think you’ve all noticed that. Students of both political parties worked tirelessly to register their classmates to vote in record numbers. This can be a turning point, because the effort to register Penn students to vote has paid off. In the 27th ward, registration rose by nearly 50 percent. And preliminary numbers indicate that in the ward’s six divisions—covering undergraduate students living on campus—we saw a three-fold increase in voter turnout over the 2000 Presidential election. That’s really remarkable.

Let this election open a new era of renewed civic engagement, not only at the ballot box but also in our daily lives. As a university, we want to nurture the habit of mind that keeps students engaged in the important issues of our times, and all times far beyond their years at Penn. So let’s run with the progress that we have made this season.

Over the past year, Penn has made notable progress across the spectrum. Whether we look at the diversity of our student body, returns on investment of our endowments, faculty honors and awards, civic engagement, neighborhood initiatives, campus safety or construction of new and renovated facilities, we are a better university today than we were a year ago. And we weren’t so bad a year ago, so that’s really good news.

In my tenure as president, I want to lead Penn from excellence to eminence in all our core endeavors. With our Penn family working together in unison, we can achieve the three goals of the Penn Compact that I set forth in my inaugural address. These goals are: 1) increasing access to a Penn education; 2) integrating knowledge by building more and even better bridges between the liberal arts and the professions; and 3) increasing Penn’s engagement with communities, both locally and globally.

The heart of our teaching and research community is our faculty. Interim Provost Peter Conn will give you a full report on the faculty’s many accomplishments over the past year. Let me just say here how very impressed I am with the quality of our faculty’s teaching and research over the past year.

Penn faculty members have made important new discoveries involving everything from nano-tubes to butterflies to human neurons and
The past year was also one of significant progress in major renovation projects as all of you who took part—and who continue to participate—will attest. The opening of the WXPN building—with World Café Live—brings an exciting new music and entertainment venue. The new Translational Research Café Live—brings an exciting new music and entertainment venue. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products.

The past year was also one of significant progress in major renovation projects as all of you who took part—and who continue to participate—will attest. The opening of the WXPN building—with World Café Live—brings an exciting new music and entertainment venue. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products.

The past year was also one of significant progress in major renovation projects as all of you who took part—and who continue to participate—will attest. The opening of the WXPN building—with World Café Live—brings an exciting new music and entertainment venue. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products.

The past year was also one of significant progress in major renovation projects as all of you who took part—and who continue to participate—will attest. The opening of the WXPN building—with World Café Live—brings an exciting new music and entertainment venue. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products.

The past year was also one of significant progress in major renovation projects as all of you who took part—and who continue to participate—will attest. The opening of the WXPN building—with World Café Live—brings an exciting new music and entertainment venue. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products.

The past year was also one of significant progress in major renovation projects as all of you who took part—and who continue to participate—will attest. The opening of the WXPN building—with World Café Live—brings an exciting new music and entertainment venue. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products.

The past year was also one of significant progress in major renovation projects as all of you who took part—and who continue to participate—will attest. The opening of the WXPN building—with World Café Live—brings an exciting new music and entertainment venue. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products.

The past year was also one of significant progress in major renovation projects as all of you who took part—and who continue to participate—will attest. The opening of the WXPN building—with World Café Live—brings an exciting new music and entertainment venue. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products.

The past year was also one of significant progress in major renovation projects as all of you who took part—and who continue to participate—will attest. The opening of the WXPN building—with World Café Live—brings an exciting new music and entertainment venue. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products. The new Translational Research Laboratory will accelerate our efforts to turn discoveries in basic science into marketable products.
Omar Blaik

Facilities and Real Estate Projects

I will not be as eloquent but I will try to support my presentation with more visuals to help me out. Basically, I would like to update the Council on the many activities that occurred in Facilities and Real Estate over the past few months, largely real estate projects that Dr. Gutmann mentioned—The World Café and WXPN—and some of our retail openings that happened, as well as a quick overview of the capital projects that have been completed. We are still continuing to work on some.

As Dr. Gutmann mentioned, a few weeks ago we opened the new building on 31st and Walnut, for the new location of WXPN, our radio station, as well as a venue called World Café Live. The opening has been extremely successful and very well-received by the public—as well as the offices for WXPN—which are orders of magnitude in better shape than where they were in multiple locations before. This venue—at 40,000 square feet of space—is bringing life to an edge of the campus that used to be desolate not a long time ago, and is part of our expansion and growth towards the east that we will be embarking on over the next decade.

Next to this building—what used to be known as Eastern Apparatus—is now a 125,000 square-foot state-of-the-art research lab building. It is housing programs for the School of Medicine which is working jointly with pharmaceutical companies, as well as translational research-based companies. A big component of that building opened a few weeks ago and the rest will be constructed in the next few months with the balance complete by summer of 2005. For instance, the Department of Medical Genetics moved in October 22.

Moving now from the east to the west, on 40th Street over the summer several openings happened. The Greek Lady, which many of the students here are very familiar with, upgraded from being just a vendor to a full retail store on 40th Street. Their business is doing extremely well and they are extremely happy. Marathon Grill as well opened in September and also to great success.

Rounding out the building with The Bridge Cinema is the new Marathon Grill and the MarBar.
Capital Projects

The highrises—both Harrison and Harnwell—were worked on, as Harnwell will be completed next summer and Harrison was completed this summer. Just a reminder, both with Harrison and Harnwell we are adding new windows and window systems, as well as upgrading the building skin and renovating the lobby, and the public spaces, and new HVAC and finishes and furniture in all of the rooms.

Bennett Hall is a major renovation project that will include a total gut rehab of the building, maintaining of course its historic envelope but replacing the windows and upgrading the infrastructure. It will be a major upgrade for the English department and the music department that will be using the fourth floor; this project started this summer and will be completed by next academic year.

There are several lab buildings that we are embarking on. The Life Sciences Building is progressing on budget, and on schedule and the structure is almost in its full shape. The structural steel and the foundation have been installed. The $61.2 million project is expected to be completed by summer of 2006. This project is on University Avenue—phase one is for the biology department and phase two will be for the psychology department.

Next to it the Veterinary School and the Triangle are the reconfigured intersection of Woodland, Baltimore, 38th and University Avenue. This building is a $70.7 million project; it is also on budget and on schedule. Excavation has started and the foundation is in the works, and scheduled occupancy is in summer of 2007.

The last of our lab buildings is Skirkanich Hall for the School of Engineering; it is a $42.2 million project that will complete the expansion of the engineering complex. The foundations are ongoing and the project is expected to be complete in summer of 2006.

This completes my report.

Bennett Hall has been a campus landmark since it was built in 1924 as the building which then housed the College for Women. It has been the home of the English department for 30 years. It is being renovated as part of a five-year plan to address the most pressing facilities’ needs of SAS. Renovations include 66,500 gross sq. ft. of classrooms, department offices, and associated support space. There will also be a courtyard/garden on the south side. The Trustees’ Budget & Finance Committee approved an additional $4.5 million for phase 2 in September 2004 for a total of $21 million. The building is being renamed Fisher-Bennett Hall.

Looking north along Chestnut Street, is the parking lot adjacent to the Sheraton University City, which was purchased by Penn from the Redevelopment Authority in 1999 for residential development. The Campus Development Plan calls for a mixed-use housing complex for that site, just north of the Law School. The strategy includes a 65-year ground lease. The planned structure would be 7-8 stories, with 284 market-rate rental apartments and a 6-story parking garage with approximately 360 parking spaces along with 9,150 gross sq. ft. of retail space fronting on 34th St. A letter of intent was signed in August 2004; a resolution will go to the Trustees’ Budget & Finance Committee in December 2004 and if approved, construction is scheduled to start next summer for spring 2007 occupancy.
Craig Carnaroli
Financial Perspective

I intend to provide you a brief overview of the University from a financial perspective as well as a review of some of the accomplishments of the EVP Office in Fiscal 2004. Since I only recently assumed leadership of the EVP office, those accomplishments that you like, I’ll be glad to take credit for, those that you have issues with, I’m not responsible for.

Dr. Gutmann covered a number of these points, but I will expand on them a little bit from a financial perspective. We did see substantial financial growth in the endowment in this past fiscal year. We had a very strong return, which exceeded our benchmarks by 2 percentage points. We did have some spending decline in Fiscal 2004 as a result of the spending rule formula. However, this is poised to recover in Fiscal 2006 and should provide welcome relief to the schools and centers in their operating budgets.

We have seen, as a result of the poor economy, increased demand for student aid that we have been able to meet. Direct student aid has increased 8.8 percent. That’s direct grants to students—both graduate and undergraduate students—as well as stipends and fellowships in the past year which increased 13 percent. This is before the announcement we made this fall by Dr. Gutmann to increase fellowships in the next fiscal year.

Sponsored programs are now the largest single revenue source for the University’s research activity. Our research-related revenue this past year grew 4.9 percent. The good news is that new awards actually grew 5 percent; this is very good news because, as you are aware, the NIH is actually leveling off. So the idea that we can attract funds from different sources is a good trend.

One of the other good pieces of news is that our employee benefits cost, which has been growing at double digits, actually moderated this past fiscal year. This grew only 6.5 percent over FY03 levels. And that’s the good news. We did have some success in our benefit redesign initiatives. We have focused on prescription drug management and moving people to mail order, which is important, as well as greater use of generics. We have a number of wellness initiatives as well, and we’re embarking this year on a Condition Management Program for those with chronic illnesses.

I’ve been asked to cover just briefly the activity of the Health System this past year. As Dr. Gutmann commented, this is the fourth consecutive year for positive operations for the Health System. Their patient admissions grew 2.3 percent. We’ve been very successful in recruiting new physicians to work at our system. In addition, their positive operating performance enabled them to set aside funds for future capital expansion on the Civic Center site.

Finally, we completed the sale of Phoenixville Hospital to Community Health Systems, which was a true win-win for the community and Phoenixville, as well as for the Health System.

Accomplishments

Now let me turn to the EVP Center. Most of you think of the EVP Center as a set of functional units: there’s Human Resources, there’s Information Systems, and there’s Finance. Rather than report on it to you in that manner, instead, I took all the accomplishments and said what themes come out of this. Three themes of this area are: enhanced service delivery, creating a secure environment for our faculty, staff and students, and what I call effective management of our resources. Underlying all of this is the Office of the Executive Vice President.

So more specifically on enhanced service delivery, I have some examples I could cite, and I’m only going to pick a few just in the interest of time. One example that I’m particularly proud of in Finance is that we were actually able to streamline the process for student refund checks. In the past, students would show up to get their refund check and be told to come back three days later. That’s unacceptable. So we basically were able to streamline this process where it’s now same-day turnaround on a single visit. In addition, Maureen Rush led an effort to extend the hours of Penn Walk to 24/7.

On the faculty side, one of the things I’m proud of—it only took 25 years—but we were able to integrate the CPUP payroll, which was outside the University’s payroll, into the University’s payroll system. This is important for a number of tax compliance issues.

Then finally on the staff side, we’ve embarked on some very successful partnerships that enable better resources, for example between HR and Dental as well as some career coaching initiatives.

That’s still looking at it on a siloed basis. If you try to look at it across the University, we initiated Penn’s Way Online. This is important not because Neville and Maureen are the co-chairs this year and have asked me to put in a

![EVP Center Initiatives](image1)

![Enhanced Service Delivery](image2)
On the resource creation front, we have substantial growth in Business Service revenue this past year, particularly at the Computer Connection, which has very effective leadership. We have also been very successful in renegotiating contracts with different vendors and leveraging the Penn Marketplace through our e-commerce initiatives. And we are also successful in reducing our workers compensation cost by 20 percent.

Finally we have been making key investments in IT infrastructure, both in the BEN Marketplace where we do procurement and finally on Electronic Research Administration (Penn ERA) where we launched, the past year, proposal and protocol tracking.

**Outlook**

In terms of the outlook—the outlook I would describe, given my financial orientation, I will always be a tad conservative—it is challenging but manageable. Why do I think it’s going to be challenging? First, on the extramural research funding we are coming out of a period of explosive growth. If you look back ten years ago to where Penn was, it was around $200 million; we are now close to $700 million. We are just not going to trend at that growth rate over the next decade, so that requires us to identify additional resources. In addition the federal budget deficits that exist are going to pose significant constraints on the federal government’s ability to respond to this.

In addition we will always have competitive pressures, both in the recruitment and retention of faculty, students, and staff, and we need to be very proactive in that area.

Also as we meet next week on the asset allocation for the endowment, almost all the consensus experts think we are going to need a very modest return environment. In other words, in the ’90s where we averaged close to 13 percent we are probably in an environment that is more like seven or eight percent.

And finally we have some significant plans for the future in terms of campus expansion, and at the same time we have deferred maintenance in the form of facilities’ renewal so there will be competing challenges for those resources.

**Private Philanthropy**

I’m pleased to give you a report on the state of private philanthropy to the University of Pennsylvania. Before I share with you some of the results from Fiscal 2004 and an update on where we are so far this year, I’m going to give you a little bit of a context of our program.

Private philanthropy to the University of Pennsylvania has grown tremendously over the last 15 years. We have a very loyal and very large alumni body of 250,000 alumni around the world. They have increasingly stepped forward in recent years to invest in our academic mission and to support our priorities.

I want to give you a snapshot of the last few years (see below). As you can see the vast majority of our private support goes to support academic programs and research across the University: 18 percent goes to directly support students and faculty and 11 percent goes to support construction of academic facilities.

You can see private philanthropy splits almost evenly between individuals, alumni, and friends and foundation and corporations (see next page). This is slightly misleading because a number of the foundations are in fact private individual family foundations of alumni and others who are directing funds to the institution. So individual donors continue to be and will be in the future a very important part of the philanthropic base for the University.

I thought you might like to see where we stand against our Ivy peers. I’m very pleased to (continued on page 8)
State of the University report in Fiscal 2004 we stood fourth in this group. We now consistently rank either number three or four in these rankings. Ten years ago Penn was never in the top five. So we have really made some progress here in terms of philanthropic support from our alumni and other friends.

I want to focus for a moment on annual giving. This is the bread and butter program for development. These are the annual unrestricted gifts that individuals make to support the University and as you can see we have been trending up here. We’ve been focusing a lot of time and attention on building these programs and we’re very pleased to see this kind of result. Why is annual giving important? Usually the first philanthropic connection that an individual has with the University is through annual giving. It is from this group of people that we find our larger benefactors.

I want to take a minute to update you on our fund raising for undergraduate financial aid. We completed in June of 2004 a $200 million campaign to build the undergraduate financial aid endowment. We completed that campaign at $205 million. Named scholarships at the University grew during this period from 150 in 1997 to 1,075 named scholarships when we closed this fiscal year. This year 14 percent of the undergraduate financial aid budget is now funded from our endowment as opposed to 4 percent when we started this campaign. We clearly will be working with Dr. Gutmann and others to look at our development strategy for undergraduate financial aid and for graduate financial aid going forward. This will continue to be a major priority for us.

Finally I want to make sure that everybody knows that we have alumni around the world who stay very connected to Penn. One of our priorities for President Gutmann this year is to make sure she meets our alumni around the world. We have major events planned in eight cities through the spring and into the fall of next year. Tomorrow we will be in Boston, and we are expecting over 800 alumni coming out to meet the President, which is an all time high for us in that city.

That concludes my report.
Influencing Metabolism with Molecular Clock Genes

Researchers at Penn’s School of Medicine have discovered that components of the internal molecular clock of mammals have an important role in governing the metabolism of sugars and fats within the body. They found in mice that two of the well-studied proteins in the clock control the ability of animals to recover from the fall in blood sugar that occurs in response to feeding.

The investigators, lead by Dr. Dan Rudic, research associate in the department of pharmacology and lead author on the current study, demonstrate a role for the circadian clock proteins, Bmal1 and Clock, in regulating the day-to-day levels of glucose in the blood.Suppressing the action of these molecules eliminates the diurnal variation in glucose and triglyceride levels. They also found that a mutated Clock gene protected mice from diabetes induced by a high-fat diet. Together these findings represent the first molecular insight into how timing of what we eat—via the clock—can influence metabolism. The findings appear in the November 2 issue of the online journal PLoS Biology.

The master molecular clock in mammals is located in the brain in an area called the suprachiasmatic nucleus, clusters of neurons in the hypothalamus. Many of our basic functions, including regulating body temperature and hormone levels, vary throughout the day and night. Some of these changes may relate to being asleep or awake and on the job, but others are under the control of a biochemical timepiece that sets and resets daily.

Over the last several years, researchers have begun to appreciate that the molecular components of the clock exist in most, if not all, tissues of the body. Some years ago, a team led by senior author Dr. Garret FitzGerald, chairman of Penn’s department of pharmacology, discovered a molecular clock in the heart and blood vessels and described for the first time how the master clock in the brain could use a hormone to control such a peripheral clock.

During the course of the group’s research they found that many metabolic genes were among the roughly 10 percent of genes that oscillate in activity in a 24-hour period. Food is also an important cue in directing the daily oscillations of metabolism and blood-sugar levels. As such, what we eat, as well as how much and when, all interact with this process.

What’s more, the researchers found that a high-fat diet amplified the oscillation in blood sugar over a 24-hour period and that disabling the clock gene markedly reduced this effect. How this works is as yet unclear, but the researchers think that the clock mediates the impact of a fatty diet.

Over time humans have moved from eating our fill at one sitting after the hunt to continuous availability of fast food. Nutritionists have long speculated that it might matter whether we “nibble” or “gorge” our calories, and that this makes a difference in how our bodies handle a high-fat diet.

Identifying Initial Sensor for p53 Tumor-Suppressing Pathway

DNA breaks from radiation, toxic chemicals, or other environmental causes occur routinely in cells and, unless promptly and properly repaired, can lead to cancer-causing mutations. When the breaks cannot be repaired, and the cell is unable to become immortalized, critical backup protection governed by the p53 tumor-suppressor protein kicks in. This protein is the end of the line in a vital signaling cascade that triggers cells with fatally damaged DNA to self-destruct so that they cannot cause cancer.

Scientists know that in the majority of human cancers the p53 pathway has been disabled. Despite the crucial nature of the p53 tumor-suppressor pathway, the answer to a central question has evaded researchers for years: How is the p53 pathway alerted to the presence of DNA breaks in the cell in the first place? If p53 lies at the end of the line in this pathway, what molecular component is at the front, and how does it do its job?

In a new study led by researchers at the Wistar Institute, the sensor protein that identifies DNA breaks and activates the p53 cell-death program has been identified. Additionally, structural analysis of the protein and its interactions, revealed the specific mechanisms by which the protein detects the breaks. The study was published November 3 in the online edition of the journal Nature.

According to Dr. Thanos D. Halazonetis, professor in the gene expression and regulation program at the Wistar Institute and senior author on the Nature study, the protein, known as 53BP1, recognizes a molecular site usually hidden within the DNA-packaging structure called chromatin, which makes up our chromosomes. Chromatin consists of DNA coiled around the edges of molecules called histones to form disk-shaped entities called nucleosomes. The nucleosomes themselves, then, are tightly packed together—possibly like a stack of coins, Dr. Halazonetis suggests—to form the dense chromatin. When all is as it should be with the DNA, a 53BP1 lies at the center of each of the stacked nucleosome disks and is not available for binding.

“But if you have a DNA break, you can imagine that the nucleosomes might unravel and the stacking of the nucleosomes fall apart, exposing the site that 53BP1 recognizes,” Dr. Halazonetis says. “This is the model we are proposing for how cells sense the presence of DNA breaks to activate the p53 pathway.”

Treating Adolescent Obsessive-Compulsive Disorder

According to current epidemiological data, approximately 1 in 200 young people suffer from obsessive-compulsive disorder (OCD). OCD patients ‘obsess’ about thoughts of bad things that can happen ( obsessions) and perform repetitive, destructive actions (compulsions) as a means of dealing with those thoughts. Now, Penn’s School of Medicine researchers, in conjunction with a team of researchers from Duke University Medical Center, have developed a scientifically conclusive treatment combination—using Cognitive Behavior Therapy (CBT) and commonly prescribed antidepressant medication—to help pediatric patients overcome OCD. Their conclusions—based on a five-year study—may be found in the October 27 issue of the Journal of the American Medical Association (JAMA).

Dr. Edna F. Foa, professor of psychology in psychiatry; Director, Center for the Treatment and Study of Anxiety; and Co-Principal Investigator for Penn’s component of ‘The PeAiatric OCD Treatment Study (POTS)’ says, “This investigation shows that children diagnosed with OCD respond better to a combination of CBT and Zoloft as compared to placebo and either treatment alone. However, at the Penn site, children responded equally well to CBT alone and to the combined treatment.” Zoloft (sertraline) is a commonly prescribed selective serotonin reuptake inhibitor (SSRI), which elicits its effects by increasing the activity of serotonin in the brain. CBT includes helping the children confront anxiety-evoking situations and reframing from performing compulsions in order to learn their fears are exaggerated or unrealistic. This is the first study to test the efficacy of combining the two treatments in pediatric OCD.

The researchers found that 53.6 percent of the participants in the combination group (CBT plus sertraline) showed little or no symptoms by the end of their treatment. For those only given CBT, 39.3 percent of participants showed less severe OCD symptoms. Participants on sertraline alone saw 21.4 percent of their group with less severe OCD symptoms. Only 3.6 percent of those receiving the placebo responded with greatly reduced OCD symptoms.

Of the Penn patients, 64 percent of participants in both the CBT alone and combination group showed little or no symptoms by the end of treatment. “These findings suggest we must determine which treatment works best for individual patients, and at the same time, we need to teach therapists how best to conduct CBT. This study proves that the effective use of CBT alone, and a combination of CBT with an SSRI, will greatly improve the chance for decreasing the symptoms of OCD.”

Participating in National Alzheimer’s Disease Research

The clinical diagnosis of Alzheimer’s Disease (AD) remains imprecise, especially in its initial stages, with a definitive diagnosis requiring an autopsy. While research conducted in the past 10 years has led to dramatic advances in understanding AD increasing evidence suggests that potential AD therapies are likely to be most effective early in the course of the disease. To that end, reliable diagnostic tests for the early detection of AD are needed to increase the efficacy of any preventive interventions and other cognitive deficits, says Dr. John Q. Trojanowski, director of the Institute on Aging, and co-director of the Center for Neurodegenerative Disease Research and the Marian S. Ware Alzheimer Program at Penn’s School of Medicine.

The National Institute on Aging (NIA)—in conjunction with other Federal agencies, private companies, and organizations—launched a $60 million, five-year public-private partnership, the Alzheimer’s Disease Neuroimaging Initiative (ADNI). Its purpose is to test whether serial magnetic resonance imaging, positron emission tomography, other biological markers, and clinical and neuropsychological assessment can be combined to measure the progression of mild cognitive impairment (MCI) and early Alzheimer’s disease.

The study could help researchers and clinicians develop new treatments and monitor their effectiveness, as well as lessen the time and cost of clinical trials. The project is the most comprehensive effort to date to find neuroimaging and other biomarkers for the cognitive changes associated with MCI and AD.

Within the Alzheimer’s Disease Neuroimaging Initiative, the Penn Biomarker Core, under the leadership of Dr. John Q. Trojanowski, will collect biological samples from normal individuals and AD patients followed in the study in order to develop diagnostic laboratory tests for the early diagnosis of AD. The identification of informative AD biomarkers (chemicals and other biological substances) and the development of laboratory tests to measure these biomarkers in blood, urine, or cerebrospinal fluid could substantially improve the accuracy for the early diagnosis of AD through neuroimaging data.

For more information on the study contact the Alzheimer’s Disease Education and Referral (ADEAR) Center at 1-800-438-4380.
Snow Day Child Care: December 6—March 25

What can you do if your child’s school is closed due to inclement weather but you still need to report to work? As we prepare for the upcoming winter season, this is a question many of you may soon have to answer. Penn offers a valuable service to faculty and staff with children aged 12 weeks to 12 years. Snow Day Child Care is a day care service available if Philadelphia public schools are closed due to inclement weather, but Penn is open for business. (You can use this service even if your children are not in the Philadelphia school district.)

Snow Day Child Care will be available weekdays from December 6, 2004 through March 25, 2005. The service operates between 8 a.m. and 6 p.m. in the Penn Children’s Center at Left Bank Commons, Suite 100, 3160 Chestnut Street.

Pre-enrollment is required in order to use this service. For additional information about Snow Day Child Care including how to enroll, go to the Division of Human Resources’ website or contact Human Resources at (215) 898-5116 or www.hr.upenn.edu/training/index.htm.

Wellness Programs

Human Resources offers workshops to help you understand and deal with common health and wellness issues. This month, learn about managing breast health and tackling migraines. To register for these workshops, go to www.hr.upenn.edu/quality/wellness/activities.aspx or call Human Resources at (215) 898-3160.

Staying Healthy: Managing Breast Health November 12; noon–1 p.m.; free
• Join us for this informative session that will provide you with a basic foundation for managing your breast health. A comprehensive, yet understandable ½ hour video will be followed by a ½ hour Q & A led by Dr. Marcia C. Borraas, a breast surgeon with UPHS. Learn about helpful breast health lifestyle tips and a range of diagnoses and treatment options so you can take charge of your personal health and wellbeing. Bring along your questions for Dr. Borraas and come away armed with information important to all women.

Tackling Migraines November 30; noon–1 p.m.; free
• Learn important information about some of the key features of migraines and other headache conditions. Dr. Amy Pruitt, associate professor of neurology at Penn and one of Philadelphia magazine’s “Top Docs in Philadelphia 2002”, will lead a Q & A session following the ½ hour video.

—Division of Human Resources

Reminders:

EHRS Training: November 22

The next live training program is Introduction to Laboratory and Biological Safety at Penn; November 22, 9:15 a.m.–noon, Dunlop Auditorium, Steimler Hall. (Please arrive early. Sign-in: 9–9:15 a.m. No admittance to the course after 9:15 a.m. Penn ID is required for sign-in. A Certificate of Completion will be granted to the end of the training session. Only those individuals who sign-in and receive the Certificate will be given credit for the course.) This combined training program provides a comprehensive overview of safe work practices in the biomedical laboratory and meets the U.S. Department of Labor’s Occupational Safety and Health Administration (OSHA) requirements for employees who work with hazardous substances including chemicals, human blood, blood products, fluids and human tissue specimens. All faculty, staff and students at Penn who work in a laboratory and have not previously attended a live training presentation must attend this training.

The Office of Environmental Health & Radiation Safety (EHRS) develops and presents a variety of required training programs in 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.

Penn’s Way

Week Three Raffle Winners

James Drumm—University Museum, lunch for 2 in the Harrison Dining Room of the Faculty Club donated by Business Services
Robin Holmes—School of Medicine, 2 passes valid for admission to the Please Touch Museum
Barbara Hergarty—School of Nursing, 2 sets of 2 tickets to 2 wrestling matches, 1/16 vs. Drexel and 2/4 vs. Harvard, donated by the Department of Recreation and Intercollegiate Athletics
Kenneth Harper—Division of Public Safety, 2 sets of 2 tickets to 2 wrestling matches, 1/16 vs. Drexel and 2/4 vs. Harvard, donated by the Department of Recreation and Intercollegiate Athletics
Thomas Unger—ISC, free month of parking at Lot 30 donated by Parking Services

Congratulations and thank you to all Penn’s Way participants.

—Robert Eich

Penn’s Way 2005 Campaign Coordinator

Legs for Life: Free Screenings on November 16

The Division of Interventional Radiology at HUP, in conjunction with the national Society of Interventional Radiology, is sponsoring “Legs for Life,” a public education and community wellness program to help identify people who may be at risk for PVD. PVD is caused by blocked blood flow in the arteries of the legs and often causes pain or swelling, difficulty walking, numbness and skin discoloration. It affects 10 million Americans, typically over age 50. People suffering from diabetes, smokers, and those with high blood pressure or high cholesterol are at increased risk of PVD.

Free Screenings will be given on Tuesday, November 16 from 8:30 a.m. to 3 p.m. at Book Lacrosse, Houston Hall. Appointments are necessary, please call (215) 615-4135, or for Spanish-language service, please call (215) 615-4399. Penn interventional radiologists and other specialists will be available to explain PVD & AAA, in both English and Spanish.
**Update**

November AT PENN

**READING/SIGNING**

9 Moving Forward after the Election: An Informal Discussion with Tim Causer and Marsha Ward (Civic House Tuesday).
10 Systems Approach to Planning in Project-Driven Organizations; Nick Pudar, Global Planning & Strategic Initiatives; 4 p.m.; Wu & Chen Auditorium, Levine Hall (Electrical and Systems Engineering).

11 Cell Cycle Regulation in Hypoxic Cells; Lawrence Gardner, NYU; noon; Conference Room, John Morgan Bldg. (Radiation Oncology).

Reading, Writing, and Arithmetic: Alphabetic Literacy, Indigenous American Media, and Communicative Pragmatics; Galen Brokaw, SUNY at Buffalo; 5 p.m.; Cheyney Lounge, Williams Hall (Latin American and Latino Studies).

15 Sheikhs, Labs, Doctors and Bodies: The Egyptian Transplant Theater; Debra Budiani, Michigan State University; noon; Center for Bioethics (Center for Bioethics).

*Rescheduled for 12/6* Targeting Host Transcription by Direct Histone Lysine Methylation: The Role of a Viral SET Domain; Ming-Ming Zhou, Mount Sinai School of Medicine; 10 a.m.; Grossman Auditorium, Wistar Institute (Wistar).

The Scaffolding Protein IGFAP1 Integrates Diverse Signaling Pathways; David Sacks, Harvard; 2 p.m.; Reunion Hall, John Morgan Bldg. (Pennsylvania Muscle Institute).

The Current Healthcare Situation in Afghanistan

---

**TALKS**

About the Crime Report: Below are all Crimes Against Persons and Crimes Against Society from the campus report for October 25-31, 2004. Also reported were 23 Crimes Against Property (including 5 thefts, 1 weapons and 1 other offense). Full reports are on the web (www.upenn.edu/almanac/volumes/v51/n11/crime-report.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 October 25-31, 2004. The University Police actively patrol from Market Street to Baltimore Avenue and from the Shellykill River to 43rd Street in conjunction with the Philadelphia Police. In this effort we strive to provide you with accurate reports. In any 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.

10/25/04 8:04 AM 3604 Chestnut St Male blocking patrons from store/cited
10/25/04 11:47 AM 400 & Walnut St Male obstructing passage/Arrest
10/26/04 7:39 PM 400 41st St Males attempted to take complainant’s purse
10/27/04 7:53 AM 3200 Walnut St Male urinating on highway/cited
10/27/04 7:56 AM 3700 Ludlow St Male obstructing highway/cited
10/27/04 1:20 PM 3423 Walnut St Male attempting to use fake traveler’s check/Arrest
10/28/04 7:46 AM 3600 Chestnut St Male obstructing highway/Arrest
10/28/04 8:54 AM 4207 Walnut St Unwanted phone calls received
10/28/04 1:30 PM 3800 Sansom St Males cited for public drunkenness
10/29/04 9:42 AM 42nd & Spruce Unauthorized male in area/Arrest
10/29/04 9:56 AM 3901 Market St Male obstructing highway/cited
10/30/04 8:05 AM 51 N 39th St Male involved in disturbance/wanted on warrant/Arrest

The 18th District Crime Report was not available at press time. It will be posted on the Almanac website when it is available.

**Is Your Address Up-to-Date?**

The calendar year is drawing to a close, which means that it will soon be time to start thinking about tax returns. Penn mails your W2 to your Permanent Address. If your address is not up-to-date in our payroll system, your W2 may be delayed or even lost.

To view and/or change your address information, go to the new U@Penn website at www.upenn.edu/u@penn or contact your Business Administrator.

Your W2 will be sent to your Permanent Address. If you have no permanent address on file in the payroll system your W2 will be sent to your Current Address.

—Teresa Pinto, Manager, Payroll

---

**CLASSIFIEDS—PERSONAL**

**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 free screening test for osteoporosis, which includes a magnetic resonance (MRI) and a dual energy X-ray exam (DEXA) to measure bone density. Participants will be compensated. Please contact Louise Holt or Helen Peachey at (215) 898 5664 for more information.

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 6.00 diopters or more. A free eye examination for glasses may be provided if needed. Call Stage at savagenv@email.chop.edu or (267) 426-5380.

The University of Pennsylvania is providing a FREE screening test for risk of heart disease and diabetes. This no-obligation, free 30 minute screening including cholesterol and blood sugar testing may qualify you to participate in a wide range of research studies. These studies include alternative and traditional therapies to prevent heart disease and diabetes. To learn more about these studies, or to schedule your free screening, call (215) 652-9036.

Paid research study: Healthy, non-smoking, normal weight white men & women 35-58 years old needed for study looking at the effect of sugar and protein on hormones. Involves blood sampling and one overnight stay in the hospital. Pays $150. Please contact Rebecca Mueller at (215) 615-0623.

**RESEARCH**

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 using needles, to a sham procedure that simulates puncture the skin in patients who need physical therapy. Call Pat Williams for information at (215) 898-3038.

Please Note: There is no Almanac scheduled for November 30. Members of our staff will be on duty to assist contributors planning insertions for December. Breaking news will be posted to “Almanac Between Issues” if necessary.

---

**The University of Pennsylvania Police Department Community Crime Report**

**Feedback on the Employee Resource Fair!**

The PPSA and WPSA want to do a better job next year. If you came to the Fair, please take a minute to fill out the online survey: www.upenn.edu/survey/resourcefair. Call Sylvie Beauvais, WPSA Chair, at (215) 898-4268 with any questions. —Sylvie Beauvais, Administrative Assistant Wharton Health Care Systems Dept.
Reflections on ITA Language Training, English Fluency Certification, and Beyond

By Thomas W. Adams

Plug “ITA” into an Internet search engine and at the top of the list you are likely to find this acronym unpacked as the International Tennis Association, the International Trade Administration, and the International Trombone Association. Scroll down a bit and you will spot International Teaching Assistant, the topic of this column. Apologies to disappointed enthusiasts of tennis, trade, and the trombone.

We welcome this opportunity to share with the Penn community some of our reflections on ITAs, and we do so from the perspective of the language training and certification tests offered through the English Language Programs (ELP). Part of the School of Arts & Sciences (SAS), we are the campus experts in English as a Second Language (ESL).

SAS has much to be proud of in its record of support for ITAs. When the Pennsylvania legislature passed the English Fluency Act (EFA) of 1990 requiring that all instructional personnel of undergraduates be certified as proficient in English, Penn found itself in the enviable position of being one of the few universities in the state with an established language training program for its ITAs. Indeed, the first seven-week training program at Penn was staged in the summer of 1983.

Interestingly, the EFA does not attempt a definition of English proficiency needed for certification, leaving that untidy detail to each institution of higher education in the state. Penn defines the term largely along linguistic and socio-linguistic boundaries requiring ITAs to be:

…always intelligible to a non-specialist in the topic under discussion, despite an accent or occasional grammatical errors. General and field-specific vocabulary must be broad enough so that the speaker rarely has to grope for words. Listening comprehension must be sufficiently high so that misunderstandings rarely occur when responding to students’ questions or answers. While teaching, the speaker should be able to use transitions to show the relationships between ideas, and to set main points apart from added details. When asked an ambiguous question, the speaker should be able to clarify the question through discussion with the student. When asked to restate a main point, the speaker should be able to paraphrase clearly. When challenged, the speaker should be able to defend his or her position effectively and appropriately.

There is much to recommend the criteria for certification contained in this definition. Material breakdowns in oral communication often occur when speech is not delivered clearly, when the wrong word is used, when listening comprehension is compromised, when approaches to textual organization depart from rhetorical patterns and conventions of cohesion commonly accepted in the academy, and when clarification and elaboration are not supplied.

Mastery of these criteria can be a very tall order for many prospective ITAs. Research in second language acquisition shows that: 1) the path of language development is characterized by frequent ups and downs as restructuring of information and reformulating of hypotheses occur; and 2) the rate of language development is not constant, with learners making the most apparent progress at beginning stages and “plateauing” at later stages. Identified below are a few other major factors affecting successful outcomes along with specific implications for the ITA population.

Second Language (L2) Aptitude and Learner Motivation: Numerous studies indicate aptitude for acquiring an L2 is the strongest predictor of success, followed by motivation. Intelligence, at least as measured by IQ, is not a strong predictor of success. This helps explain how ITAs who excel in their academic disciplines can struggle with L2 development.

Emotional and Physical States: The learners’ affective and physical states can vary widely and can have a major influence on their readiness for and receptiveness to L2 learning. Some ITAs experience adverse effects of disorientation and fatigue in the first few months in this country; consequently, the time needed for settling in competes with language training. Fear of failure can also have debilitating effects on learning.

First Language (L1) Background: The learners’ L1 is a major factor in L2 development. The rate and path of L2 development as well as the use of different grammatical structures and their associated discourse functions can differ according to the learners’ L1. Native speakers of Romance languages, for example, often show accelerated rates of development in learning English because many cognates exist in both their L1 and in English. Most prospective ITAs at Penn, however, have L1 backgrounds that are not closely related to English, so the challenges are greater for them.

Personality: Personality traits also effect L2 development. For example, socially reserved learners can be disadvantaged in the development of L2 oral communication, and many prospective ITAs who struggle with certification are adjusted members of societies that place great value on social reserve. Conversely, L2 learners are more likely to be successful if their personality traits include open-mindedness and tolerance for ambiguity.

Even if we were to grant for the moment that none of the aforementioned factors present an insuperable obstacle to certification for our ITAs, they will nonetheless remain highly susceptible to miscues in communication until they become sufficiently attuned to the mores of the educational culture in which they will be operating.

While the challenges to prospective ITAs clearly are formidable, we can report that most meet them admirably. Several years ago, we examined the efficacy of our training options, which include a seven-week intensive training program and a follow-up course during the fall semester for those ITAs who do not attain certification upon completion of the summer training program. Over a three-year period 103 of 110 (94 percent) prospective ITAs who participated in our training programs attained certification in accordance with the Penn fluency policy.

Alas, success in our training program is no guarantee of success in the field. Much depends on how effectively ITAs are able to manage new situations and to remain confident in their abilities to do so. Success will also be gauged in part by one factor over which ITAs have little or no control—the nonconative attitudes ITAs find among some of the undergraduate population, in particular those who: 1) have had minimal exposure to non-native speakers of English; 2) have had little international exposure; 3) are involuntarily assigned to classes or recitation sections or labs taught by ITAs; 4) are taking courses outside of their major or primary areas of academic interest taught by ITAs; or 5) are taking courses in fields that often engender anxiety (e.g., math, natural sciences).

Well documented in the literature and termed the “Oh No! Syndrome,” this phenomenon often is triggered by the detection of overt markers of cultural and linguistic differences in behavior. Strongly accented speech, for example, is a good predictor of how undergraduates assess the teaching effectiveness of their ITAs—the higher the level of perceived accent, the lower the teaching ratings.

It would be reassuring to believe that communicative encounters involving participants from different cultures will result in enhanced shared understandings and improved interpersonal relations. They certainly can, but at times they will produce anxiety, frustration, and even hostility. Intercultural communication is an inescapable part of life at Penn, in our society, and throughout the world. We must all share in the responsibility to accommodate to this circumstance. Our ITAs already do.