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Enhancements to Wharton's MBA Program

The faculty of the Wharton School voted earlier this month to approve a new design for its MBA program. The innovative design, a product of a multi-year study of the evolving role of business education, allows greater customization and offers MBA students flexibility. The design builds on Wharton's strength of academic reputation and offers new opportunities for student self-analysis and self-understanding, which underlie effective leadership. The School also commits to a radically new vision of business education as a life-long "knowledge partnership" between Wharton and its graduates, offering tuition-free executive education training for new MBA graduates.

"The architecture of the curriculum addresses the needs of a new global generation through flexibility, rigor and innovation," said Dr. Thomas S. Robertson, dean of the Wharton School. "Our research shows that this generation of business leaders wants greater control over educational choices, continued exposure to peers with deep, global experience and more opportunity in their academic experience to self-analyze and self-reflect. As part of the design, we are introducing a series of global modular courses that

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John Welsh Centennial Professor of History: Richard R. Beeman

Richard R. Beeman has been appointed the John Welsh Centennial Professor of History in the School of Arts and Sciences. As a historian of the American Revolutionary Era, Dr. Beeman's research focuses on aspects of America's political and constitutional history in the 18th and 19th centuries. He has written seven books and is currently working on his eighth, which is focused on the Continental Congress. His latest, *The Penguin Guide to the United States* was published by Penguin Press in August. His book, *Plain Honest Men: The Making of the American Constitution* (Random House, 2009) won the George Washington Book Prize and the Literary Award of the Philadelphia Athenaeum. He has also written several dozen articles.

He has received numerous other awards, including fellowships from the National Endowment for the Humanities, the Rockefeller Foundation, the Institute for Advanced Study at Princeton, and the Huntington Library. He has served as a Fulbright Professor in the United Kingdom and as Vyvyan Harmsworth Distinguished Professor of American History at Oxford University.

Dr. Beeman received his doctorate in history from the University of Chicago and has

been a member of Penn's faculty for 43 years. He has served as chair of the department of history, associate dean in the School, and Dean of the College of Arts and Sciences. He is a member of the Board of Trustees of the National Constitution Center and is chair of the Constitution Center's Committee on Programs, Exhibits and Education.



Richard Beeman

The John Welsh Centennial Professorship in History was created in 1877 and was one of the first three named professorships endowed at the University. It honors John Welsh, a University trustee and US Minister to Great Britain who is known for raising the funds to stage Philadelphia's Centennial Exposition of 1876.

Penn Medicine: Establishing Penn Hand Transplant Program at HUP



L. Scott Levin



Abraham Shaked

The Penn Transplant Institute, the department of orthopaedic surgery and the division of plastic surgery at the Hospital of the University of Pennsylvania (HUP) have collaborated to form the Penn Hand Transplant Program. The Program will operate under the leadership of the Penn Transplant Institute and in collaboration with the Gift of Life Donor Program, the nonprofit organ and tissue donor program which serves the eastern half of Pennsylvania, southern New Jersey and Delaware.

The Penn Hand Transplant Program is headed by Dr. L. Scott Levin, Paul B. Magnuson Professor of Bone and Joint Surgery, chair of the department of orthopaedic surgery and professor of surgery, division of plastic surgery and Dr. Abraham Shaked, professor of surgery and director of the Penn Transplant Institute.

In contrast to the requirement of identifying a solid organ donor, selecting a donor for hand transplants involves additional matching criteria

such as gender, ethnicity, race, skin color and tone and size. "Hand transplantation raises difficult and novel ethical challenges. Respect for donors and their families, the selection of recipients and the commitment to informed consent are all essential," said Dr. Arthur Caplan, director of the Penn Center for Bioethics. "Penn's program has engaged these thorny questions in a careful, deliberate and thoughtful manner so as to try and ensure that transplant candidates receive the best and most comprehensive care available anywhere."

The first two patients slated to receive bi-lateral hand transplants at HUP have undergone extensive medical screenings and evaluations. It is hoped that the first transplant will be performed sometime in the coming year.

The Penn Hand Transplant Program will only perform bi-lateral transplants. "People who have lost one arm can function fairly well doing every day tasks and beyond. Many single-arm amputees don't even bother with prosthetics except for cosmetic purposes. Even people who've tragically lost both arms are able to be somewhat self-sufficient if they have their lower extremities," said Dr. Levin. "However, someone who has had both arms and legs amputated is completely and totally dependent. The most basic functions of life are virtually impossible to perform—locomotion, grooming, feeding. Just imagine what it would be like to be unable to go to the bathroom alone...or to be unable to brush your hair," added Dr. Levin. "It's our goal at Penn to effectively and closely combine the roles of orthopaedics, plastic and transplant surgery in the field of composite tissue allotransplantation (CTA) so we can successfully treat these patients and give them back their independence."

"Reconstructive surgery is the new frontier of surgical transplantation and the results are promising," said Dr. Shaked. "Our experience over the decades in solid organ transplantation can successfully be applied to composite tissue allotransplantation and we fully support this major advancement in the care of patients in need of limb transplantation."

The primary cause of amputation in the United States is trauma, but it may also be the result of septicemia—a severe infection in the bloodstream—as is the case with the first Penn candidates. While patients who undergo transplant surgeries face a lifetime of taking immunosuppressive drugs which increase their risk of diabetes, infection and hypertension, there is a quality of life trade-off that some are willing to accept.

"We have the level of surgical and academic expertise necessary to not only successfully offer complicated tissue allotransplantation procedures—but also to set the standards in this emerging field," added Dr. Joseph Serletti, chief of Penn's division of plastic surgery and the Henry Royster-William Maul Measey Professor in Plastic and Reconstructive Surgery. "As a top ac-

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Pullout: January AT PENN

The following is published in accordance with the Faculty Senate Rules. Among other purposes, the publication of SEC actions is intended to stimulate discussion among the constituencies and their representatives. Please communicate your comments to Sue White, executive assistant to the Senate Office, either by telephone at (215) 898-6943, or by e-mail at senate@pobox.upenn.edu.

Faculty Senate Executive Committee Actions

Wednesday, December 15, 2010

Chair's Report: Faculty Senate Chair Bob Hornik reported that the Founder's Day Symposium, *Human Rights: Contested Practices and Principles* is scheduled to take place on Thursday, January 20 from 3 to 5 p.m. in the Wu and Chen Auditorium in Levine Hall, 3330 Walnut St. He stated that the Senate Committee on the Economic Status of the Faculty (SCESF) is moving forward with a draft of the 2009-2010 Economic Status of the Faculty Report. Dr. Hornik reported that the January 26 SEC meeting will have a conversation format and will focus on the recently published Progress Report on Minority Equity (*Almanac* December 7, 2010).

Past Chair's Report: Faculty Senate Past-Chair Harvey Rubin reported that the Academic Planning and Budget Committee heard an update from H. Carton Rogers, Vice Provost and Director of Libraries.

Ballot for the Patent Policy Appeals Board: SEC members voted for the 2010-2011 Patent Policy Appeals Board.

Update on the Penn Division of Public Safety: Maureen Rush, Vice President for Public Safety, updated SEC on the Division of Public Safety (DPS) which is comprised of 176 personnel who are responsible for enhancing the quality of life, safety and security of Penn and the surrounding community. VP Rush explained the Penn Police Department patrol zone jurisdiction, extends from 30th Street to 43rd Street (east to west) and Market Street to Baltimore Avenue (north to south). She reviewed crime statistics from 1996 to 2009 noting that "crimes against persons" are down and "crimes against property" are up, which is mostly comprised of unattended theft. She explained "crime mapping" which provides a spatial depiction of incidents of crime and is a valuable tool in identifying consistently problematic locations. VP Rush reported that the Division of Public Safety and the Philadelphia Police Department, maintain a strong collaborative partnership, and share tactical, strategic and investigative information on a daily basis. She noted that Penn is fortunate to have outstanding security technology such as: CCTV cameras and emergency blue light phones through-

out campus; and the UPennAlert Emergency Notification System which can quickly notify the Penn community of an emergency via personal electronic devices or the siren and public address system. She proudly announced that DPS has been ranked number one for safety in the Higher Education sector by *Security* magazine for the past four years. SEC members inquired about safety initiatives for Penn Park, statistics for sex crime reporting, and the dangerous pedestrian street crossing on 33rd Street.

Update from the Vice Provost for Education: Andy Binns, Vice Provost for Education, updated SEC on his portfolio which encompasses both undergraduate education and graduate and professional education. He explained that he works in collaboration with: the Council of Deans, Council of Undergraduate Deans, Council of Graduate Deans, Graduate Council of the Faculties, and the Faculty Advisory Council for Academic Access and Support. He stated that he also works closely with: the Office of Student Conduct, Civic House, Weiss Tech House, Kelly Writers House, Arts, Research and Culture House, College Houses, the Center for Undergraduate Research and Fellowships, the Graduate Student Center, Vice Provost for University Life, and the Office of International Programs. He discussed the Academic Theme Year which spotlights a series of events around a theme and added that the 2010-2011 academic year has been devoted to an exploration of water. He updated SEC on the Ben Franklin Scholars Program, the Center for Teaching and Learning which is currently looking at teaching assistant instruction, family friendly policies, Fontaine Fellows, the Leadership Alliance, and improving access to undergraduate students for research opportunities. He noted that the Middle States Accreditation and Assessment planning will start soon and will require much involvement from the faculty. He added that he is looking closely at the state and federal definition of mandated credit hours. SEC members discussed minority issues for undergraduate and graduate students, the composition of the Center for Teaching and Learning, review of the new PhD tuition policy, and faculty concerns with BlackBoard.

will be offered in eight countries this year.

"Combined with the appointment of Vice Deans in Global Initiatives, Social Impact, and Innovation, we intend to retain our leadership position in business education."

Innovative design elements include:

Choices of pathways for fulfillment of required courses in six distinct content areas:

- Finance and the Global Economy
- Ethical and Legal Responsibility
- Managing the Global Enterprise
- Understanding and Serving Customers
- Corporate Reporting and Control
- Management of Operations, Innovation, Information, and Decisions under Uncertainty

Students will be able to customize learning by selecting a course pathway through these content areas based on their educational and career experience.

Strengthened teaching of the analytics for which Wharton is known:

Course content in microeconomics and statistics will be increased. This will assure that students have the tools needed to understand risk, markets, and the role of government when markets fail.

An integrated focus on ethical and legal responsibility in business:

This will allow Wharton to provide deeper and more challenging frameworks that will guide students' managerial decisions upon returning to the work force.

An increased focus on communication:

By providing additional required professional training in communications, Wharton is responding to feedback that these skills are essential components to successful business leadership.

Wharton MBA Program (continued from page 1)

Wharton will provide new leadership development opportunities through learning simulation courses, a two-year coaching experience, and tools to offer self-analysis and self-reflection. This will encourage development of the personal skills that are crucial to exemplary leadership.

The new architecture allows greater flexibility for students to take advantage of Wharton's unmatched breadth of student experience and faculty research. Wharton, which has campuses in Philadelphia and San Francisco, enrolls 1,600 students in its full-time MBA Program and 400 students in its MBA Program for Executives. Students are taught by 220 expert faculty members and 200 affiliated faculty across 11 academic departments. The School's 25 research centers engage students in specific domains of knowledge. Faculty will have new latitude to design new course content quickly in response to an evolving global environment.

"Wharton's new curriculum design offers our students a framework for success in a rapidly changing world," said Dean Robertson. "The world's 200 countries are more interconnected each year, technology and innovation are ever more paramount and the role of government has come to the forefront here and overseas. Business schools must equip the next generation of leaders with the knowledge, skills and perspective they need to meet the global economic, environmental, humanitarian and policy challenges of the future. The better able we are to achieve these goals, the more we can ensure that business schools are a force for good in the world."

The new flexibility in Wharton's curriculum goes hand-in-hand with its unprecedented prom-

ise to new MBA graduates to provide them with tuition-free executive education every seven years throughout their careers. "Changing careers and a changing world bring new problems and the need for new knowledge," said Dr. G. Richard Shell, chair of the MBA Review Committee that created the new design. "Our world-class executive education capabilities place Wharton in the unique position of being able to offer every one of our new graduates a tuition-free experience providing specialized up-to-date executive education once every seven years through their working lives. With this unique commitment to lifelong learning, Wharton seeks to create a vibrant community of graduates who will return regularly to engage with faculty and fellow alumni. Our goal is that all of our alumni will remain at the forefront of business knowledge and practice throughout their careers."

The School's leadership and faculty have developed this enhanced curricular design as part of their multi-year strategic planning process. Research on the future of business school education and Wharton's strategic planning work included an exhaustive review process. Thousands of stakeholders were interviewed, including students, alumni, business leaders, recruiters, faculty, staff and Wharton board members.

Significant financial resources are being committed to assure the success of the enhanced curriculum, with a partial rollout in 2011 and full implementation in 2012. A faculty committee focused on innovation and review will be instituted to oversee the design of new courses, the menus of choices available to students, and the programmatic elements that will be introduced to enhance the total MBA student experience.

\$450K from Robert Wood Johnson Foundation for Research to Help OSHA Protect US Workers

More than 50,000 Americans die each year from health and safety hazards at work, but the US Occupational Safety and Health Administration (OSHA) can only visit about one percent of the nation's potentially dangerous workplaces each year. Like all regulatory agencies established to protect the public, OSHA faces a fundamental challenge: there are many more firms to inspect than there are government personnel to inspect them.

Given its limited resources, one way that OSHA can reduce workplace injuries and fatalities is to target its inspections at the most dangerous worksites. But how can the agency predict which worksites are likely to be dangerous? That is the question facing a multi-disciplinary team at the University of Pennsylvania, which has been awarded a \$450,000 grant by the Robert Wood Johnson Foundation to help improve OSHA's ability to select workplaces for inspection, and thereby prevent injuries and fatalities.

Led by Penn Law Professor Cary Coglianese and Fellow Adam Finkel, the team of Penn scientists, lawyers and criminologists will use cutting-edge analytical techniques to develop and test alternative strategies for deploying regulatory inspection resources. The team also includes Richard A. Berk, professor of criminology and statistics, and Professor Edward A. Emmett of the Penn School of Medicine.

Over the next two and a half years, the Penn team will analyze 30 years of OSHA enforcement and violations data, along with characteristics of individual companies, to help OSHA profile firms by their tendency to allow dangerous workplace conditions to persist; the more signs and symptoms the team can find that increase the likelihood that an inspection will target a dangerous worksite, the more opportunity OSHA will have to reduce the toll of injuries and illnesses in the US workforce.

"Regulatory agencies are collecting vast amounts of data that they offer to the public, but have often been slow to use their own data to evaluate and improve their own performance," said Mr. Finkel, a former director of health standards at OSHA. "We hope to show that by merging disparate datasets from various federal and other programs, regulatory agencies can better target scarce inspection resources to find the relatively few firms that may be causing most of the problems in their area, whether it is workplace safety and health, environmental pollution, food safety or other areas."

The project will be facilitated by the Penn Program on Regulation (PPR) as part of a larger Penn Law initiative to enhance research and engagement on public policy issues. PPR brings together faculty from across the University of Pennsylvania to analyze regulatory problems and find alternative strategies for solving them.

"Finding ways to improve regulatory enforcement demands exactly the kind of interdisciplinary collaboration that is the hallmark of both the Penn Program on Regulation as well as Penn Law," said Dr. Coglianese, PPR director.

The Penn project is one of 13 new research projects, selected from a pool of more than 150 proposals, recently funded by the Robert Wood Johnson Foundation through its Public Health Law Research program. The other projects focus on issues such as lead exposure, vaccinations, and emergency preparedness. The grants total \$3,409,985.

High Capacity Networks for Penn's Next Generation Research Apps

In response to current and future research applications that are increasingly bandwidth intensive, ISC wants to make you aware of several options that may be of value to you. Please see the description of services below, consult with your local IT support provider and have him or her contact us at service-requests@isc.upenn.edu.

Standard Connectivity

ISC N&T provides desktop connections at 10MB, 100MB and 1000MB (1 Gig) per second for general access to PennNet, Internet and Internet2. Gigabit Ethernet is reduced to \$15/month in FY'12, while 10MB and 100MB rates remain at \$5/month. To learn more see: www.upenn.edu/computing/pennnet/ before contacting your local IT support provider.

Enhanced Capacity Connectivity

For research groups and others at Penn requiring even higher performance network designs for both on- and off-campus connectivity, ISC N&T will work with you and your school's IT departments to determine which of the following approaches will be most suitable and cost-effective for your requirements:

- 1) Private server or dedicated subnet connections that are isolated from or bypass general building traffic.
- 2) Dedicated point-to-point links (1 Gigabit and 10 Gigabit) between campus building locations.
- 3) High bandwidth access to other research institutions or collaborators via Interoperable On demand Network (ION) services, in which dedicated bandwidth to locations around the United States and some international sites can be provided directly to your lab. The ION service establishes a high capac-

Hand Transplant Program at HUP

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ademic medical center, we'll continue our three-pronged mission of striving for clinical, educational and research excellence now in CTA."

The experience and expertise of the Penn Transplant Institute extends beyond single organ transplants—such as heart, lung, liver, kidney and pancreas—to multi-organs, such as heart/kidney and liver/lung. The success rates for all of Penn's transplant programs are equal to, and in most cases exceed, the national averages as reported by the United Network for Organ Sharing (UNOS). Penn maintains this record of successful outcomes even though its physicians and surgeons are treating some of the sickest patients.

"This region leads the nation in the number of individuals and families who say yes to organ and tissue donation," added Howard M. Nathan, president and CEO, Gift of Life Donor Program. "The generosity of these families enables thousands of men, women and children to receive a second chance at life through transplantation each year."

Only three other medical centers in the United States have performed hand transplants and only about 50 people in the world have received hand transplants since the first successful operation was performed in France in 1998. The first documented case in the world was performed in Ecuador in 1964 but was unsuccessful as it was performed before the development of modern immunosuppressive medications. To date, nine people have received hand transplants in the US, including three bi-lateral hand transplant recipients.

Almanac Schedule

This is the last issue for the fall semester. After the Winter Break, weekly publication will commence on Tuesday, January 11. The deadline is Tuesday, January 4, 2011.

ity connection between two locations on the Internet2 network for up to 24 hours. Penn's current capability of the ION service is up to 5 Gigabit per second. The advantage of this service lies in its flexibility to initiate a short term connection at a much reduced cost than a permanent connection.

4) For researchers who require both high capacity and extended durations for data communications, ISC N&T can create permanent or long term connections across PennNet to remote sites via optical or carrier network connections. The most recent advances in network technology permit the creation of these high performance solutions while taking advantage of the cost economies made possible by Penn's membership in Internet2 through MAGPI.

Most custom solutions are available at additional cost and require design meetings to gather requirements toward developing the most appropriate solutions. We look forward to working with you and your support provider to provide enhanced bandwidth services.

—ISC Networking & Telecommunications

Deaths

Ms. Callahan, Treasurer's Office

Ms. Marion Callahan, retired executive secretary in the Office of the Treasurer, passed away December 9 at age 83.

Ms. Callahan's nearly 30-year career at Penn began in 1963 as an administrative assistant for the Consumer Expenditures Study. From 1964-1972, she served as secretary to the dean of the Wharton School. She then served as the executive secretary to the vice president for management. In addition, she had served as a secretary in the Provost's Office and Investments Office. She retired from the Office of the Treasurer in the mid-1990s.

Ms. Callahan is survived by her nieces, Carolyn Dowling and Sheila Holst; nine great nephews, two great nieces and many great-great nieces and nephews.

Dr. Kaniss, Annenberg School

Dr. Phyllis Kaniss, CW'72, a former assistant dean at the Annenberg School for Communication as well as the creator and director of the Annenberg Public Policy Center's Student Voices Project, died December 17, from complications related to cancer. She was 59.

For nearly 30 years Dr. Kaniss taught courses on the media and urban politics and policy. Recently, she had served as the executive director of the American Academy of Political and Social Science based at the Fels Institute of Government, where she directed the administration of the Academy, as well as serving as executive editor of *The Annals*.

Dr. Kaniss was the author of two books that critiqued the media, *Making Local News* (University of Chicago Press, 1991) and *The Media and the Mayor's Race: The Failure of Urban Political Reporting* (Indiana University Press, 1995). She also published numerous op-eds in newspapers, including the *Philadelphia Inquirer* and *New York Times*.

She received her BA degree from the University of Pennsylvania and a PhD in regional science from Cornell University.

She is survived by her husband, Paul Wheeling and two sons, Joshua and Max Wheeling.

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 or e-mail almanac@upenn.edu.

Honors & Other Things

Ms. Barta: L'Oreal Honoree

Ms. Berni Barta, C'14, was honored by L'Oreal as a 2010 Woman of Worth. The award honors women who are making a difference in their communities. Ms. Barta founded Kid Flicks, which collects and distributes donated DVDs to children's hospitals and pediatric departments in order to help young patients get through an experience that can be scary, lonely and/or painful.

Dr. Bennett: Beutler Prize

Dr. Joel Bennett, professor of medicine in the division of hematology and oncology, is a recipient of this year's Beutler Prize. This is the highest honor that the American Society of Hematology gives out each year. The Beutler Prize is given to a basic scientist and a clinical investigator whose work has fundamentally changed the field of medicine. Dr. Bennett was recognized for his pioneering laboratory research on the integrin receptor, GPIIb-IIIa.

Dr. Chen: Heilmeier Award



Christopher Chen

Dr. Christopher S. Chen has been named the recipient of the 2010-11 George H. Heilmeier Faculty Award for Excellence in Research in the School of Engineering and Applied Science.

Dr. Chen is the Skirkanich Professor of Innovation in the department of bioengineering. He is also a faculty member of the

Cell Biology and Physiology Program as well as the Cell Growth and Cancer Program, director of the Tissue Microfabrication Laboratory and founding director of the Center for Engineering Cells and Regeneration.

The Heilmeier Award honors a Penn Engineering faculty member whose work is scientifically meritorious and has high technological impact and visibility.

"Chris Chen's fundamental contributions in developing methods for studying and designing cellular microenvironments are exceptional and critical to understanding cellular decision-making," SEAS Dean Eduardo Glandt said. "Dr. Chen's leadership in applications in regenerative medicine provides impact within Penn Engineering and also demonstrates why Penn is internationally prominent in this area."

The award is named for George H. Heilmeier, a Penn Engineering alumnus and overseer whose technological contributions include the development of liquid crystal displays and whose honors include the National Medal of Science and Kyoto Prize.

Dr. Landis: FOCUS Award

Dr. J. Richard Landis, professor and division head of biostatistics in the department of biostatistics and epidemiology in the School of Medicine, is the recipient of the 2010 FOCUS Award for the Advancement of Women in Medicine for his extraordinary advocacy on behalf of women faculty at Penn Medicine.

Dr. Landis was praised for being proactive and successful in recruiting women to his division, but also in advancing women to senior ranks and leadership positions in key research

initiatives across the medical school. Through his mentorship, Dr. Landis has successfully guided numerous women through the rigorous promotion process and has done this while making every effort to ensure quality of life for all.

Dr. Pettinati: Research Award

Dr. Helen Pettinati, research professor of psychiatry and director of the addiction treatment research and medication development division, Center for the Studies of Addiction in the School of Medicine, has earned the latest Dan Anderson Research Award for her randomized clinical trial examining the effects of both sertraline (an antidepressant) and naltrexone (an anti-craving agent) on treatment outcomes. The award honors a single published article by a researcher who has advanced the scientific knowledge of addiction treatment and recovery.

Dr. Pettinati earned the award for her study, "A Double-Blind, Placebo-Controlled Trial Combining Sertraline and Naltrexone for Treating Co-Occurring Depression and Alcohol Dependence," published in the June 2010 issue of the *American Journal of Psychiatry*. She will accept the award and a \$2,000 honorarium in May at the National Association of Addiction Treatment Providers (NAATP) annual conference.

Dr. Poggi: Modern Language Award

The Modern Language Association named Dr. Christine Poggi, professor of history of art, as one of the recipients of the Howard R. Marraro Prize for her book *Inventing Futurism: The Art and Politics of Artificial Optimism*.

The selection committee cited Dr. Poggi's book for "diachronically juxtaposing the artistic production and official pronouncements of futurist artists with coeval theories such as those advanced by social theorists like Gabriel Tarde, Gustave Le Bon and Cesare Lombroso, as well as with recent developments in the field of chronophotography and war technology," and said her work "makes a case for a radical reappraisal of futurism that revolutionizes its understanding within the context of Italian modernism." The award will be presented in January.

Dr. Ravitch: Haitian Ministry



Sharon Ravitch

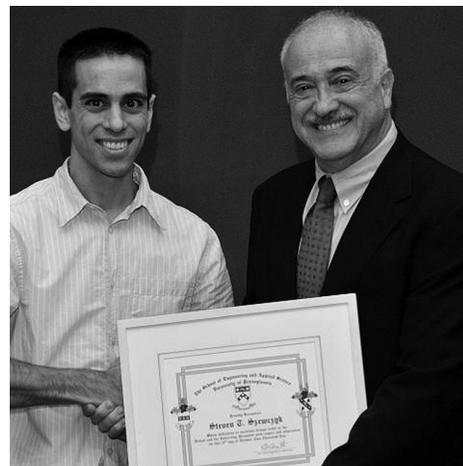
Dr. Sharon Ravitch, a senior lecturer in the Graduate School of Education, has been named senior international advisor to the Haitian Ministry of Education for its Education Reconstruction Plan, designed to rebuild the nation's education system.

Creutzer Mathurin, a senior leader in the Ministry, formalized

an agreement earlier this month at Penn, solidifying Dr. Ravitch's and GSE's role in rebuilding the Haitian educational infrastructure.

"As an external advisor, I will partner with the Haitian Ministry of Education to assess and explore the challenges that existed prior to the earthquake and evaluate those in relation to the incredible strengths and possibilities that exist within and outside of Haiti," Dr. Ravitch said.

For video of Dr. Ravitch discussing her work in Haiti, go to www.youtube.com/user/univpennsylvania#p/u/5/E_8WJ3s2jjo



Steve Szewczyk and SEAS Dean Eduardo Glandt

Mr. Szewczyk: SEAS Staff Recognition Award

Steve Szewczyk, coordinator for the Material Science and Engineering (MSE) Instruction Labs in the School of Engineering and Applied Science, received the 2010 SEAS Staff Recognition Award, the highest award for staff members in Penn Engineering. The award was presented this fall by Dean Eduardo Glandt.

Mr. Szewczyk has been a member of the Penn community and SEAS for five years. A call for nominations earlier this year resulted in letters from faculty and staff across the School expressing their appreciation for Mr. Szewczyk, which spoke of his dedication, devotion to perfection and utmost willingness to help. Accolades included, "Steve's commitment to the education of the students in the department is unparalleled; I am sure that each and every student who has had the pleasure of working with him will attest to the devotion that Steve has for the department and for all of its members." A student wrote, "Steve's impact on my university experience, rises far above my interactions with him in MSE 250, simply because he truly likes teaching."

Cervical Spine Research Society

Macrophage as a Potential Biomarker for Imaging Radicular Pain, a paper co-authored by SEAS professors Beth Winkelstein and Andrew Tsourkas, has been selected as the First Place Basic Science Research Award Paper by the Cervical Spine Research Society's (CSRS) Research Committee. The research was performed by students Dan Hubbard (PhD'08) and Christine Weisshaar in Dr. Winkelstein's Spine Pain Research Lab and student Dan Thorek (PhD'10) in Dr. Tsourkas's Cellular and Molecular Imaging Lab. The paper was presented at the 2010 CSRS Meeting this month.

Dr. Winkelstein is an associate professor in the department of bioengineering. The broad goal of her research is to understand the mechanisms of injury that produce whiplash, sports-related and other painful injuries.

Dr. Tsourkas is an associate professor in the department of bioengineering. His research is focused on developing nanosensors that can be used to non-invasively image molecular markers of disease in a clinical setting. This paper represents a significant collaboration between the two laboratories to use innovative methods to image radicular pain.

First-Ever Equine Home Care Nursing Program at New Bolton Center

The level of nursing care needed by ill or post-surgical horses who have returned home often falls somewhere between the capabilities of the horse owner and what is provided by a veterinarian. To fill that gap, University of Pennsylvania School of Veterinary Medicine's New Bolton Center, in Kennett Square, PA, is launching an Equine Home Nursing Care Program called Equi-Assist. The program will provide compassionate care at home, and officially began December 6. It is believed to be the first of its kind in the nation, and possibly the world.

Margaret Hamilton Duprey, a well-respected, lifelong horsewoman in Chester County, played a pivotal role in the creation of the program. It was through personal experience with her own horses, at home, that she recognized the need for a service offering qualified, experienced professional care to bridge the gap between hospital and home care, and that which the horse owner could safely and competently provide on their own. Once the idea was born, she was instrumental in guiding the design of the program, and made a magnanimous gift to see it realized. "I'm thrilled to see a dream, a vision and a program setting quality of care standards for equine health, become a reality," said Ms. Duprey.

The Equi-Assist program will make available high quality clinical and post-hospitalization nursing services to equine patients at their home barns or lay-up facilities. The continuity of care provided for the equine patient who has been discharged from New Bolton Center will improve the patient's chances for a speedier and more complete recovery. Wound management, eye care, intravenous medications and other complex treatments are examples of the kinds of services the Equi-Assist professionals will provide. For horses afflicted with laminitis, services will include monitoring pain management for the laminitic horse and nutritional consultation, as examples of the nursing services available. The expertise and experience of the Equi-Assist professionals will allow for the rapid recognition of an emergent problem, and serve as a communication bridge between the owner, primary care veterinarian, farrier and New Bolton Center doctors.

Home health care has become the fastest growing segment of the human health care industry, due in part to shorter hospital stays. At the George D. Widener Hospital for Large Animals, at New Bolton Center, hospital stays have also become briefer, decreasing from an average seven days in 2006 to approximately 4.5 days in

2009, a situation that makes the need for more skilled home care even more compelling.

"This is a win-win," said James Orsini, associate professor of surgery and director of the Laminitis Institute at New Bolton Center, from which the program originated. "The patient will be receiving quality care in a familiar environment, thereby decreasing his or her stress. The primary care veterinarian will have more time to practice specialized skills. The owner can be confident that their horse is getting the best possible care at a great value." He added, "This new generation of clinical care will redefine what is possible in stall-side nursing, while, at the same time, provide valuable data for research to test our hypothesis that equine patients recover faster and with fewer complications at home than in a hospital. We hope that this program becomes a model for the standard of care in the home environment."

Patty Welch, associate director of Equi-Assist added, "This amazing program is a patient centered model linking the primary care veterinarian, owner, trainer, farm manager, New Bolton Center clinicians and farriers together, so that the finest health care is delivered to the equine patient at home." Ms. Welch will be overseeing the day-to-day operations for the home care nurses.

"I am absolutely delighted that Margaret Duprey, working with Penn Vet, is making possible the development and implementation of the first equine program that will take the lead in home health care," said Dr. Joan C. Hendricks, dean of the School of Veterinary Medicine. "This innovation is completely in line with the historic role of New Bolton Center in leading the way in improving healthcare for the veterinary profession."

Jennifer Wrigley, a certified animal health technician, will serve as the program's first Equi-Assist nurse. She has had 15 years of clinical experience in critical care, medicine and surgery. She has received training in nutrition as well as equine massage, and is studying Spanish so that she can communicate with more of the grooms and caregivers with whom she might be working.

"At New Bolton Center we strive to provide first class services that our clients desire for their horses," said Dr. Corinne Sweeney, associate dean and executive director of New Bolton Center. "This innovative program fills a much-needed niche. I anticipate that once a horse owner experiences the benefits of home care, they will be enthusiastic about Equi-Assist."

For more information, call (610) 444-5800.



Happy Holidays, Healthy Pets

Keep these tips in mind for a safe holiday season with your pets:

"Keeping pets healthy and safe during the holidays can be more challenging than you'd think," said Dr. Kenneth Drobatz, chief of the Emergency Service at the Matthew J. Ryan Veterinary Hospital of the University of Pennsylvania (Ryan-VHUP). "But if you take a few preventative measures you'll make it through the season without a trip to the ER."

Dr. Drobatz offers some tips to keep pets healthy—and out of the emergency room—during your holiday festivities.

Festive foods

Maintain your dog and cat's regular diet. Treats of turkey, ham, gravy, cookies and other goodies can lead to gastro-intestinal upsets like diarrhea and vomiting. Be sure, too, to dispose of all bones carefully so pets can't get to them.

"Poultry bones are particularly dangerous," said Dr. Drobatz. "They splinter and can cut the intestines or get lodged in your dog's or cat's esophagus."

Guilty human pleasures, like chocolate and alcohol, can be toxic to pets.

"Keep chocolate, nuts and alcoholic beverages out-of-reach from your pets as they can cause vomiting, diarrhea or a condition called pancreatitis, which can be deadly," said Dr. Drobatz. Additionally, grapes and raisins can be toxic to pets as well.

Deck the halls

"Tinsel, extra wires for decorations and glass ornaments all pose an arsenal of potential pet problems," said Dr. Drobatz. "Tinsel cuts the intestines and causes severe injuries. Electric wires look especially appetizing to puppies and kittens, and, if they succeed in chewing them, they can suffer burns or shock that can cause seizures, loss of consciousness and fluid in the lungs. Glass ornaments and ornament hooks are hazardous as they break easily; pets can ingest the splinters, cutting their mouth, esophagus or intestines. Holly and mistletoe berries are toxic to pets when ingested. Symptoms include vomiting, bloody diarrhea and dehydration.

"In addition, dough ornaments, because of high salt content, are not good for pets," said Dr. Drobatz, "and ingestion can cause vomiting, diarrhea and in severe cases, seizures." Certain plants can be toxic to pets if ingested, especially cats. Therefore keep all plants in locations that the pet cannot get to.

Good gift-giving

Give toys that are too big to be swallowed or get caught in the animal's throat and don't give anything with a string attached. Remove bells or squeakers as all of these things can be swallowed.

In case of an emergency...

Despite our efforts to keep our pets safe, some of them will get into something they shouldn't. As with any potential emergency that could take place year-round, getting immediate attention from your veterinarian is very important. Remember to keep your primary care veterinarian's phone number and address placed in a visible location—like on your refrigerator—and be sure everyone in your family knows and understands what Fido and Fifi can and cannot have.

If you notice that a pet has gotten into something potentially hazardous, call your primary care veterinarian immediately and be prepared to describe what the pet has ingested and/or gotten into.

Practices often close up shop around the holidays, so have an emergency facility phone number on hand and posted in the same location as your primary care veterinarian's info. Ryan-VHUP's Emergency Service is open 24 hours a day, seven days a week, 365 days a year. In an emergency, call (215) 746-V911 (215-746-8911).



Photo by Kathy Freeborn

Margaret Duprey (holding the rope) with Jennifer Wrigley (examining the horse).

Human Resources: Upcoming Programs

Maintain, Don't Gain Post-Holiday Weigh-Ins

The holiday season is in full swing, which also means the onset of tempting food everywhere. But we can help you avoid those extra calories and still enjoy the season. For those of you participating in the *Maintain, Don't Gain* holiday weight maintenance program, post-holiday weigh-ins will be held on the dates below.

To register, visit the Human Resources online course catalog at www.hr.upenn.edu/coursecatalog and choose "Health Promotions" from the "Browse by Category" section.

You can also visit the *Maintain, Don't Gain* website at www.hr.upenn.edu/quality/wellness/maintaindontgain.aspx for more information, or contact Human Resources at (215) 898-5116 or suzsmith@upenn.edu.

January 5, 10–11:45 a.m., Wharton
January 5, 12:15–2 p.m., Engineering
January 6, 10–11:45 a.m., Business Services
January 6, 12:15–2 p.m., Nursing

Professional and Personal Development

Improve your skills and get ahead in your career by taking advantage of the many development opportunities provided by Human Resources. You can pre-register for programs by visiting the online course catalog at www.hr.upenn.edu/coursecatalog or by contacting Learning and Education at (215) 898-3400.

Essentials of Management; begins January 11; multiple dates with multiple times; \$250. If you're a Penn manager, this program is for you. Learn the most effective management skills as well as the Penn policies necessary for a successful and productive workplace. You'll be part of a cohort of fellow managers who can provide invaluable peer experience and support. This program is offered over a five-month period and requires approximately 30 hours of participation. All participants have the opportunity to complete a 360-degree assessment instrument and interpret those results with an executive coach.

Career Focus Brown Bag—Resumés and Cover Letters: What's New; January 21; noon–1 p.m.; free. Whether you're looking to move up to your next challenge or change directions in your career, an attractive and effective resumé is a must. This workshop will bring you up to date on what's new in resumés. Learn why add-

ing a professional profile or summary to your resumé can increase its impact. We'll also discuss lengths and styles of cover letters and what information should and should not be included.

Brown Bag Matinee—FeedForward: Coaching for Your Future; January 26; noon–1 p.m.; free. Feedback in the workplace can be extremely beneficial. It helps gauge your performance and determine how you're impacting others. In that sense, feedback can be a road map telling you where you are. But it doesn't tell you where you want to be—and this video can help you get there. FeedForward will help you choose one behavior you'd like to improve and how you can do it. You'll learn how to make constructive changes to your behavior that can help foster a positive and productive workplace.

—Division of Human Resources

USPS Rate Changes

On January 2, 2011, prices for USPS Priority Mail, USPS Express Mail and other USPS Shipping Services will change and new flat-rate shipping innovations will be introduced.

A complete listing is available online at www.usps.com/prices.

CCTV Installations Over Break

The Division of Public Safety will begin, over the 2010 Winter Break, the installations of four (4) Closed Circuit Television (CCTV) cameras at the following locations:

- College Green—The camera will be placed at the east end of Locust Walk in front of Meyerson Hall.
- Steinhardt Plaza—This is the area between 36th & 37th Streets and Walnut & Spruce Street to the rear of Steinberg Hall-Dietrich Hall.
- EHRS (Tandem Building)—This installation will be made on the southwest corner of the Tandem building covering the rear parking area and driveway.
- Wynn Commons—This is the area between the south side of College Hall and the north of Houston Hall.

Penn Memory Center's Psychoeducational Class for Caregivers

The Penn Memory Center will again offer our six-week psychoeducational class for those caring for a family member or other loved one with dementia, led by Felicia Greenfield, starting January 19, 2011.

The group is open to anyone caring for someone with dementia of any stage, though much of the content of the program is geared toward individuals caring for someone who, while still living in the community, has had dementia for a few years and needs support managing their money, medicines, cooking, or driving, and who may be showing changes in their personality and behavior.

Unlike an on-going support group, this course runs for just six sessions, on consecutive Wednesdays from January 19, 2011, through February 23, 2011. All sessions run from 5:30–7:30 p.m.

You will learn specific techniques to better care for your loved one and ways of coping with the personal and emotional challenges you face.

Each session includes a relaxation exercise known to be helpful in managing stress, and oth-

er techniques geared toward helping you deal with your many and often conflicting thoughts and feelings as a caregiver. Key topics include improving communication, not only with the person you are caring for, but with friends, family members and professionals involved in his or her care, and learning to evaluate and modify behaviors (your own, as well as your loved one's) to better handle distressing and difficult behaviors.

Previous participants tell us that the tips and tools they learned here are very helpful. They also indicate that the opportunity to interact with others going through experiences similar to their own was a more valuable outcome than they had anticipated before joining the class.

The course will meet at Ralston House, where free parking is available. Cost for participation is \$120. To register for the class, or if you have any questions, please call (215) 614-1828 or e-mail felicia.greenfield@uphs.upenn.edu.

—Felicia Greenfield,
Associate Director, Penn Memory Center

Film Aired on WHYY December 26 Featuring Penn Alexander School

Penn Alexander: A Safe Place to Play, a film produced by Penn GSE Films, will air on WHYY's arts channel this month.

The film takes a behind-the-scenes look at a production of *Fiddler on the Roof Jr.* featuring students from the Penn Alexander School.

A Safe Place to Play follows the production from after-school rehearsals right through opening night. The 22-minute film depicts the backstage drama of young actors mastering their roles—and even includes the classic story of the understudy who has to step in when one of the featured players ends up on crutches.

As Mike Lowe, the director (and kindergarten teacher), explains, "Part of it is convincing them that they can do it—and they can do it."

The film's director, Amit Das, conducts interviews with just about everyone involved in the production with insider's views from Mr. Lowe, Connor King (Tevye), Noor Jemy (the last-minute replacement for Bielke), Sadie Peterson (Hodel), Fiona Crane (Shprintze), Sarah Neukrug (Golde), parent Ben Adams (technical director), and many others.

The School is a state-of-the-art university-assisted preK–8 neighborhood public school created by the School District of Philadelphia and the Philadelphia Federation of Teachers in 1998.

Penn Alexander: A Safe Place to Play will air on December 26 at 8 p.m. on WHYY's YArts channel (Comcast 257, FiOS 474).

One Step Ahead

Security & Privacy
Made Simple

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

E-Mail Tips

When sending an announcement via e-mail, it can be difficult to make sure recipients will recognize it as a legitimate communication from your office, and not as a forgery, scam, or phishing attempt. Here are some steps you can take to make sure recipients recognize your e-mail message as legitimate:

- Provide contact information (other than an e-mail address) that recipients can use to verify legitimacy, e.g., sender's name as it appears in the Online Directory and campus phone number.
- Don't send any sensitive information, e.g. passwords, in e-mail. Such information should be communicated using other, more secure channels.

- Include only Penn (upenn.edu) e-mail addresses and web sites in the e-mail.

- Whenever possible, avoid sending a website link at all, particularly if you need the recipient to go to the site to log in or provide personal information. Instead, recommend that they visit your site X (by using a bookmark or your known website address) and click on the link for Y.

For more information, contact ISC Information Security (security@isc.upenn.edu). For technical assistance, contact your Local Support Provider.

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

Affordable Annenberg Center Tickets for Community Members

The Annenberg Center for the Performing Arts has launched PNC West Philly Rush Hour, an exciting new ticket program that will afford the residents of West Philadelphia the opportunity to attend performances by world-renowned theatre, jazz and world music artists and companies at a significantly reduced cost. The program, funded through a grant from the PNC Foundation, makes a limited number of \$10 seats available, two hours prior to every Annenberg Center Presents performance.

The program also offers \$5 tickets for performances that are a part of the Philadelphia International Children's Festival. The PNC Foundation receives its principal funding from the PNC Financial Services Group, Inc.

"PNC's generous support allows the Annenberg Center for the Performing Arts to ensure that world class theatre and music performances are accessible to all members of the West Philadelphia community. This incredible opportunity furthers the University of Pennsylvania's commitment to engage the community and strengthen the cultural fabric of West Philadelphia," said Joann Mitchell, Vice President for Institutional Affairs at the University of Pennsylvania and a member of the Annenberg Center's Board of Overseers.

"The PNC Foundation has a long history of providing grants to non-profit organizations that strengthen and enrich the lives of our neighbors," said Bill Mills, regional president of PNC for Philadelphia and Southern New Jersey. "We understand the valuable return that investing in the arts can deliver. Today more than ever, the businesses we attract, the jobs we create and the visitors who extend their stay are drawn by what the Greater Philadelphia region has to offer."

PNC West Philly Rush Hour tickets will be available at the Annenberg Center Box Office and may be purchased during an hour-long period, starting two hours before an Annenberg

Center Presents performance. Rush Hour tickets are available on a first-come, first-served basis and can only be purchased in person. Seating is located throughout the theatre, subject to management selection. Proof of residency in one of the following zip codes must be presented: 19104, 19131, 19139, 19142, 19143, 19151 and 19153. Each West Philadelphia resident who presents a valid proof of residency (valid driver's license or a non-driver's license photo ID) may buy up to two tickets, if available. PNC West Philly Rush Hour tickets are not currently available for Dance Celebration Performances.



FLATLAND 2010—at the Annenberg Center January 15 at 8 p.m.—is a physical theatre work that examines contemporary human (mis-)communication. This diverse cast of 11 athletic performers explores what happens to human relationships in a "flattened" world of abbreviation and oversimplification, where the sound bite supersedes substance and the instant message overpowers the intellectual one. Directed by Jumatau Poe and choreographed by Poe along with all the performers, FLATLAND 2010 is a reflective musing on the American Millennial generation.

Power Down 2010: Save Energy

The Power Down Challenge is a series of campus-wide initiatives to reduce unnecessary electrical consumption and raise awareness about what each of us can do in our daily lives to help conserve energy. Electrical devices contribute significantly to Penn's carbon footprint, and many of these remain unnecessarily plugged into outlets, continuing to consume energy over the holiday weeks.

Students, faculty and staff are encouraged to "Power Down and Unplug" their lights and appliances before leaving campus to help the University conserve energy and make progress toward its Climate Action Plan goal to reduce campus-wide energy use 17 percent by 2014.

What You Should Power Down and Unplug:

- Holiday Lights and other Decorative Lights
- Lights and Lamps
- Computer Monitors
- Laptop Computers, Chargers
- Televisions
- Phone Chargers
- Toasters, Coffee Makers
- Microwaves
- Other Kitchen Appliances
- Clock Radios
- Computer Speakers
- DVD and CD Players

Staff and faculty should check with their respective IT support team to coordinate unplugging or turning off computers, printers and fax machines since some offices may be scheduled for maintenance or upgrades over the break. Pledge to take the Power Down Challenge and find more energy conservation tips on the Penn Green Campus Partnership website at www.upenn.edu/sustainability/powerdown.html.



Happy New Year!

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 **December 6-12, 2010**. Also reported were 11 crimes against property (including 6 thefts, 2 auto thefts, 2 burglaries and 1 act of vandalism). Full reports are available at: www.upenn.edu/almanac/volumes/v57/n16/creport.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 **December 6-12, 2010**. 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.

12/07/10	8:04 PM	4200 Walnut St	Operator on cell phone/Citation issued
12/07/10	8:31 PM	4000 Walnut St	Operator on cell phone/Citation issued
12/08/10	4:15 PM	3700 Walnut St	Male exposed himself/Warrant issued
12/08/10	7:09 PM	4000 Walnut St	Operator on cell phone/Citation issued
12/09/10	8:21 AM	3330 Walnut St	Complainant reported being followed by male
12/09/10	9:47 PM	100 S 40th St	Driver on cell phone/Citation issued
12/10/10	2:29 AM	4000 Walnut St	2 males fighting/Cited for disorderly conduct
12/10/10	3:13 AM	3800 Walnut St	Intoxicated driver arrested
12/10/10	8:41 AM	200 S 40th St	Male wanted on warrant/Arrest
12/10/10	8:23 PM	4000 Market St	Driver on cell phone/Citation issued
12/10/10	11:04 PM	3800 Chestnut St	Intoxicated driver arrested
12/11/10	12:06 AM	4040 Pine St	Unwanted calls received
12/11/10	3:02 AM	3935 Walnut St	Disorderly male arrested
12/11/10	5:39 PM	3800 Locust Walk	Complainant threatened by co-worker
12/12/10	1:42 AM	4000 Locust Walk	Female arrested after striking officer
12/12/10	12:58 PM	3744 Spruce St	Disorderly male arrested
12/12/10	3:50 PM	3800 Locust Walk	Male in area without authorization/Arrest

18th District Report

5 incidents with 1 arrest (including 3 aggravated assaults and 2 robberies) were reported between **December 6-12, 2010** by the 18th District covering the Schuylkill River to 49th Street & Market Street to Woodland Avenue.

12/08/10	8:54 PM	500 S 48th St	Robbery
12/09/10	11:28 AM	1239 S Markoe St	Aggravated Assault
12/10/10	4:55 PM	4300 Chestnut St	Aggravated Assault
12/10/10	4:55 PM	4300 Chestnut St	Aggravated Assault
12/12/10	9:18 PM	5537 Ludlow St	Robbery/Arrest

Almanac

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Philadelphia, PA 19104-3111
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E-Mail: almanac@upenn.edu
URL: www.upenn.edu/almanac

The University of Pennsylvania's journal of record, opinion and news is published Tuesdays during the academic year, and as needed during summer and holiday breaks. Its electronic editions on the Internet (accessible through the PennWeb) include HTML and Acrobat versions of the print edition, and interim information may be posted in electronic-only form. Guidelines for readers and contributors are available on request and online.

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A number of ISC Networking & Telecommunications rate changes will go into effect beginning July 1, 2011. These changes result from recommendations made by the Network Planning Task Force (NPTF), a cross-campus team made up of technology and business staff as well as leaders from administration that discuss strategies and resolve issues surrounding the future planning and funding of PennNet. This year's NPTF recommendations are summarized in the November 8, 2010 presentation located at: www.upenn.edu/computing/group/nptf/2010/11.08.pdf. If you have any questions or need assistance determining which services you require, please see www.upenn.edu/computing/isc/networking/ or call ISC N&T at (215) 746-6000. All FY 2012 ISC N&T rates are available at: www.upenn.edu/computing/isc/networking/rates/.

ISC Networking & Telecommunications Services & Rates for FY 2012 Highlights of FY 2012 Changes

Central Service Fee

The Central Service Fee, which provides funding for a vast range of services, has been very stable over the last five years—despite implementing many infrastructure upgrades and security enhancements. In FY'12—at no additional cost—ISC will provide upgrades to the network SLA (service level agreement), a 200% increase in Internet and Internet2 capacity and enable centralized infrastructure to further support high-end research computing needs. (See accompanying article on *High Capacity Networks for Penn's Next Generation Research Applications on page 3*.) This constrained growth in fees is made possible by an ongoing program of cost containment that includes: strong vendor negotiations, focused efforts at server virtualization, deferral of capital expenses, lengthening of depreciation schedules and other operational efficiencies. See: www.upenn.edu/computing/isc/networking/rates/data/csf.html

For FY'12 the NPTF requested that two additional security and privacy controls be added to the existing bundle of services, resulting in a 2% increase to the base Central Service Fee (CSF). However, N&T aggregate rates which include the CSF, a network port and PennNet Phone service will increase by only 0.5%.

Infrastructure and Ports

Infrastructure convergence continues with our Next Generation PennNet project. This strategic investment has proven effective in delivering very high levels of infrastructure, system and service reliability while enhancing network capacity. All buildings have gigabit Ethernet and gigabit capable desktop connections. Critical buildings have dual gigabit connections and enhanced fiber optic cabling. Due to these infrastructure enhancements, we are able to further lower the gigabit rate by 25%, thus saving customers over \$100K in FY'12.

E-mail Services

Overall rates reflect a modest increase as continued student migrations occur to external providers, while fixed costs remain constant. We are passing on economies realized with storage costs and are able to double base quota to 1GB. Additional quota is also reduced to \$0.50/250MB/user/month from \$1.25 in FY'11.

E-mail Services (Monthly)	FY'11	FY'12
Zimbra - Enhanced Authentication Security	\$3.10	\$3.50
Zimbra - Basic Authentication Security	\$3.60	\$3.50
Microsoft Exchange	\$7.75	\$9.00
Blackberry with Exchange	\$14.00	\$15.00
Forward only service	\$0.75	\$0.75

For a complete description of e-mail services and rates, see www.upenn.edu/computing/isc/networking/rates/data/email.html.

Data Rates (Monthly)	FY'11	FY'12
IP Address Fee (CSF)	\$1.54	\$1.46
Port Fees		
10Base-T	\$5.00	\$5.00
100Base-T	\$5.00	\$5.00
1000Base-T	\$20.00	\$15.00
Wireless Networks		
Access Point Installation	\$800*	\$800*
Access Point Support Fee	\$32.00 for AP, vLAN & port	\$31.75 for AP, vLAN & port

* This is an estimate for budgeting purposes. Installations with a larger number of APs tend to have a lower average unit cost. Monthly support costs include equipment capitalization, hardware and software maintenance and staff support.

Telephony

Traditional and PennNet Phones rates for FY'12 are the same as FY'11. ISC will continue to transition customers from traditional telephony services to PennNet Phone and will continue to waive the \$115 installation fee and provide limited subsidized wiring. As part of the conversion process, ISC is conducting audits on traditional phone lines, sets and voice-mail, which are expected to save customers \$500K in FY'11. Campus-wide traditional phone customers should expect to see an additional savings of \$200K in FY'12 as they convert and assist with the extensive audit process. The PennNet Phone project and audits will save the Penn community over \$1 million or 15% from FY'09 rates at project completion.

Voice Rates (Monthly)	Traditional	VoIP
	FY'12	FY'12
Centrex line/VoIP line	\$16.50	\$16.50
Phone Set w/maint.	\$3.90	\$2.50-\$4.00
Voicemail	\$9.75	\$3.00
Port	\$0.00	\$5.00
Subtotal	\$30.15	\$27.00-\$28.50
Usage (Average user)	\$6.00	\$3.00
TOTAL	\$36.15	\$30.00-\$31.50

For a complete description of telephony services and rates, see www.upenn.edu/computing/voice/

Video Rates (Monthly)	FY'11	FY'12
PVN Outlet	\$17.50	\$18.50

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

Videoconferencing Services and Facilities—This service provides a fully-interactive, "virtual meeting" between groups located at geographically separated points. Call (215) 898-9142 or (215) 573-4006 for more information.

*See page 3 for the article on
High Capacity Networks for Penn's
Next Generation Research Applications.*