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International Research Forum of APEC Members to Improve Math, Science Teacher Preparation

The University of Pennsylvania Graduate School of Education hosted delegations of senior education researchers and policy makers from nine members of the Asia-Pacific Economic Cooperation (APEC) Forum on October 26-27 to plan an international study on secondary school math and science teacher preparation.

Educators and education researchers from the United States, Republic of Korea, Russia, China, Thailand, Japan, Australia, New Zealand and Singapore aim to launch a study focused on improving teacher education as well as supports for teachers during the early years of their professional practice.

"Understanding how our APEC partners prepare, assist and reward teachers in science and math is important to educational improvement in the US and worldwide," Dr. Andrew Porter, GSE dean, said. "We have much to learn from one another. For example, in Japan and China, teachers observe their peers and comment on their performances to develop a broad understanding of which techniques are most effective in the classroom, just by observing other good teachers. What's particularly interesting about this study is that countries like Russia, China and the US will be studying teacher preparation together—nothing like this has been done before in a serious way."

The US delegation to this meeting, operating under the auspices of the US Department of Education, includes the president of Teachers College at Columbia University, the deans of the education schools at Penn and Michigan State University, and educational researchers from those schools including Harvard University and the National Science Foundation.

Kent Smetters: Boettner Professor of Financial Gerontology



Kent Smetters

Provost Ronald Daniels and Associate Provost of Faculty Affairs Vincent Price announced the appointment of Dr. Kent Smetters, associate professor of insurance and risk management in the Wharton School, as the Joseph E. and Ruth E. Boettner Professor of Financial Gerontology, effective July 1, 2008.

An expert in Social Security and tax policy, Dr. Smetters has taught at the Wharton School since 1998 and served as Deputy Assistant Secretary of Economic Policy in the US Department of Treasury from 2001-2002. Before coming to Wharton, he was an economist in the Congressional Budget Office from 1995-1998. He is currently a Non-Resident Scholar at the American Enterprise Institute and has been a consul-

tant to the World Bank and the Urban Institute, and Kaiser Visiting Professor at Stanford University.

He is co-author of *Fiscal and Generational Imbalances: New Budget Measures for New Budget Priorities* (American Enterprise Institute Press, 2003) and co-editor with Dr. Olivia Mitchell, International Foundation of Employee Benefit Plans Professor at Wharton and director of the Boettner Center for Pensions and Retirement Research, of *The Pension Challenge: Risk Transfers and Retirement Income Security* (Oxford University Press, 2004). He has written extensively for *The Wall Street Journal* and other public media, in addition to dozens of academic research papers and book chapters.

He is also co-founder of Sports Composite DE and developer of RotoHog, a widely played online fantasy sports game.

Dr. Smetters earned a PhD (1995) and MA (1992) in economics from Harvard University and BS degrees (1990) in economics and computer science from Ohio State University.

The Boettner Professor of Financial Gerontology, endowed by a 1997 gift from the estate of Joseph and Ruth Boettner, carries out research pertinent to economic security and quality of life in an aging society. The Professor, who may be located in any of Penn's twelve Schools, must have a strong interest in analyzing relationships between the economic wellbeing of the elderly and their social, legal, psychological, physical, and/or environmental well-being.

Penn Engineering: Rachleff Scholars Program to Foster Research, Leadership, Community Outreach



Andrew Rachleff

The School of Engineering and Applied Science at the University of Pennsylvania has established the Rachleff Scholars honors program offering undergraduates the early opportunity to conduct research with University faculty, organize partnerships with regional industry and perform community outreach.

Rachleff Scholars will include students in every Penn Engineering department: bioengineering, chemical and biomolecular engineering, computer and information science, electrical and systems engineering, materials science and engineering, and mechanical engineering and applied mechanics. The program will also offer students the possibility of pursuing interdisciplinary and personalized curricula.

"Our goal is to attract extraordinary students and infuse them with a passion for creative careers in engineering by pairing them as quickly as possible with the most inspiring faculty in the field," said Dr. Jan Van der Spiegel, director of the Rachleff Scholars program and a professor of electrical and systems engineering. "The program will create a social and intellectual community that will empower the students and make them lifelong leaders in technological innovation."

Students in the program will participate in a 10- to 12-week paid summer research experience for academic credit, to be conducted under the supervision and mentorship of standing Penn faculty. In addition, Rachleff Scholars will have the opportunity to work with their peers outside the classroom and laboratory through community-building activities.

The Rachleff Scholars program is made possible by a gift from Debra and Andrew Rachleff. Mr. Rachleff, W'80, is a Penn trustee, chair of the Board of Overseers of Penn Engineering and partner and co-founder of Benchmark Capital. He is also a lecturer in entrepreneurship at the Stanford Graduate School of Business, where he earned his MBA in 1984.

Encouraging students to become engineers has been a pet project of Mr. Rachleff's over the years. He has also funded the Rachleff Lectures, a series at Penn that brings highly successful engineers to campus to talk with students about making engineering their career choice.

Mr. Rachleff co-founded Benchmark Capital in 1995, which was the sole investor in eBay, one of Silicon Valley's best performing investments. "I was fortunate to succeed financially because of the efforts of brilliant engineers," says Mr. Rachleff. "I want to do more than give back. I want to make sure we get more engineering students out in the world working as engineers."

Prior to his ten years as a general partner at Benchmark Capital, Mr. Rachleff spent ten years as a general partner with Merrill, Pickard, Anderson & Eyre (MPAE). Before joining MPAE, he held a variety of positions in the investment industry, working as an associate at Harvest Ventures; as a portfolio manager at Lamoreaux, Glynn & Associates; and as a financial analyst at Blyth Eastman Paine Webber.

Mr. Rachleff became a Penn trustee eight years ago, and became a member of its Investment Board in July 2008. He joined the SEAS Board of Overseers in 2005 because he was compelled to address the nation's diminishing ability to innovate due to loss of engineers in the workplace.

The Rachleffs endowed a chair at Penn in 2000, the Andrew and Debra Rachleff Professor and Chair of the Department of Computer and Information Science. It has been held by Dr. Fernando C. N. Pereira.

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ABCS Course Development Grants: November 26

The Barbara and Edward Netter Center for Community Partnerships announces course development grants to promote Academically Based Community Service (ABCS) courses that integrate research, teaching, learning and service. Over 150 courses from a wide range of disciplines and Penn schools have linked Penn undergraduate and graduate students to work in the community. The grants support University faculty to develop new courses or adapt existing courses that combine research with school and community projects (see www.upenn.edu/ccp/ for a list of ABCS courses).

Grants will be for no more than \$4,000 per project. These funds can be used to provide graduate and undergraduate support, course support and/or summer salary (\$4,000 is inclusive of EB if taken as salary).

Funded by the Netter Center, course development grants facilitate faculty in developing new and substantially restructured undergraduate and graduate level courses that engage students in real world problem-solving projects in conjunction with schools and community organizations located in West Philadelphia.

The following criteria will be used to evaluate proposals:

1. Academic excellence
2. Integration of research, teaching and service
3. Partnership with schools, community groups, service agencies, etc.
4. Focus on Philadelphia, especially West Philadelphia
5. Evidence as to how the course activity will involve participation or interaction with the community as well as contribute to improving the community
6. Evidence as to how the course activity will engage undergraduate and/or graduate students in real-world problem-solving research opportunities
7. Potential for sustainability

Please format proposals as follows:

1. Cover Page
 - 1.1 Name, title, department, school, mailing address
 - 1.2 Title of the proposal
 - 1.3 Total amount of funding you would like to receive
 - 1.4 100-word abstract of the proposal (include a description of how the course will involve interaction with the community and benefit the community)
2. A one-page biographical sketch of applicant
3. A two-to-four-page mini-proposal
4. Budget detailing how you intend to use the requested funding

An original and five copies of the proposal should be submitted to the Netter Center, 133 S. 36th Street, Suite 519, Philadelphia, PA 19104-3246. Alternatively, you can e-mail the proposal to Anne Schwieger at anneschw@pobox.upenn.edu.

Grant proposals are due Wednesday, November 26, 2008.

—Dennis DeTurck, Co-Chair, Faculty Advisory Board, Netter Center,
Professor, Mathematics Department, Dean of the College of Arts and Sciences

—Ira Harkavy, Associate Vice President and Director, Netter Center

—Bernett L. Johnson, Co-Chair, Faculty Advisory Board, Netter Center,
Senior Medical Officer HUP,

Senior Associate Dean of Community Outreach and Diversity

—Francis E. Johnston, Co-Chair, Faculty Advisory Board, Netter Center,
Professor Emeritus, Anthropology Department

—Eileen Sullivan-Marx, Co-Chair, Faculty Advisory Board, Netter Center,
Associate Professor of Nursing, Associate Dean of Practice & Community Affairs

—Albert J. Stunkard, Co-Chair, Faculty Advisory Board, Netter Center,
Director Emeritus, Psychiatry Department

COUNCIL

President Amy Gutmann

Earlier this week, students, faculty, staff, trustees, overseers, and alumni received a letter from me regarding the impact of the economic and financial climate on Penn (*Ed. Note: see page 12*).

Most members of the campus community are concerned not only with the overall impact of unsettled markets on Penn, but also with the specific impact that it will have on their respective schools and centers. Fortunately, our strategic priorities and our prudent management of resources put us in a very strong position and will continue to do so as we navigate emerging economic realities.

By every major measure, Penn is stronger than ever before. This is not to say that we are immune. Penn may face challenges. We will meet them by doing what we do best: focusing on strategic priorities, managing budgets responsibly, and doing more with less. These traditions have served us in fair and foul weather and will remain the centerpiece of our approach to this challenging time in our nation's history.

If nothing else, present circumstances give Penn an opportunity to show an unparalleled level of focus and a staunch dedication to our highest priorities. Our ability to thrive through these troubled times will further distinguish us and, ultimately, advantage us as we continue to support the best and brightest students, regardless of economic background, and recruit and retain the most eminent teachers and scholars.

Despite the realities of our present-day economy, I am pleased to report that we continue to have the capacity to pursue initiatives that are focused on further integrating knowledge and increasing access at Penn.

Today, I would like to share the context for the new Penn Integrates Knowledge Neuroscience Initiative. This initiative is enabled by a landmark \$50 million contribution from the Health System. The PIK Neuro Initiative will support five new Penn Integrates Knowledge professorships in the field of neuroscience. It will provide start-up funds for collaborative research, and strengthen interdisciplinary initiatives between the School of Medicine and other schools within the University.

Why neuroscience? First: Achievements in other areas of medicine have far outpaced our understanding of the brain. Now more than ever, advances in neuroscience are critical. The prevalence of autism and other developmental disabilities afflict the world's children. The ubiquity of neurodegenerative diseases plagues our aging population. In the vast uncharted territory of neuroscience, we seek insights that will improve lives.

Second: Our genes, our nervous systems, our senses, and our behaviors have an impact on every facet of our lives. This fact translates into endless opportunities to integrate knowledge between the neurosciences and other areas of study. A better understanding of the brain science of eating can inform approaches to healthcare policy creation, obesity prevention, or eating disorder intervention. That's just one example. Neuroscience is rich with opportunities for fruitful collaborations and its growth at Penn will further our goal of integrating knowledge.

Third: We have an excellent foundation on which to build. Penn's Mahoney Institute is the oldest neuroscience institute in the nation and, today, Penn boasts one of the world's leading neuroscience research communities. With 182 faculty from 32 departments across six schools, our community of scholars is well-positioned as a global leader and will elevate neuroscience at Penn to an unprecedented level of eminence.

We have been advancing initiatives in the neurosciences for years. Now, efforts must be coalesced and we must move forward boldly. I'd like to call on Dr. Rebecca Bushnell, Dean of the School of Arts and Sciences, and Dr. Glen Gaulton, Executive Vice Dean and Chief Scientific Officer of the School of Medicine, to share the renewed vision for neuroscience at Penn.

(see next page)

Death

Ms. Moore, Cashier's Office

Gloria Moore, a retired staff member in the Cashier's Office, passed away October 17 at age 81.

Ms. Moore worked for the University for nearly five decades beginning in 1956. She began her career at Penn in the Office of the Comptroller. Her last years of employment were spent in the Cashier's Office until her retirement in 2005.

Ms. Moore is survived by her daughter, Dyane Moore Boyd; and her granddaughters, Morwenna and Annamei.

There will be a memorial service today, October 28, at 10 a.m. at the African Episcopal Church of Saint Thomas. Donations may be sent to the Historical Society of The African Episcopal Church of Saint Thomas, 6361 Lancaster Ave., Philadelphia, PA 19151-2622.

To Report A Death

Almanac appreciates being informed of the deaths of current and former faculty and staff members, students and other members of the University community. Call (215) 898-5274.

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State of the University: Report of the President

Executive Vice Dean and Chief Scientific Officer, School of Medicine, Glen Gaulton

The following is a transcript of his presentation.

Speaking from the School of Medicine's perspective, our challenge as an institution—and I will discuss this in the context of our relationship with the University as a whole—is merging great basic science with clinical applications. We are, after all, a School of Medicine and you can't make great clinical discoveries and breakthroughs without having great basic science as a foundation—and we never want to lose sight of this.

One of the big challenges in a large school like the School of Medicine—a School with 28 departments, 18 centers and institutes, 1,700 plus faculty, 2,000 plus trainees—is developing a cohesive vision, getting everybody on the same page. For example, we want to make sure that we are developing trainees at the same standard of excellence across our full spectrum of programs: this means undergraduates, medical students, graduate students, both doctoral and masters, postdoctoral trainees, and clinical fellows. This continuum of training is critically important because these trainees will become the next generation of leaders in medicine.

The School of Medicine also has to improve its infrastructure. Science today is bigger, requires more interdisciplinary funding opportunities, and has greater needs for expensive equipment. We have to provide this centrally: we cannot simply rely on individual laboratories to coordinate these efforts and raise these funds.

The good news is that Penn Medicine is uniquely situated to address these challenges. To illustrate this today, I'm going to focus on a couple of examples within the Neurosciences.

Following the appointment of Dr. Rubenstein in 2001, one of the first things the School did was develop a cohesive strategic plan, and a big component of this plan concerned the Neurosciences. We formed a Comprehensive Neuroscience Center to coalesce efforts through the School, and to bridge to the Health System, so that we could have a unified entity and vision moving forward.

One of our early advances was to develop an integrated clinical service model. While this might appear less important on the scholarly side, it actually does play a key role in scholarship—and I will point to this when I talk about the neurodegenerative diseases. On the research front, technologic, basic, and disease-based research approaches are critical.

I will focus on an example in neuroimaging and an example in the neurodegenerative diseases to illustrate how it is critically important that we translate our basic research discoveries into new therapies and cures.

Here is an example of an imaging application [referring to a slide]. I don't know whether these individuals have been watching the presidential debates—perhaps not this individual with that smile! Raquel and Rubin Gur in our Psychiatry department conducted this work. They showed a variety of pictures to individuals and then measured their brain activity using a non-invasive technique called functional magnetic resonance imaging. Essentially, this enables the Gurs to map regions of the brain: so, as you can see here, the yellow regions are areas that have become metabolically active. These are the neurons getting turned on as individuals see faces that elicit different emotional responses.

This is a panel of men and that is a panel of women—and you see the men light up a little more aggressively than the women do. I don't know whether that's a good or a bad thing! And the key brain regions that we stimulate are here, just off center, with the amygdala and the outer part of the cor-

tex shown below. When you look at a schizophrenic patient, on the other hand, you see almost no response whatsoever. On a physiologic level, these individuals have withdrawn from these responses. Those who are familiar with schizophrenic patients will recognize this response as characteristic of the outward disease phenotype.

The key here is that we can use imaging to study very complex diseases of the brain which otherwise would be impossible to approach. How does the School of Medicine move forward in supporting imaging in the Neurosciences? We plan to recruit approximately four new faculty in this area over the next five years, which will require about \$6 million in resources. These positions are in addition to the senior PIKs that we've already spoken about.

A year and a half ago, we established an Autism Center. I should add that functional magnetic resonance imaging is absolutely critical to studying autistic children in particular because we want to use non-invasive techniques to understand their brain functions. We are spending about a million dollars a year on supporting this new center. Last year, we recruited Robert Schultz from Yale University who is in our pediatric department to lead this effort.

We have developed and purchased 3 new MRI scanners—2 of which are on site now—and a 7 Tesla, a very high-end MRI that will be installed within the next year.

Importantly, in partnership with the School of Arts and Sciences, we have a commitment to coalescing The Center for Cognitive Neuroscience, led by Martha Farah, with the Center for Functional Neuroimaging, which lies in our department of Radiology, led by John Detre. This will bring together, in space that we are jointly renovating in the Goddard and Richards Buildings, over seven thousand net square feet of space.

In time this space will grow to two to three times this, to bring together individuals throughout the campus whose research focuses on the cognitive sciences, which of course is a component of Neurosciences. Imaging also serves as an important focal point for the School of Medicine in our global initiatives. Led by Jim Gee in our Radiology department, we are partnering with Shanghai Jiao Tong University to create a joint imaging institute. There are numerous opportunities here—and imaging is the key as we move forward with research in the Neurosciences.

My second example will focus on a neurodegenerative disease. The unfortunate statistics are that, as we age, we have a higher and higher incidence of Alzheimer's disease. For individuals 85 and above, roughly 50 percent will develop Alzheimer's disease [referring to a slide]. If we look at the population of our country overall, we can predict what will happen to the baby boomers as they age, and how many individuals by 2050 will reach the age of 65 or 85. It is estimated that approximately 14 million Americans will have Alzheimer's disease by 2050, up from a little over 4 million now, with an annual cost of care in today's dollars of over \$6 billion a year. This alone will bankrupt our healthcare system.

So we really need to do something in this area. Not so much because of pure economics but because, as you all know, of the tremendous toll that this disease takes on individual lives and on families. This is a classic example of translational science in action. At the research bench, basic scientists at Penn identified protein misfolding in Alzheimer's disease. These are the proteins that bundle up and coalesce and then essentially destroy neuronal function. Virginia Lee and John Trojanowski in the Department of Pathology and Laboratory Medicine lead this work. We also have nu-

merous individuals working on animal models of neurodegenerative disease from mice (Benoit Giasson in Pharmacology) to flies (Nancy Bonini in the Biology department).

Several faculty are now using these models in testing new drugs to see if we can move these drugs to human application. Virginia Lee and Amos Smith in the Chemistry department are among the leaders in this collaborative effort. This is only one example of many bridges between SAS and the School of Medicine.

At the bedside, tissue and DNA banks from patients are critical to advance our understanding of this disease: indeed, under the direction of Les Shaw and John Trojanowski, Penn is the national tissue distribution center for the Alzheimer's disease Neuroimaging Initiative.

Gerard Schellenberg leads the national Alzheimer Genome Wide Association Study that recently was funded by the National Institute on Aging to find genetic risk factors for Alzheimer's disease. In imaging, we've also developed new imaging reagents to track protein misfolding, led by Dan Skovronsky and Dr. Lee.

Lastly, we have pioneered an integrated patient care model led by Steve Arnold, in our department of Psychiatry, Chris Clark, a neurologist, and Mary Naylor in the Nursing School. When Alzheimer's patients come to Penn, they receive comprehensive care. They do not just see a gerontologist or a neurologist. They see a neurologist, a psychiatrist, a gerontologist and a nursing specialist, so that they get all aspects of care in an integrated fashion.

Our commitment in this area is, I think, extraordinary. Over just the last two years, we have recruited the following individuals: James Shorter, to our Department of Biochemistry and Biophysics, and Aaron Gitler, to our Department of Cell and Developmental Biology. Both of these individuals recently won NIH New Innovator Awards, one of the most prestigious awards for young investigators.

We recruited Gerry Schellenberg from the University of Washington last year, a very distinguished investigator, who leads our genetics effort. And David Wolk will be joining us from the University of Pittsburgh as a neurologist working at the clinical interface.

Our future commitment is to recruit 5 junior and/or senior level faculty. For program support, we have invested over the last two years about \$7 million through the Comprehensive Neuroscience Center and other seed funds to prime the pump in key areas to support educational programs for trainees. Our total commitment over the next 5 years will be between \$10 and \$15 million.

This is also an area that is ripe for collaboration with industry. Within the last six months, we have signed a \$5 million per year agreement with Pfizer and we have a preexisting \$2 million per year agreement with AstraZeneca for drug development in these areas. This totals \$21 million over the next three years. Lastly, we have been very successful in fundraising in this area through the generous support of the Ware Foundation and others.

I am going to conclude with a review of facilities [referring to a slide]. For the cognitive imaging area, we are renovating the Goddard and Richards buildings. Specifically for neurodegenerative diseases, we are renovating elements of the Maloney and Morgan buildings: about 4,000 square feet. The new Fisher Translational Research Center, which is going up now, will be built in two phases. Phase 1 will be completed in the summer of 2010, which will be the upper three floors and one vivarium floor. It is intimately connected to our new Perelman Center for Advanced Medicine. Translational science and components of our neuroscience community will be located in this new building as well. *(see next page)*

COUNCIL State of the University: Report of the President

SAS Dean Rebecca Bushnell

Thank you, and thanks so much Glen. I'd like to note that I'm joined today by Richard Shultz, the SAS associate dean for natural sciences, who directly oversees our science initiatives in the School. The School of Arts and Sciences is a very enthusiastic partner in this initiative and indeed neuroscience is an area that SAS identified three to four years ago in our strategic plan. Rather than referring to this initiative as neuroscience, we chose a name that emphasized the highly integrative nature of the science involved: Genes to Brains to Behavior. In other words, that whole field of study involved in how we get from strands of DNA to a neuron, to a brain, to a complex behavior like speaking. Each stage in this progression is a distinctive field of scientific inquiry that's important for its own sake, like genomics or behavioral psychology. But the critical issue facing science today is to understand how the different pieces link together. For example, what is, or is there a genetic basis for autism, and how can that at the other end, impact clinical treatment? It's often the case that medical treatments are the end point of the long continuum of basic science, which happens both in the School of Medicine and in School of Arts and Sciences in departments like biology and psychology.

In SAS we have chosen to make our strategic investments in this area for several reasons. A core one is that at the heart of our effort are the departments of biology and psychology, where many of our faculty are at the very forefront of several areas of neuroscience. We also benefit tremendously from our proximity to and our collaboration with Penn's health schools, particularly the Schools of Medicine and Veterinary Medicine. We also partner with Engineering faculty in departments like bioengineering and also computer and information science. SAS also has several programs at the undergraduate and graduate level focusing on this area. But I want to emphasize that what we do is something that both contributes to basic science and also has clinical and important applications.

This has been an area of tremendous emphasis in faculty hiring for the School in the past three to four years, and here are a few examples of recent appointments that we have made along the continuum from genetics to behavior. Their work is highly interdisciplinary. Josh Plotkin, for example, works in computational biology, an area in which Penn is very strong. The interesting thing about Josh is that while he has an appointment in the department of biology, his PhD is in applied mathematics. Joe Kable, in psychology, whom we just recruited this year, studies how people understand the time value of money, so we are hoping that a lot of Wharton students are going to come over and take his courses! Two of these faculty, Sarah Tishkoff and Adrian Raine, are PIK professors with joint appointments between SAS and Medicine.

Building our faculty and our facilities is, of course, important to us because of the relevance to education in SAS. One important statistic I'd like you to take away from this meeting is that one-quarter of the students in the College major in either biology, psychology or the interdisciplinary major in the biological basis of behavior. That's a lot of students. So the investment the University is making in this is going to have an important impact on undergraduates.

There is a host of smaller majors that fall within the Genes to Brains to Behavior rubric, including our dual degree bachelor's program

in Life Sciences and Management between the School of Arts and Sciences and Wharton. There is also biochemistry, biophysics, cognitive science and visual studies. So this is broader than just the impact of those large majors. The students in these programs are not just taking classes; they are doing independent research both with faculty in SAS and in the health schools. The BBB major, for example, typically graduates just over 100 students a year. Thirty to forty percent of those students complete two semesters of independent research and just as many participate for one semester. Just over half of that research is done with medical school faculty. This is another very important example of the impact of this work.

Graduate education is a key piece of this initiative as well, and for SAS it takes place in several venues and these include our own PhD programs in biology and psychology. But many SAS faculty are also members of the graduate groups in biomedical graduate studies administered through the School of Medicine in subjects like neuroscience, or genomics or computational biology. We also have two professional master's degrees that support this broader theme: one in biotechnology that's joint with Engineering and another in applied positive psychology.

Finally, I'd like to say a word about facilities. It's always about the labs. Having appropriate research and teaching space for this initiative is a major priority. We are not just concerned with the quality of our facilities, but also the location. We have particularly been concerned with the idea that our scientists in biology and psychology could readily collaborate with each other and also interact easily with their colleagues in the Medical School. SAS is involved in two efforts to integrate space in support of neuroscience. Glen has already talked about one of them, which is a consolidation of space for the Center for Cognitive Neuroscience and the Center for Functional Neuroimaging in Goddard and Richards. The other one is more massive in scale: the construction by SAS of a two-phase life sciences complex, the central goal of which has been to unite biology and psychology in the same place. Phase I is the Carolyn Hoff Lynch Laboratory that opened in 2006.

The second phase that we're working on now is called the Neural and Behavioral Sciences building, and the critical thing that it will do is to bring psychology to the same part of the campus as biology. Biology is located at the far southern end, a great location for biology because it's near the Medical School and the Vet School. But where is psychology? It's disbursed across campus and the psychology faculty aren't even near each other, let alone the biology and medical complex, so our plan is to tear down the Kaplan and Mudd buildings in biology and build the Neural and Behavioral Sciences building on that site, connected to the Lynch lab. When we are successful with this, all of our biology and psychology faculty will be in one place, with the students, with the BBB program, ready to interact.

Most importantly, and I'll just conclude with this thought, that this will be the next most important step in creating a unified community of Penn neuroscientists who are working together, not just across departmental, but also school boundaries. And together, they will continue to advance the University's leadership position and in a field that has so many important ramifications for our understanding of human behavior and disease in the years to come.

President Amy Gutmann

Thank you, Dean Bushnell and Dr. Gaulton.

As you know, increasing access to Penn is our sacred trust. We have made dramatic progress toward honoring that trust by making Penn more affordable for students from low- and middle-income families. Our improvements in financial aid and our outreach efforts to hundreds of schools and thousands of students have paid off. Already, the enrollment of undergraduate students from low-income families has doubled.

By next year we will eliminate the need for loans for all undergraduates on financial aid. Put simply, if you are admitted to Penn and come from a family that makes \$200,000 or less, you can attend without taking out a loan.

This year, we welcomed the most academically accomplished and the most diverse class in Penn history. I expect to be able to say the same next year.

I would now like to call on the person on whom I rely to prove me right, Eric Furda, Dean of Admissions. Dean Furda will complete my report by giving us a perspective on the current admissions landscape and Penn's competitive position.

Admissions Dean Eric Furda

Thank you, and also I know my colleague, Eric Kaplan is here today I want to share a little bit from the road with you in our experiences so far in recruiting. Most of our admission officers are still out on the road and will be back next week for training on our new online leading system, which will provide new opportunities for not only evaluation, but also recruitment.

But a couple of examples from the road. A small town outside of Los Angeles called Ontario, California was considered a secondary market for us and we were traveling there with our echo institutions, exploring college options, institutions like Duke, Georgetown, Stanford and Harvard. We literally had to split the session in half, we had such a strong response that we had to have a group come earlier in the evening and then later in the evening. The same thing happened in Charleston, South Carolina as well. On campus, we've had a 17% increase through the spring and through the end of September for families visiting campus. The multicultural and diversity open house this year exceeded last year's. We literally filled up Irvine Auditorium, and also for Ivy In Your Backyard, for students from the city of Philadelphia, again in Irvine Auditorium, higher numbers than we've ever seen. So the pipeline looks good in many ways. Now for the students that are here. I'm nervous. In some ways you drive me crazy. I love you but you drive me crazy. So in the past, we would be opening bins of mail right now. Because the deadline for November 1 for early decision, the mail would come in, students would say, gee is this a postmark deadline or not? They want to get it in and get that return receipt request returned to them. Well, right now we can go in to the online application, students apply online, we no longer have the pen and paper application, and I literally see thousands of students who have their early decision application in progress. I can't read this yet, so don't worry—I'm not reading unedited essays, but they haven't yet pressed submit. So we do have a window into the early pool through the online application. But I know that on October the 31st, around midnight, a lot of students are going to be pressing a button and pressing submit.

We're seeing that with the common application right now and also our new partner, which I think

will see an uptake in regular decision with the universal application. I would like to take a look at the admissions landscape. There is a lot that we can control but there is also the marketplace, and we have to consider the marketplace so we can really position Penn in the best light possible. So in 2008-2009 there are 3.3 million seniors; this is from the Western Interstate Commission on Higher Education. This is actually a slight dip from last year, so if Eric Kaplan proves me wrong and he's the most successful dean ever, it's because you had 20 thousand more students to work with.

In terms of the numbers there is a slight decrease. I think there is a lot being said about the changing demographics and honestly, it goes up and down over the next decade and it doesn't really concern me so much. But what you really have to take a close look at, are the ethnic and geographic shifts that are taking place. And when you consider, and this is the consideration that many admissions deans had 20-30 years ago when the primary markets in their backyard, traditional northeast or mid-Atlantic markets were starting to decrease and started a national recruitment model, we are very much seeing the same thing again today. Two years ago California became the largest state for applications to Penn, that being said, PA was still our largest state for enrolled students. The geographic shifts right now certainly lean towards the West and away from places like PA and New York, many of our backyard markets. But also in the Southeast, tremendous growth in places like Texas and Florida. So we are positioning our recruitment there certainly and building on the great work that has been done in the past.

In terms of ethnic shifts, Caucasian applications, or at least Caucasian college-bound students will decrease 11 percent over the next couple of years. Whereas the number of Hispanic students will increase 54%. We all know this; we're taking a look at the national demographics. We certainly need to consider our recruitment options. We will certainly consider having many of our recruitment materials online or printed in languages outside of English and making sure that we are understanding those communities and reaching into those communities.

International students I think this is an area where many institutions will see an increase in application numbers. Last year the pool for undergraduates applying from abroad was around 17%, and that was up from about 15% in prior years. Certainly early admission programs are front-page news, they were front-page news last year not only because of the discontinuation in our peer institutions, Harvard and Princeton not having early programs, but what the ripple effect really was. And Penn certainly saw students in the regular decision applicant pool that may not have appeared in prior years because many of those students were not, in a way, taken off the table even with early action program. What Eric Kaplan really needed to manage last year, and I think its part of the full landscape moving forward, is increased waitlist activity. Not only do you have early decision and regular decision, not only to admit, but also considerations for yield. You also have waitlist activity that could extend into June and July at many institutions. That is a new part of the landscape and one that we will continue to manage and utilize as we are selecting and enrolling the class of 2013. Certainly as we consider the Penn Compact, access to aid. I'd like to go over some initiatives that have been started for Penn policies. We certainly know about the financial aid policy. There was also a search that was sent out last year called an Access Search through

the College Board. We had just over 1,000 names from the College Board of students falling in certain socio-economic bands and so far we are able to track through, with a really wonderful publication that was sent to them, as well as a DVD with student stories, about students really talking about their experiences, thinking that they could not afford a Penn education and ended up here, wonderful compelling stories. So we are tracking students now who have shown other interests after that April mailing, they have come and requested information on the web, or have visited campus, or have attended one of our recruitment events. We will track them all the way through for applications, early and regular decision. Also this year, this Friday is a very exciting day in the Admissions Office, not only are we having an open house for the School of Engineering and Applied Science, but we're also receiving applications from the Quest Bridge National College Match. And Quest Bridge saw an increase in the number of applications to their program and they're selecting the finalists right now. Come Friday we will see students who have indicated that Penn is one of their choices for college. Students are allowed to list up to eight colleges or universities and so we'll see those and we'll have a very short window to evaluate those lists and applications that we receive. Think about early decision, now there's another stage, you have Quest Bridge, which is early, early decision, you have early decision, regular decision and now waitlist. You are seeing the selection expand throughout the year. I touched on the Universal Application, we're a new partner with the Universal Application this year. If I needed to describe the difference between the Universal Application and the Common Application, is the Universal Application is much more open to schools that it will partner with, as long as the schools are recognized by the National Association for College Admissions Counseling and adhere to best practices. The Universal Application will welcome schools in, right now Harvard, Duke and Penn are probably the leaders on that list, but there is a geographic spread that I think can benefit us, especially as it relates to the changing demographics once again.

The no loan policy: I'll go into the economy with that right now. A collaborative effort with the undergraduate schools, as well as Bill Schilling in Financial Aid. This past Friday we sent out a message to the 2009 domestic prospects in our database. It's the first time we've done this type of timely outreach. This outreach reiterates, not only no-loan, but also need-blind admissions, full funding. That a family, as their circumstances change, they can approach the Financial Aid office and request a reevaluation of their financial aid at any time. So we sent this out and we had a great response going through. And I just think that this is the type of outreach that we need to do more often, really recognizing what the landscape shows us and communicating to families, just as Dr. Gutmann sent her message around the University, we sent something similar to our prospective students, 2009 graduating seniors.

The College Board has put out, along with the Lumina Foundation and the Spencer Foundation, a report on rethinking student aid. Some interesting reading, a lot of it has to do with federal policies and if I could just sum it up in two words, one would be the point of this report is to make college accessible to students who would not apply to college otherwise because they think its too expensive. Maybe Penn, maybe not, but certainly a broader mandate to get families with highly-talented students who are not applying to college because of

concerns over cost to increase and open that up for those students. And the second one, and I think we could all share this, is predictability. We are receiving those calls in the admissions office right now, not only about tuition and room and board for next year, but what we expect in future years because families are trying to plan not only for their first child, lets say over the next four years but certainly for younger siblings as well.

On the testing front, SAT score choice is something that has come up for many of the undergraduates here, you had the option of whether or not you will send your subject test to certain schools, that was a change the College Board made some years ago. Starting in March 2009 in the administration of the SAT, students, if they are taking the test multiple times can indicate that they just want to submit a certain score and not their full scoring report. I'll touch on that in a second.

The ACT, American College Testing Program. Many of the undergraduates here, and the graduate students may have sat through the ACT, is becoming much more common throughout the US for students to take this exam. I was just up in NY two days ago and a college-bound preparatory program called Prep for Prep, which has students come into their program and also they'll place those students into secondary schools, private secondary schools in New England or the New York City area. They are requiring all their students to take the ACT. This is very different. In my national travels this year, more and more schools are asking their students or requiring their students to sit for what is the ACT equivalent of the PSAT. To take that early on, sophomore or junior year. So it's another way that we'll be able to identify students by their academic interests and by some attainment on a test. The students really feel, maybe those in this room will share this sentiment, that the ACT is really more of an indicator of what they've learned in the classroom. They are taking more of a subject-based test, although a lot of people disagree whether it is more of an aptitude test or not, given the breakdown in the exam, and the way students perform on the exam, there is a really a national trend towards the ACT.

All this leads to the National Association on College Admissions Counseling, a few weeks ago at the national meeting in Seattle, a commission on standardized testing was released and there were a number of recommendations from that commission. The step back for me is whether its score choice or the commission on standardized testing. If we use this information responsibly and in light of a student's transcript, faculty teacher comments from letters, counselor recommendations and also what the students have to say in their personal statements and essays. If we have all this information, I think its helpful to an admissions office that's selecting somewhere around 16% of their students. I think losing information in some ways can hurt us and as long as we're using it responsibly, I think we should really stick with what we're requesting for testing right now. The commission did state that having hard cut-offs, for things like the National Merit program is wrong and that's not using the test responsibly.

So that's the landscape right now. I do feel like Penn is positioned because of our national recruitment. There's a lot that we need to do. I feel that with the number of hires we've made this year, as well as the veteran staff, that we're in good shape to implement some new policies. I've been speaking with the faculty and student groups as well for their input and I think we're in a good position even though the landscape is shifting.

Faculty Senate Executive Committee 2008-2009

Officers:

| | |
|-----------------|--|
| Chair | Sherrill Adams, Dental |
| Chair-Elect | Harvey Rubin, SOM/Infectious Diseases |
| Past Chair | Larry Gladney, SAS/ Physics & Astronomy |
| Secretary | Therese Richmond, Nursing |
| Secretary-Elect | Gary Molander, SAS/ Chemistry |
| Past Secretary | Larry Levin, Dental |

At-large Members:

Sohrab Rabii, SEAS
TBA
James Ross, SAS/Philosophy
Emma Furth, SOM/Pathology & Lab Medicine
Karin McGowan, SOM/Path. & Lab Medicine
Lydie Moudileno, SAS/Romance Languages
Dwight Jaggard, SEAS
Lynn Lees, SAS/History
Peter Cappelli, Wharton
Emma Dillon, SAS, Music
Janet Deatrick, Nursing
Amy Pruitt, SOM/Neurology

Members Elected by Constituency:

1. Annenberg School: Marwan Kraidy
2. Arts & Sciences (History): Julia Rudolph
3. Arts & Sciences (Anthropology, History of Art, Music): Robert Preucel
4. Arts & Sciences (Mathematics): Jonathan Block
5. Arts & Sciences (Biology): Mechthild Pohlschroder
6. Arts & Sciences (Chemistry, Earth & Environ. Science, History & Sociology of Science): Jeffrey Winkler
7. Arts & Sciences (Classical Studies, German, Romance Languages, Slavic Languages): Ignacio Javier Lopez
8. Arts & Sciences (Economics): Steve Matthews
9. Arts & Sciences (English): Toni Bowers
10. Arts & Sciences (Linguistics, Philosophy): Charles Yang
11. Arts & Sciences (E. Asian Languages & Culture, Near Eastern Language & Culture, Religious Studies, South Asia Studies): Paul Goldin
12. Arts & Sciences (Physics & Astronomy): Bhuvnesh Jain
13. Arts & Sciences (Political Science, Regional Science): Robert Vitalis
14. Arts & Sciences (Psychology): Robert Kurzban
15. Arts & Sciences (Sociology, Criminology): Janice Madden
16. Dental Medicine: Ellis Golub
17. Education: Jonathan Supovitz
18. Engineering (Bioengineering, Chemical Engineering, Materials Science & Engineering, Mechanical Engineering & Applied Mechanics): John C. Schotland
19. Engineering (Computer & Information Science, Electrical & Systems Engineering): Barry Silverman
20. Design School: Anuradha Mathur
21. Law School: Kermit Roosevelt
22. Medicine (Biochemistry & Biophysics, Cell & Developmental Biology, Biostatistics & Epidemiology, Center for Bioinformatics, Cancer Biology, Biostatistics Division, Pathology): Nina Luning Prak

23. Medicine (Anesthesia, Obstetrics & Gynecology, Radiation Oncology): Kieran Slevin
24. Medicine (Dermatology, Ophthalmology, Orthopedic Surgery, Otorhinolaryngology, Psychiatry, Family Medicine): Jim McKay
25. Medicine (Genetics, Microbiology, Pharmacology, Epidemiology Division, Medical Ethics, Physiology, Neuroscience, Neurosurgery): Kevin Judy
26. Medicine (Dept. of Medicine: Allergy & Immunology, Cardiology, Diabetes/Endocrine, Infectious Diseases, Gastrointestinal, Pulmonary, Renal Electrolyte, Division of Sleep Medicine, Experimental Therapeutics): Martin Keane
27. Medicine (Dept. of Medicine: General Internal Medicine, Hematology, Hypertension, Rheumatology, Neurology, Geriatrics, Medical Genetics, Emergency Medicine, Rehabilitation Medicine): Reed Pyeritz
28. Medicine (Pediatrics): Phyllis Dennery
29. Medicine (Radiology, Surgery): Laurie Loevner
30. Nursing: Jennifer Pinto-Martin
31. Social Policy and Practice: Irene Wong
32. Veterinary Medicine (Animal Biology, Pathobiology): Bernard Shapiro
33. Veterinary Medicine (Clinical Studies-New Bolton Center, Clinical Studies-Philadelphia): Raymond Boston
34. Wharton (Accounting, Health Care, Insurance & Risk, Operations & Information Management, Statistics): Steve Kimbrough
35. Wharton (Finance, Legal Studies & Business Ethics, Business & Public Policy): Phil Nichols
36. Wharton (Management, Marketing, Real Estate): Eric Bradlow

Assistant Professor Members:

Tulia Falleti, SAS/Political Science
Christine Bradway, Nursing
William Burke-White, Law

Penn Association of Senior and Emeritus

Professor (PASEF) Members:
Sohrab Rabii, SEAS

Senate Committee on Academic Freedom (SCAFFR)

Andrew Rappe, SAS/Chemistry, *Chair*
Clifford Deutschman, SOM/Anesthesiology & Critical Care
Samuel Freeman, SAS/Philosophy
Amy Kaplan, SAS/English
Alan Charles Kors, SAS/History
Carolyn Marvin, Annenberg
Kermit Roosevelt, Law
Richard Ross, SOM/Psychiatry
Lorraine Tulman, Nursing
Ex officio
Senate Chair-Elect, Harvey Rubin, SOM/
Infectious Diseases

Senate Committee on Economic Status of the Faculty (SCESF)

Laura Perna, GSE, *Chair*
Anne O'Sullivan, Nursing
David Pope, SEAS
Sarah Kagan, Nursing
Daniel Raff, Wharton
TBA
Ex officio
Senate Chair, Sherrill Adams, Dental
Senate Chair-Elect, Harvey Rubin, SOM/
Infectious Diseases
Senate Past Chair, Larry Gladney, SAS/Physics & Astronomy

Faculty Senate Committees Elected by SEC (2008-2009)

Senate Committee on Faculty and the Academic Mission (SCOF)

Stephen Phipps, SAS/Earth & Environ. Sci., *Chair*
Grace Kao, SAS/Sociology
Ian Lustick, SAS/Political Science
Diana Slaughter-Defoe, GSE
Reed Pyeritz, SOM/Genetics
Beth Winkelstein, SEAS
Ex officio
Senate Chair, Sherrill Adams, Dental
Senate Chair-Elect, Harvey Rubin, SOM/
Infectious Diseases

Senate Committee on Students and Educational Policy (SCSEP)

Michael Zuckerman, SAS/History, *Co-Chair*
Kelly Jordan-Sciuotto, Dental, *Co-Chair*
Lance Donaldson-Evans, SAS/Romance Languages
Marybeth Gasman, GSE
Daniel Lee, SEAS
Kathleen Montone, SOM/Pathology & Lab Medicine
Ex officio
Senate Chair, Sherrill Adams, Dental
Senate Chair-Elect, Harvey Rubin, SOM/
Infectious Diseases

Senate Committee on Faculty and the Administration (SCOA)

Cindy Christian, SOM/Pediatrics, *Chair*
Julie Fairman, Nursing
Susan Orel, SOM/Radiology
Bernard Shapiro, Vet
Rogers Smith, SAS/Political Science
Henry Teune, SAS/Political Science
Ex officio
Senate Chair, Sherrill Adams, Dental
Senate Chair-Elect, Harvey Rubin, SOM/
Infectious Diseases

Senate Committee on Publication Policy for *Almanac*

Martin Pring, SOM, *Chair*
Helen Davies, SOM/Microbiology
Joseph Turow, Annenberg
Emily Blumberg, SOM/Infectious Diseases
Carey Mazur, SAS/English
John Jemott III, Annenberg School *Ex officio*
Senate Chair, Sherrill Adams, Dental
Senate Chair-Elect, Harvey Rubin, SOM/
Infectious Diseases

Senate Committee on Faculty Development, Diversity, and Equity

Lois Evans, Nursing, *Chair*
Olena Jacenko, Vet
Helen Davies, SOM/Microbiology
Susan Margulies, SEAS
Clifford Deutschman, SOM/Anesthesiology & Critical Care
Erle Robertson, SOM/Microbiology
Ex officio
Senate Chair, Sherrill Adams, Dental
Senate Chair-Elect, Harvey Rubin, SOM/
Infectious Diseases

Faculty Grievance Commission

Barry Cooperman, SAS/Chemistry, *Chair*
Joan Goodman, GSE, *Past Chair*
Vivian Seltzer, Social Policy & Practice,
Chair-Elect

Membership of University Council, 2008–2009

Steering Committee

The Steering Committee shall consist of the president of the University, the provost, the chair, the chair-elect and the past chair of the Faculty Senate, the chair of the Undergraduate Assembly, the chair of the Graduate and Professional Student Assembly, the chair of the Penn Professional Staff Assembly, and the chair of the Penn Weekly-Paid Professional Staff Assembly. Drawn from the Council membership there shall be in addition four faculty members, one graduate/professional student, and one undergraduate student elected by the respective governing bodies, as well as one additional member of the Penn Professional Staff Assembly, and one additional member of the Penn Weekly-Paid Professional Staff Assembly, each elected by their representative assemblies. The chair of the Faculty Senate shall be the chair of the Steering Committee. In the absence of the chair, or at the request of the chair, the chair-elect shall serve as chair of the Steering Committee. The Council moderator will be an official observer at meetings of the Steering Committee. The secretary of the Council shall serve as secretary of the Steering Committee. Members of the Steering Committee may attend the meetings of Council committees.

—*Council Bylaws*

Members of Steering Committee

Mat Abramsky
Sherrill Adams, *Chair*
Eric Bradlow
Zac Byer
Ron Daniels
Larry Gladney, *Past Chair*
Amy Gutmann
Steven Hauber
Lawrence Levin
Laurie McCall
Nancy McCue
Reed Pyeritz
Andrew Rennekamp
Therese Richmond
Harvey Rubin, *Chair-Elect*
Wilson Tong
Michelle Wells Lockett

For more information regarding University Council, including Status Reports and Resolutions, see the Council website:

www.upenn.edu/secretary/council/index.html

Members of Council

Faculty: Forty-five members of the Executive Committee of the Faculty Senate. The Faculty Senate shall insure that each faculty is represented and that at least three assistant professors serve on the Council. The members of the Faculty Senate Executive Committee who are members of the Council shall otherwise be chosen in accordance with the rules of the Faculty Senate.

One full-time lecturer and one full-time member of the research faculty to be selected to serve two-year terms by vote facilitated by the Office of the Secretary in consultation with the Steering Committee of the full-time lecturers and research faculty, respectively, from a slate consisting of the five lecturers, and the five members of the research faculty receiving the largest number of nominations by lecturers and members of the research faculty. If the Steering Committee receives fewer than five nominations for either group, additional nominations shall be solicited from the constituency representatives of the Senate Executive Committee.

Administrative and Staff: Eleven administrative officers, including the president, the provost, and nine members of the administration to be appointed annually by the president, at least five of whom shall be deans of faculties.

Two elected representatives of the Penn Professional Staff Assembly. One elected representative of the Librarians Assembly. Two elected representatives of the Weekly-Paid Professional Staff Assembly.

Students: Fifteen graduate and professional students elected as members of the Graduate and Professional Student Assembly. The Graduate and Professional Student Assembly shall insure that, to the extent possible, each school is represented. The members of the Graduate and Professional Student Assembly who are members of the Council shall otherwise be chosen in accordance with the rules of the Graduate and Professional Students Assembly.

Fifteen undergraduate students elected as members of the Undergraduate Assembly. The Undergraduate Assembly shall insure that, to the extent possible, each undergraduate school is represented. The members of the Undergraduate Assembly who are members of the Council shall otherwise be chosen in accordance with the rules of the Undergraduate Assembly.

One elected representative of the United Minorities Council.

—*Council Bylaws*

Members of the Administration

Rebecca Bushnell
Ron Daniels
William Gipson
Eduardo Glandt
Amy Gutmann
Charles Howard
Joan Hendricks
Andrew Porter
Thomas Robertson
Maureen Rush
Valarie Swain-Cade McCoullum

Elected by the Faculty At Large

(Faculty Senate Officers Are Indicated)
Harvey Rubin, *Chair-Elect*
Sherrill Adams, *Chair*
Larry Gladney, *Past Chair*
Gary Molander, *Secretary-Elect*
Therese Richmond, *Secretary*
Lawrence Levin, *Past Secretary*

Elected by Faculty Constituency

Term Expires May 2009

1. Marwan Kraidy
3. Robert Preucel
7. Ignacio Javier Lopez
9. Toni Bowers
11. Paul Goldin
12. Bhuvnesh Jain
13. Robert Vitalis
15. Janice Madden
17. Jonathan Supovitz
19. Barry Silverman
21. Kermit Roosevelt
24. Jim McKay
25. Kevin Judy
27. Reed Pyeritz
29. Laurie Loevner
31. Irene Wong
35. Phil Nichols
36. Eric Bradlow

Term Expires May 2010

2. Julia Rudolph
4. Jonathan Block
5. Mechthild Pohlschroder
6. Jeffrey Winkler
8. Steve Matthews
10. Charles Yang
14. Robert Kurzban
16. Ellis Golub
18. John C. Schotland
20. Anuradha Mathur
22. Nina Luning Prak
23. Kieran Slevin
26. Martin Keane
28. Phyllis Dennery
30. Jennifer Pinto-Martin
32. Bernard Shapiro
33. Raymond Boston
34. Steve Kimbrough

Assistant Professors

Term Expires May 2009
Christine Bradway
William Burke-White

Term Expires May 2010

Tulia Falletti

Junior and Research Faculty Members

Term Expires May 2009
Maria Magro-Vassilakis

Term Expires May 2010

Ellen Giarelli

Graduate/Professional Students

Kamila Alexander
Mat Abramsky
Tom Byrne
Carla Cue
Heather Curl
Susan Haas
Alejandro Hagan
Christa Heyward
Omar Khan
Jason Parris
Andrew Rennekamp
Peter Sizgoric
Lee Solomon
Nikki Thorpe
David Vafek

Undergraduate Students

Benjamin Alisuag
Zac Byer
Ben Coulter
Malka Fleischman
Mayra Garza
Joseph Luchtan
Jordan Mendel
Mark Pan
Jay Patel
Cornelius Range
Josh Roberts
Yana Sigal
Ashley Templeton
Wilson Tong
Dennie Zastrow

Penn Professional Staff Assembly

Nancy McCue, *Chair*
Laurie McCall

Librarians Assembly

David Azzolina

Penn Weekly-Paid Professional Staff Assembly

Steven Hauber, *Chair*
Michelle Wells Lockett

United Minorities Council

Lisa Zhu

ROTC Representative

Colonel Brian Manthe*

Moderator

Paul Guyer*

Parliamentarian

Mark Lloyd*

Secretary

Leslie Laird Kruhly *

Faculty Senate officers are *italicized*. Asterisk [*] indicates observer status.

University Council Committees, 2008–2009**Standing Committees****Academic & Related Affairs****Chair:** Peter DeCherney**Staff:** Karen Lawrence**Faculty:**

Kathleen Boesze-Battaglia
Peter Dodson
Sohrab Rabii
Richard Salcido
Paul Shaman
Kristen Stromberg-Childers
Michael Topp

Graduate Students:

Jessica Lautin
Rachel Pereira

Undergraduate Students:

Zach Fuchs
Leonard Tso

PPSA:

Susanne Donovan
Ken Grich

WPSA:

Erin Lemons
1 TBA

Campus & Community Life**Chair:** Phil Nichols**Staff:** Matthew Waller**Faculty:**

Joretha Bourjolly
Brenda Casper
J. Matthew Hartley
Aravind Joshi
Eileen Sullivan-Marx
Henry Teune
1 TBA

Graduate Students:

Nikki Thorpe
Rosa Mathai

Undergraduate Students:

Brett Perlmutter
Alec Webley

PPSA:

Shahedah Saalim
Julie Lyzinski

WPSA:

2 TBA

Diversity and Equity**Chair:** John Jackson**Staff:** Brenda Brand**Faculty:**

Lisa Lewis
Yvonne Paterson
Andres Pinto
Jorge Santiago
Yolanda Slaughter
Howard Stevenson
Nancy Tkacs

Graduate Students:

Esther Agbaje
Christa Heyward

Undergraduate Students:

Ben Alisuag
Dennie Zastrow

PPSA:

Lisa Linn De Barona
Aiasha B. Saalim Graham

WPSA:

Omua Ahonkhai
Michelle Wells Lockett

Facilities:

Chair: Walter Wales
Staff: Taylor Berkowitz

Faculty:

Eugenie Birch
William Braham
Thomas Daniels
Michael McGarvey
Bernard Shapiro
Richard Shlansky-Goldberg
Susan Weiss

Graduate Students:

Nikki Thorpe
James Bennett

Undergraduate Students

Elyse Sholk
Lisa Zhu

PPSA:

Laura Foltman
Stephanie Grant

WPSA:

Karima Williams
1 TBA

Personnel Benefits**Chair:** Ingrid Waldron**Staff:** Erin Doyle**Faculty:**

Ed Boe
Howard Goldfine
David Pope
Gerald Porter
Kent Smetters
Mark Tykocinski
Barbra Wall

PPSA:

Valerie Dorn
Victoria Mulhern
Lynn Rotoli

WPSA:

Kelly Dewees
Peter Sockett
Linda Satchell

Committee on Committees**Chair:** Harvey Rubin**Staff:** Sue White
Brenda Brand**Faculty:**

Sherrill Adams
Eric Bradlow
Larry Gladney
Lawrence Levin
Reed Pyeritz
Therese Richmond

Graduate Student:

Alejandro Hagan

Undergraduate Student:

Margo Peyton

PPSA:

Laurie McCall

WPSA:

Loretta Hauber

Independent Committees**Honorary Degrees****Chair:** Charles Mooney**Staff:** Eric Kaplan
Lynne Sniffen**Faculty:**

Franklin Allen
Nader Engheta
John Furth
Andrea Liu
Jonathan Moreno
Carol Ann Muller
Jerry Sabloff

Graduate Students:

Rafael Walk
Christopher Nabel

Undergraduate Students:

Michelle Jacobson
Mike Rayker

PPSA:

Helen DiCaprio

WPSA:

Michelle Wells Lockett

Open Expression**Chair:** Peter Kuriloff**Staff:** Brenda Brand**Faculty:**

Portonovo Ayyaswamy
Nancy Hanrahan
Robert Hollebeek
Klaus Krippendorff
Catherine Manno
Katherine Sender
Ross Webber

Graduate Students:

Jana Beck
Susan Haas
Atul Singh

Undergraduate Students:

Matt Feczko
Elyse Sholk
Eric Snyder

PPSA:

Rodney Robinson
Patricia Rose

WPSA:

1 TBA

University Council Meetings

Following are the dates for meetings of the University Council, which are open to observers who register their intention to attend by calling the Office of the University Secretary, (215) 898-7005, in advance.

December 10
January 28
February 18
March 25
April 22

All meetings are held on Wednesdays, at 4 p.m. in Bodek Lounge, Houston Hall. The agenda will be announced in *Almanac* prior to each meeting. Council meeting coverage is also published in *Almanac* in the next issue following the meeting.

The October 22 meeting coverage of the State of the University is on *Almanac's* website at www.upenn.edu/almanac/volumes/v55/n10/council.html

Human Resources: Upcoming Programs

Flexible Work Options Information Session

Flexible Work Options can support Penn's efforts to attract and retain top talent, maximize productivity, and expand services, while individual employees may benefit from the ability to pursue professional development opportunities, manage work and family responsibilities, and more. Penn's guidelines on how to propose and implement flexible work options arrangements are available from the Human Resources website at www.hr.upenn.edu/Quality/Worklife/FlexOptions.

Information Session Explaining Flexible Work Options; November 12, noon–1:30 p.m.; free. We will explain in detail:

- How Flexible Work Options work
- Where Flexible Work Options fit & work best
- What conditions encourage a successful plan
- What others have experienced with flexible work arrangements (presented by a panel of colleagues from around campus)

Whether you are an employee interested in establishing a flexible work arrangement or a manager seeking to understand how to consider and evaluate flexible work proposals, please join us for this informative, interactive presentation and discussion. For information and to register, visit the online Course Catalog at www.hr.upenn.edu (click "Course Catalog" at the top; select "Flexible Work Options" from the Browse by Category menu) or contact HR at krut@upenn.edu or (215) 898-0380.

Getting Ahead: For Young Professionals

Young professionals face a unique set of challenges in the workplace—and also have the opportunity to make tremendous strides. Human Resources is offering new sessions in its ongoing program *Getting Ahead: A Series for Young Professionals*. Details are available at www.hr.upenn.edu/Learning/GettingAheadSeries2.pdf. To register, visit the online Course Catalog at www.hr.upenn.edu (click "Course Catalog" at the top) or contact Learning and Education at (215) 898-3400.

"Career Building" Panel; November 19, noon–1:30 p.m.; free. Penn offers a wealth of opportunities for professional and career development. Are you curious about how others at Penn develop their careers? Wondering about how to attain your next job at Penn? Hear some success stories from an interesting panel of Penn staff who will share their "career building" stories.

Professional and Personal Development

Improve your skills and get ahead in your career by taking advantage of the development opportunities provided by Human Resources! You can pre-register for programs by visiting the online Course Catalog at www.hr.upenn.edu (click "Course Catalog" at the top), or by contacting Learning and Education at (215) 898-3400.

Diversity Brown Bag: Americans with Disabilities Act (ADA); November 6, noon–1 p.m.; free. The Americans with Disabilities Act of 1990 (ADA) provides protection from discrimination for individuals on the basis of disability. This program will explain the ADA as it pertains to the workplace. Topics will include relevant Penn policies and procedures, the best ways to identify reasonable accommodations, how to incorporate people with disabilities into the workplace, and more. Participants will also learn about the various campus offices that can provide valuable resources for individuals with disabilities and for those who wish to support them.

Introduction to the Myers-Briggs Type Indicator; November 7, 9 a.m.–noon; \$75. Taking the Myers-Briggs Type Indicator (MBTI) inventory and receiving feedback will help you identify your unique gifts. The information enhances understanding of yourself, your motivations, your natural strengths, and your potential areas

for growth. It will also help you appreciate people who differ from you. Understanding your MBTI type is self-affirming and encourages cooperation with others.

Words at Work; November 10, 14 and 21; 9 a.m.–noon; \$75. This participatory writing program is designed to provide you with an updated, practical, no-nonsense perspective on today's business writing. The program challenges long-held assumptions about the "right" way to communicate, and provides you with writing tools within a broad context of understanding the dynamics of written communication.

Brown Bag Matinee: Corporate Legends and Lore; November 11; noon–1 p.m.; free. Every organization has unique legends and lore that become part of the very fabric of its identity. These corporate stories have tremendous power to increase productivity, implement change, and motivate employees. When well-timed and skillfully told, one story can accomplish more than a thousand memos. *Corporate Legends and Lore* demonstrates how you can tell stories about heroes, survivors, letting off steam, and more to motivate others and build personal influence.

Unlocking the Secrets of the Penn Library; November 13; noon–1:30 p.m.; free. Discover the ways the Library can work for you. Learn how to access over 10,000 electronic journals and reference sources, get personalized research assistance, or simply take out the latest *New York Times* best-seller. This session includes a 30-minute walking tour of Van Pelt Library. Participants are welcome to attend just the informational session.

Managing Cross-Cultural Communication in a Global Penn Community: What You Need to Know to Support Your International Scholars and Staff; November 18; 9 a.m.–noon; free. This session will help business administrators, managers and PIs develop a greater understanding of the behaviors and practices international scholars and staff may bring with them from their home cultures. You'll study how values, perceptions and expectations differ between cultures; how to manage conflicts and problems with international scholars/staff; and what you need to know about the workplace dynamics, behaviors and practices in international cultures. Get practical tips for working with international staff, and acquire a "global" understanding that will help you better support the international scholars and staff in your department.

Career Focus Brown Bag: Effective Networking; November 20; noon–1 p.m.; free. Networking is a key component to career success, yet many people still wonder just what it is and how to do it. In this session, you will learn about the fundamentals of networking: why it is so important both professionally and personally, and how to develop your skills and increase your comfort level with it.

Heart Health

Keeping your heart fit is one of the most important things you can do to improve your chances of good health throughout your life. These workshops, led by physicians and health experts from UPHS, will cover the facts and answer your questions about maintaining a heart-healthy lifestyle. Pre-registration is required for this special fall series. You are welcome to bring a brown bag lunch to the sessions. For information and to register, visit the online Course Catalog at www.hr.upenn.edu (click "Course Catalog") or contact HR at suz.smith@upenn.edu or (215) 898-5116.

Discovering the Keys to Weight Management for a Healthier You; November 19; noon–1 p.m.; free. A new year is approaching—time for a new and healthier you! This workshop will walk you through the steps to weight management. Learn to set goals, find a support network, and identify a weight loss program that meets your needs. You should leave

this workshop feeling confident in your understanding of the weight management techniques and tools that are available to you. This workshop is led by Dr. Anthony Fabricatore, assistant professor of psychology in psychiatry at the School of Medicine, Center for Weight and Eating Disorders.

Palpitations: Why Do I Have Them? What Do They Mean? What Can I Do?; November 25; noon–1 p.m.; free. Palpitations are often described as sensations of irregular and/or forceful beatings of the heart. Nearly everyone experiences an occasional awareness of their heart beating, but when it occurs frequently, it can indicate a problem. This workshop will give you the skills and knowledge you need to better understand palpitations in general and what to look for in more serious cases. You should leave the workshop with added knowledge of and a better understanding of the different types and causes of palpitations. This workshop will be led by Dr. Ralph Verdino, director, Electrophysiology Fellowship Program, associate professor of medicine, HUP.

Nutrition Workshops

If you're like most people, you have plenty of questions about nutrition: What should I eat before and after a workout? How can I choose smarter, healthier foods at the grocery store or in a restaurant? Which vitamins should I be taking, if any? Get answers to these questions and more when you join Human Resources for an ongoing series of nutrition workshops. For more information about the workshops and to register, visit www.hr.upenn.edu/quality/wellness/workshops.aspx or contact Human Resources at (215) 898-5116 or suz.smith@upenn.edu.

Mindful Eating; October 29; noon–1 p.m.; free. Do you find yourself rushing through a meal or snack, just to find you overdid it? Do you eat in response to boredom or stress, instead of when you are really hungry? Mindful eating helps you re-learn how to recognize your body's true feelings of hunger, satiety, and appetite, instead of just eating "mindlessly". This can help improve weight and overall health. Come and learn tips that will help you negotiate the holidays! This workshop will be led by Linda Sartor, clinical nutrition specialist and certified diabetes educator in HUP's Department of Endocrinology, Diabetes, and Metabolism.

Quality of Worklife Workshops

Dealing with the demands of work and your personal life can be challenging. These free workshops led by experts from Penn's Employee Assistance Program and Work and Family Benefits Provider, Penn Behavioral Health, offer information and support for your personal and professional life challenges. Quality of Worklife workshops include time at the end for some Q&A. For more information or to register, visit www.hr.upenn.edu/Quality/Workshop.aspx or call (215) 573-2471.

Generating Respect; November 5; 11:30 a.m.–1 p.m.; free. This workshop explores how to position yourself in a way that elicits respect from others in a personal, and especially in a professional, capacity. Participants will learn to understand the building blocks that generate respect, to identify obstacles that can derail the respect-building process, to recognize behaviors that lead to disrespect, and to articulate the skills that earn respect.

Gaining Control of the Eldercare Systems; November 20; 11:30 a.m.–1 p.m.; free. This is designed to help caregivers and other interested parties learn about current trends in various systems offering support to the elderly and how to successfully navigate those systems, including Social Security and Medicare. Other topics will include supplemental security income, and insurance issues

—Division of Human Resources

Penn Home Ownership's Annual Home Ownership Week

Thinking about buying a home can be stressful, but in the current economic environment making such a purchase is even more daunting. Penn Home Ownership Services is here to help. Their Annual Fall Home Ownership Week, Nov. 3–7, provides a wealth of information for both potential and current homeowners, including workshops on mortgages, credit, insurance, home improvements, the real estate market and other topics of interest. Lunch and prizes are also available. To register visit: www.upenn.edu/homeownership.

ITMAT Proposals: December 15

The Institute for Translational Medicine and Therapeutics (ITMAT) invites proposals from ITMAT Members and ITMAT Associate Members in the Research Associate or Instructor A category. It is not too late to become a member or an associate member if you would like to apply for the grant and meet membership criterion. If you are interested, please visit the membership section of our website (www.itmat.upenn.edu/membership.shtml) for details.

ITMAT plans to support translational research through its Transdisciplinary Awards Program In Translational Medicine And Therapeutics (TAPITMAT). We are planning to fund 4 to 6 proposals in the range of \$100,000-\$150,000. These proposals require at least two co-principal investigators, ideally from different disciplines within the University of Pennsylvania, at least one of whom has a primary appointment in the School of Medicine. The proposals must center on the translational space—from proof of concept in cells or model systems through to completion of dose selection in Phase II in humans. Programs that plan to progress within that space and which deploy technologies and approaches conventionally segregated from each other within the traditional boundaries of academic medicine will be especially favored. The proposals are due by *December 15, 2008* for a proposal start date of February 1, 2009. Please visit our website at www.itmat.upenn.edu/funding.shtml for detailed instructions.

—Garret A. FitzGerald, Director, ITMAT



Boo!

This Friday, October 31, International House will hosts its Annual Halloween Costume Party. The time, from 6-8 p.m., is earlier than originally announced in the October AT PENN calendar, so get ready and come out in your best costume and dance to a spooky DJ beat. Appetizers will be served under the haunted glow of silent, scary movies. Wear your best costume and join the contest—there are prizes! Cash bar; must be 21 and over to drink alcohol. Free for I-House residents; \$5 members, alumni and friends; \$8 general admission.

Almanac On-the-Go: RSS Feeds



Almanac provides links to select stories each week there is an issue. Visit Almanac's website, www.upenn.edu/almanac for instructions on how to subscribe to the Almanac RSS Feed.

Week Two Winners

Toniette Newton, HUP—University of Pennsylvania photograph book, Business Services

Vivian Hasiuk, Physics Department—Penn Ice Rink at the Class of 1923 coupon booklet containing 10 admission tickets, Business Services

Ken Margulies, School of Medicine—\$50 certificate for Penne at The Inn at Penn, Business Services

Roshley Thomas, Presbyterian Medical Center—\$25 Barnes & Noble gift certificate, Business Services

Estha Venter, ISC—Lunch for two at the University Club at Penn, Business Services

Dawn Carter, Pennsylvania Hospital—Pretzel Party Pack, Auntie Anne's

Patricia Clements, Presbyterian Medical Center—3 guest passes to the Eastern State Penitentiary Historic Site

April Clayburn, HUP—Gift certificate for 4 to a Show, World Cafe Live

Karen Panossian, Pennsylvania Hospital—Certificate for 2 tickets to a performance, Annenberg Center for the Performing Arts

Mike Fink, Public Safety—Dinner for 2, Fork

Frances Baxter, Presbyterian Medical Center—Penn umbrella, UPHS HR

Susan Collins, ISC—Penn umbrella, UPHS HR

Beryl Milton, Presbyterian Medical Center—Trinket box, UPHS HR

Melissa Rivera, CPUP—Voucher for a free sandwich at Subway at 1920 Commons, Business Services



To qualify for the week four raffle, you must participate by 5 p.m. on Friday, October 31—either online at www.upenn.edu/pennsway or contact your Penn's Way Coordinator for a paper form. Note: Additional prizes may have been added since Almanac went to press.

Raffle winners for Week Four will be randomly selected Monday, November 3 and will be announced in Almanac.

Week Four Prizes: October 27-31

Business Services—University of Pennsylvania Photograph Book

Business Services—Penn Ice Rink at the Class of 1923 coupon booklet containing 10 admission tickets

Auntie Anne's—Pretzel Party Pack
Sheraton Suites, Philadelphia Airport—Free night stay

Bikram's Yoga College of India—\$120 gift certificate to 10 free sessions of yoga

The Sporting Club at the Bellevue—Gift certificate for 2 free months

Helium Comedy Club—Admission for 6

Casters and Parts, Inc—\$25 Wawa gift card

Business Services—Voucher for a free sandwich at Subway, 1920 Commons

UPHS HR—Penn umbrella

UPHS HR—Penn umbrella

UPHS HR—Trinket box

UPHS HR—LG cell phone

—Rob Eich, Penn's Way Campaign

One Step Ahead

Security & Privacy
Made Simple

Another tip in a series provided by the Offices of Information Systems & Computing and Audit, Compliance & Privacy.

New Online Training: Information Privacy and Security at Penn

In Penn's complex environment it is difficult to be aware of all the requirements that apply, and all the tools that are available, to help protect the privacy and security of confidential information. Recognizing these challenges, Information Systems and Computing and the Office of Audit, Compliance and Privacy have developed an online training module called "Information Privacy and Security at Penn: A Practical Guide." The module, which requires less than twenty minutes to complete, provides an overview of our privacy and security policies and principles, and identifies resources for further assistance.

This new online training is available to all Penn employees. To access the module simply go to the University's Knowledge Link site, at <http://knowledgeink.upenn.edu/welcome/index.html>. Log in using your PennKey and password, click on "Optional," then select "Information Privacy and Security at Penn" from the list of available courses. When you have completed the training you can expect to have a broad understanding of our privacy and security policies and procedures, practical knowledge about how to protect Penn data as well as your own, and knowledge of the resources that are available to you in this area.

To receive weekly OneStepAhead tips via e-mail, send e-mail to listserv@lists.upenn.edu with the following text in the body of the message: sub one-step-ahead <your name>.

For additional tips, see the One Step Ahead link on the Information Security website: www.upenn.edu/computing/security/.



CLASSIFIEDS—UNIVERSITY

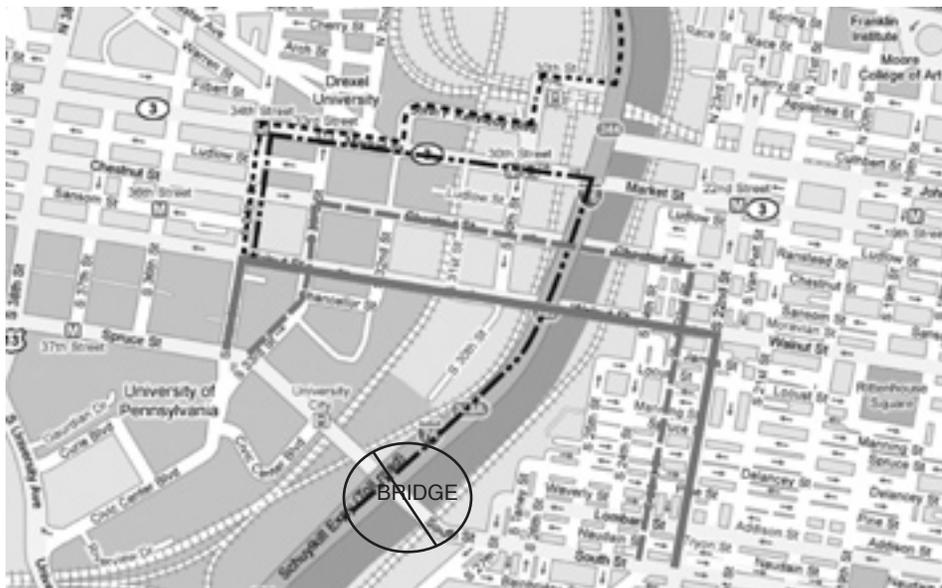
RESEARCH

The UPHS/Division of Endocrinology seeks **women at least 60 years of age** who have been told they need treatment for osteoporosis or who have had a bone fracture from osteoporosis for a research study. Women who are interested will be evaluated by bone densitometry and MRI. Women who qualify will receive treatment with an osteoporosis medication for two years and compensation for travel. Please call Terry Scattergood RN, MSN at (215) 898-5664 for more information.

For information call (215) 898-5274 or visit www.upenn.edu/almanac/faqs.html#ad. Almanac is not responsible for contents of classified ad material.

Penn Parking: Helping Patrons Prepare for the South Street Bridge Closure

In preparation for the closure of the South Street Bridge, Penn Transportation and Parking is offering incentives to encourage current parking patrons to use alternatives modes of transportation for their daily commutes. All parking patrons (UPHS and Penn) who give up their parking will be guaranteed a space in the same garage or lot when/if they return (for 60 days after completion of the bridge project). This guarantee is in effect for all locations, including those with transfer lists. Recognizing that there will be times when individuals still need to drive to campus, a discounted parking card is also being offered (\$10 per use for 25 uses vs. the normal \$13 rate) to patrons who give up their parking for the South Street Bridge closure. The card will cost \$250 and can be paid via a one time payroll deduction, credit card or cash. The card will have no expiration date and can be used in 3 garages. (Garage #37 at 34th and Chestnut, Garage #30 at 38th and Walnut or Garage #40 at 40th and Walnut.) For more information on these incentives call the Parking Office staff at (215) 898-8667.



In anticipation of the South Street Bridge closure, official City of Philadelphia detours are shown above.

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 **October 13-19, 2008**. Also reported were 34 crimes against property (including 26 thefts, 1 auto theft, 3 burglaries, 1 act of vandalism and 3 cases of fraud). Full reports are available at: www.upenn.edu/almanac/volumes/v55/n10/crreport.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 13-19, 2008**. 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.

| | | | |
|----------|----------|--------------------|--|
| 10/14/08 | 11:46 AM | 3120 Walnut St | Male wanted on scofflaw/Arrest |
| 10/14/08 | 5:22 PM | 40th and Market St | Male in possession of narcotics/2 arrested |
| 10/14/08 | 9:41 PM | | Male wanted on warrant/Arrest |
| 10/16/08 | 1:53 AM | 4000 Spruce St | Offender cited for public urination |
| 10/16/08 | 2:43 AM | 3700 Chestnut St | Offender cited for disorderly conduct |
| 10/17/08 | 9:36 AM | 4001 Walnut St | Merchandise taken/struggle ensued/Arrest |
| 10/17/08 | 11:04 PM | 4000 Ludlow St | Males shot on highway |
| 10/18/08 | 12:50 AM | 4001 Walnut St | Male cited for defiant trespass |
| 10/18/08 | 1:25 PM | 3928 Pine St | Complainant robbed by unknown males |
| 10/18/08 | 6:26 PM | 3900 Market St | Complainant robbed of US currency |
| 10/18/08 | 10:26 PM | 4000 Walnut St | Male cited for disorderly conduct |
| 10/18/08 | 11:04 PM | 42nd and Sansom St | Complainant assaulted by unknown male |

18th District Report

18 incidents with 5 arrests (including 3 aggravated assaults, 13 robberies, 1 rape and 1 homicide) were reported between **October 13-19, 2008** by the 18th District covering the Schuylkill River to 49th St. & Market St. to Woodland Ave.

| | | | |
|----------|----------|---------------------|---------------------------|
| 10/13/08 | 12:00 AM | 4700 Pine St | Robbery |
| 10/14/08 | 4:30 AM | 4700 Chester Ave | Rape |
| 10/14/08 | 11:40 AM | 4800 Woodland Ave | Robbery |
| 10/15/08 | 3:25 AM | 4600 Larchwood Ave | Robbery |
| 10/15/08 | 4:26 AM | 400 47th St | Robbery |
| 10/15/08 | 10:00 PM | 4800 Warrington Ave | Robbery |
| 10/16/08 | 9:30 PM | 4510 Walnut St | Robbery |
| 10/16/08 | 12:20 AM | 20 50th St | Robbery |
| 10/17/08 | 9:35 AM | 4000 Walnut St | Robbery/Arrest |
| 10/17/08 | 12:50 PM | 4815 Locust St | Aggravated Assault/Arrest |
| 10/17/08 | 10:52 PM | 4010 Ludlow St | Homicide |
| 10/18/08 | 12:00 AM | 3924 Market St | Robbery |
| 10/18/08 | 1:00 AM | 5200 Spruce St | Robbery |
| 10/18/08 | 2:29 AM | 807 49th St | Aggravated Assault/Arrest |
| 10/18/08 | 3:00 AM | 3928 Pine St | Robbery |
| 10/18/08 | 12:00 PM | 4000 Chestnut St | Robbery |
| 10/18/08 | 8:47 PM | 5035 Cedar Ave | Aggravated Assault/Arrest |
| 10/18/08 | 10:23 PM | 4200 Woodland Ave | Robbery/Arrest |

Update

October AT PENN

ON STAGE

30 *Barbie Shows Her Bloomers!*; all-female comedy troupe; 8 p.m.; Class of '49 Auditorium, Houston Hall; \$8/door, \$7/Locust Walk; also *October 31* and *November 1* (Bloomers).

Proof; 8 p.m.; Harold Prince Theatre, Annenberg Center; \$10, \$8/with PennCard; also *October 31* and *November 1*; tickets: www.frontrowtheatreco.com (Front Row Theatre Co.).

Harmonic Dialogue; 2 one-act plays and accompanying a capella songs of the African Diaspora; 7 p.m.; Iron Gate Theater; \$10, \$8/Locust Walk; also *October 31* and *November 1* (African American Arts Alliance; The Inspiration).

TALKS

29 *Terrapins, Tires, and Traps: Conservation Biology at the Jersey Shore*; Roger Wood, Richard Stockton College; noon; Carolyn Hoff Lynch Auditorium, Chemistry Bldg. (Institute for Environmental Studies).

30 *Dementia and Cognitive Impairment: New Complications of Diabetes?*; Lenore J. Launer, National Institute of Aging; 3 p.m.; Auditorium, BRB II/III; register: (215) 898-3163 (Institute on Aging).

31 *Finiteness Theorems for Deformations of Complexes*; Frauke Bleher, University of Iowa; 3:15 p.m.; rm. 4N30, David Rittenhouse Laboratories (Penn's Fund to Encourage Women).

Urban Housing and Development; Carl Greene, Philadelphia Housing Authority; noon; Silverstein Forum, Stiteler Hall (Pi Gamma Mu).

Deadline: Submissions for the Update are due every Monday for the following Tuesday's issue. The deadline for the December AT PENN calendar is *Tuesday, November 18*. For information see www.upenn.edu/almanac/calendar/caldead-real.html.

Events are subject to change. More information can be found on the sponsoring department's website. Sponsors are listed in parentheses. For building locations, call (215) 898-5000 between 9 a.m. and 5 p.m. or see www.facilities.upenn.edu.



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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 the 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).

On Penn and the Economy

October 20, 2008

Dear Members of Our University Community:

Over the last few weeks the world has seen the American capital and credit markets experience their worst turmoil in three generations. It is no wonder that the state of the economy is on everyone's mind, even as we go about our day-to-day work of studying, teaching, conducting research, volunteering in our communities and supporting the mission of this great university.

I would like to take this opportunity to communicate with you about how we at Penn are being affected and how, together, we will weather this challenging time in our nation's history.

To begin with the good news and the most important fact about Penn today: by every major measure, we are stronger than ever before in our history. We set new records in fundraising in 2008, and by a wide margin. We raised \$608 million, including \$476 million in cash, and our fundraising for this year-to-date is ahead of target. As important, the many generous donors to Penn have resonated to our highest priorities and therefore have geared their gifts to financial aid, faculty support (including interdisciplinary programs, institutes and centers) and facilities. We completed the acquisition of the postal lands and we laid the groundwork for carrying out the award-winning Penn Connects master plan of our expanded campus.

We initiated a groundbreaking no-loan initiative in undergraduate financial aid. We significantly improved graduate student stipends, which are also now the best in Penn's history. We remain firmly committed to making a Penn education affordable for students from all economic backgrounds.

In addition to moving ahead on our strategic priorities, the leadership team at Penn also has been working proactively to mitigate financial risk and protect our financial base. For example, over the last year, the University's Investment and Treasurer's offices smartly diversified our short-term investments, reducing our investment in the CommonFund (a short term investment fund for nearly 900 colleges and universities) from \$250 million to only \$100,000 at the time the CommonFund's trustee placed restrictions on the withdrawal of funds. Some of our peers were not so fortunate. With respect to the endowment, over the past year, the University has undertaken several operational enhancements including suspension of its securities lending program in order to protect our cash position.

Our spending rule on endowment reflects the best practice of "smoothing" spending over time, so that when our returns soared in 2007, our spending did not increase at the same rate. Likewise, our decline in 2008 will not result in a reduction in spendable income in 2010.

We do need to manage our resources all the more prudently and we therefore have redoubled all of our efforts at fiscal discipline and high productivity, two hallmarks of Penn's operating philosophy. Perhaps more than any other eminent institution of higher education, we at Penn know how to do more with less.

All this said, however, it also bears emphasizing that we are not immune to the declines in the markets, the rising cost of and declining access to debt and the potential impact on philanthropy, three areas of great importance to us.

The key to Penn's ongoing success, and essential to maintaining our momentum during this period of uncertainty in the markets, will be maintaining a keen focus on our strategic priorities. Penn's central administration, schools and resource centers will continue to work together to analyze the impact of an evolving economic situation on our current budget and future budgets. We will adjust budgets prudently and proactively, always with a mind toward protecting our gains and ensuring ongoing pursuit of our highest priorities. Entering the current budget year, many of our schools and centers had already factored tighter economic conditions into their budgets.

I am asking all members of the Penn community to work closely with colleagues and managers in their areas of responsibility to assess their spending and to manage their resources in protection and pursuit of Penn's highest priorities.

The premium on prioritizing wisely and judiciously is even greater in times such as these, when we face not only challenges, but opportunities as well. The problems in the financial markets will take time to be resolved. Volatility in the markets is likely to continue for some time. Penn is very well positioned to weather this uncertainty. We will continue to protect and pursue our highest priorities. We will carry out the responsibilities that have been entrusted to us, and we will thereby sustain our great momentum in moving from excellence to eminence.

If there are specific concerns or questions that I can answer, please email me at president@upenn.edu. Should the impact of the economic situation on the University change significantly, I will continue to update you.

Sincerely,



Amy Gutmann, President