Penn’s Athletic Director: M. Grace Calhoun

M. Grace Calhoun has been named director of recreation and intercollegiate athletics at the University of Pennsylvania, effective July 1. The announcement was made by Provost Vincent Price, who chaired the search committee.

Dr. Calhoun is currently director of athletics and assistant vice president at Loyola University Chicago, where she has expanded campus partnerships and engagement, opened new facilities, recruited new coaches and enhanced external revenue streams.

In 2012-2013, she led the Ramblers to their best all-sports finish in the modern era and guided the university through a conference transition, with admission into the Missouri Valley Conference.

“We are extraordinarily fortunate to bring to Penn a national leader in intercollegiate athletics,” Provost Price said. “Grace Calhoun has a tremendous range of skills and experience at every level. Above all, she shares our core value of focusing on athletics and recreation as a valuable part of the wider college experience, especially for our outstanding student-athletes, whom we want to excel both in the classroom and on the field.”

“We set out to find a star, and we did,” said Penn President Amy Gutmann. “In addition to her many outstanding professional accomplishments, Dr. Calhoun’s experience as an Ivy League student and athlete gives her a valuable leg up in understanding the culture at Penn that values student-athletes for their impressive combination of academic and athletic talents, skills and virtues. I am absolutely delighted to welcome Grace and her husband, Jason, a PGA golf professional and coach, and their daughters to the Penn Quaker family.”

Winner of the 2009 Nell Jackson Award from the National Association of Collegiate Women Athletics Administrators, Dr. Calhoun brings with her Ivy League experience as both a student-athlete at Brown University and an athletics administrator at Dartmouth College. She has also served in leadership roles at Indiana University, Saint Francis University and the University of Florida, and as associate executive director of the Patriot League.

Dr. Calhoun has been actively involved in the governance of the NCAA as chair of the Research Committee, vice chair of the Olympic Sports Liaison Committee, member of the Committee on Academic Performance and chair of the Awards, Benefits, Expenses and Financial Assistance Committee.

Dean of Penn’s Graduate School of Education: Pam Grossman

Pam Grossman has been named dean of the Graduate School of Education at the University of Pennsylvania, effective January 1, 2015. The announcement was made by Penn President Amy Gutmann and Provost Vincent Price.

A former English teacher, Dr. Grossman is currently the Nomellini-Olivier Professor of Education in the Graduate School of Education at Stanford University and faculty director of Stanford’s Center to Support Excellence in Teaching. An internationally regarded scholar in the field of teaching and teacher education and a member of the National Academy of Education, she is dedicated to demonstrating how schools of education at research-intensive universities can help improve teaching and learning at all levels. She is also committed to reaching across disciplinary boundaries to address the educational needs of children and families who live in challenging circumstances.

“With her background, vision and proven leadership skills, Dr. Grossman is a great match for Penn and our Graduate School of Education as we advance our Penn Compact 2020—vision of becoming a model of an inclusive, integrative and impactful university,” President Gutmann said. “Pam’s professional career brilliantly blends service as both a K-12 teacher and a scholar at the university level, giving her particular insight into how schools of education can respond to the needs of diverse populations of educators.”

The author of three books and dozens of articles and reports, Dr. Grossman has focused her recent scholarship on the changing landscape of teacher education, especially in New York City, and the opportunities and challenges posed by multiple pathways into teaching. She has taught and written on the most important issues confronting primary and secondary education today, including the recruitment and training of teachers, the role of administrators in teacher retention, the relationship between teacher education and student achievement and the use of observational protocols for professional development.

Dr. Grossman is the recipient of funding from the National Science Foundation, US Institute of Education Sciences, William T. Grant Foundation and Spencer Foundation.

“Pam is committed to expanding the role of research universities in our national conversation about educational quality and improvement,” Provost Price said. “At Stanford, she was a major contributor to the K-12 initiative, in which she partnered with colleagues across campus to create and implement an inclusive and interdisciplinary vision for helping drive progress in K-12 schools.”

“As an outgrowth of this work, Pam helped found and now leads Stanford’s Center to Support Excellence in Teaching, which brings together faculty with an interest in research, design and development activities that improve the quality of K-12 teaching. The Center is currently focused on supporting the work of early-career teachers and recently received a large gift to launch the Stanford Hollyhock Fellowship program to support and retain early-career high school teachers.”

“I look forward to working with faculty, students and staff in the Graduate School of Education to continue making a positive difference in education here in Philadelphia and around the nation and the world,” Dr. Grossman said. “Penn is a great research university located in the heart of Philadelphia. This gives GSE unparalleled opportunities to work closely with local schools and educators. It also allows GSE to bring together talent and knowledge from the liberal arts and from Penn’s other professional schools to engage in research and development around the kinds of support educators, families, schools and communities need to help children thrive in school.”

Reflecting her lifelong passion for education, Dr. Grossman worked as a basic skills teacher in New Haven, Connecticut, after graduating from Yale University. She later taught high school English in California and was a life skills teacher in an Upward Bound Program in Fairbanks, Alaska, before earning a master’s degree at the University of California, Berkeley and a doctorate at Stanford. She then joined the faculty of the University of Washington, where she became the Boeing Professor of Teacher Education before joining the Stanford faculty in 2000. At Stanford, she served as chair of curriculum and teacher education from 2001 to 2005, and she is currently a member of the university-wide promotion and tenure committee.

Dr. Grossman succeeds Andy Porter, a preeminent scholar and teacher who has served with distinction as dean since 2007. Dr. Porter’s vision as dean—to make Penn GSE “the most intellectually exciting education school in the nation”—has created a stronger and more diverse student body, preeminent teaching and research programs and deep and growing partnerships with the City of Philadelphia and the School District of Philadelphia, including those at the Penn Alexander and Lea schools, and with communities around the world.

“We applaud Andy for his service,” President Gutmann said. “We also thank him for extending his deanship until December 31 to ensure a smooth transition.”

(continued on page 2)
President Emeritus Hackney’s Memorial Celebration: Onward
The University of Pennsylvania held a memorial service in Irvine Auditorium last Thursday to celebrate the life and legacy of Dr. Sheldon Hackney, Penn’s president (1981-1993). Dr. Hackney died last September (Almanac, September 24, 2013). Speakers included Penn President Amy Gutmann, former Penn Provost Thomas Ehrlich, Harvard President Drew Faust, Rev. Timothy Safford of Christ Church, chair of Africana Studies Barbara Savage and the Hackneys’ son, Fain Hackney.

The video of the memorial is available at https://secure.www.upenn.edu/secretary/HackneyMemorial2014.html

OF RECORD

Rules Governing Final Examinations

1. No instructor may hold a final examination or require the submission of a take-home final exam except during the period in which final examinations are scheduled; when necessary, exceptions to this policy may be granted for postponed examinations (see 3 and 4 below). No final examinations may be scheduled during the last week of classes or on reading days.

2. No student may be required to take more than two final examinations on any calendar day during the period in which final examinations are scheduled. If more than two are scheduled, the student may postpone the middle exam. If a take-home final exam is due on a day when two final examinations are scheduled, the take-home exam shall be postponed by one day.

3. Examinations that are postponed because of conflicts with other examinations, or because more than two examinations are scheduled on the same day, may be taken at another time during the final examinations period if the faculty member and student can agree on that time. Otherwise, they must be taken during the official period for postponed examinations.

4. Examinations that are postponed because of illness, a death in the family, for religious observance or some other unusual event, may be taken only during the official periods: the first week of the spring and fall semesters. Students must obtain permission from their Dean’s office to take a postponed exam. Instructors in all courses must be willing to offer a make-up examination to all students who are excused from the final examination.

5. No instructor may change the time or date of a final exam without permission from the appropriate Dean.

6. No instructor may increase the time allowed for a final exam beyond the scheduled two hours without permission from the appropriate Dean.

7. No classes or required class activities may be held during the reading period.

8. The first examination of the day begins at 9 a.m. and the last examination concludes by 8 p.m. There will be one hour between exam time blocks.

9. All students must be allowed to see their final examination. Exams should be available as soon as possible after being graded with access ensured for a period of at least one regular semester after the exam has been given. To help protect student privacy, a student should have access only to his or her own exam and not the exams of other students. Therefore, for example, it is not permissible to have student exams (or grades or papers) in publicly accessible areas.

10. Students may not be asked for their Social Security Numbers. Instructors may not publicly display a student’s Penn ID or any portion of the Social Security Number, nor use name, initials or any personally identifiable information to post grades. Even when an identifier is masked or absent, grades may not be posted in alphabetical order, to protect student privacy.

11. Final exams for the College of Liberal and Professional Studies (LPS) courses must be given on the regular class meeting night during the week of final examinations. No change in scheduling is permitted without unanimous consent of all students in the class and the director of LPS. LPS final exams may not be administered during the last week of class or on a reading day.

In all matters relating to final exams, students with questions should first consult with their Dean’s offices. Faculty wishing to seek exceptions to the rules also should consult with their Dean’s offices. Finally, the Council of Undergraduate Deans and SCHC urge instructors to see that all examinations are actively proctored.

—Vincent Price, Provost

Dean of GSE: Pam Grossman
(continued from page 1)

Pam Grossman has spent her career thinking creatively and passionately about improving teaching, teacher education and student learning,” President Gutmann said. “She is also an enthusiastic, collaborative and proven leader who will be an outstanding partner to GSE’s faculty, students, staff, alumni and friends. She has the right background, experience and skills to build partnerships across traditional disciplinary boundaries to maximize Penn’s impact on improving educational opportunities for young people around the nation and the world.”

Athletic Director: M. Grace Calhoun
(continued from page 1)

Aid cabinet, in which role she led a two-year, nation-wide student-athlete welfare initiative that resulted in financial aid reforms endorsed by the full NCAA membership in January 2011. She also completed a prestigious 18-month fellowship with the NCAA in 2004.

She has particular experience, throughout her career, in advancing the welfare and success of student-athletes. At Indiana University, she was instrumental in the formation of the Excellence Academy, a comprehensive student-athlete development program. The Academy uses innovative technologies and cross-university partnerships to help student-athletes make better progress toward their academic, athletic and personal goals and to better assess that progress by bringing together the resources of athletics with those of the wider university.

“I want to thank President Gutmann, Provost Price and Executive Vice President Craig Carnaroli for entrusting me with the leadership of Penn’s Division of Recreation and Intercollegiate Athletics,” Dr. Calhoun said. “Penn has a rich history and tradition of athletics few institutions can parallel. With the vast expansion and improvement of Penn’s athletics facilities under Steve Bilsky and the generous support of alumni and friends through the Campaign for Penn Athletics, I am fully confident that all programs are poised to achieve new levels of eminence while enhancing the spirit and excitement of the campus. I look forward to serving Penn’s talented student-athletes and coaches, as well as all the athletic and recreational pursuits of the Penn community.”

Dr. Calhoun began her athletic career as a track and field athlete and academic captain at Brown University, from which she graduated magna cum laude in 1992 with a degree in electrical engineering. She received a PhD in higher education administration and an MS in exercise and sport sciences from the University of Florida, as well as an MBA from Lehigh University, which she earned while working for the Patriot League.

“Provost Price, Executive Vice President Carnaroli and I are enormously grateful to the Advisory Committee that worked with us throughout this process, as well as to all the members of the Penn community who offered their valuable ideas and suggestions. We also offer tremendous thanks to Steve Bilsky,” President Gutmann said.

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Send an email to listserv@lists.upenn.edu with "subscribe e-almanac <your full-name>" in the body of the message. —Ed.

ALMANAC April 1, 2014
Memorial: Dr. Kefalides

A memorial for Dr. Nicholas A. Kefalides, professor emeritus of medicine in the Perelman School of Medicine, will be held on April 18 at 4 p.m. in the Austrian Auditorium in the Clinical Research Building. Dr. Kefalides passed away December 17, 2013. RSVP to Cordelia Biddle at (215) 573-7527 or biddlec@mail.med.upenn.edu

Dr. Litt, Bioengineering

Dr. Mitchell Litt, professor emeritus in Penn Engineering’s department of bioengineering, passed away on March 2; he was 81.

Dr. Litt was a founding member of the department of bioengineering, which was officially created in 1973. He was first appointed to Penn’s faculty in 1961 as an assistant professor of chemical engineering and chaired the department of bioengineering from 1981-1990.

Praised for his teaching, Dr. Litt received a Lindback Award for Distinguished Teaching in 1963. “His work in education brought a national focus to our program and has been duplicated countless times across the country in many different engineering curricula,” said Dr. David F. Meaney, Solomon R. Pollack Professor and Bioengineering Chair. “In this aspect, his legacy left an imprint on thousands of young minds across the country, and continues to this day.”

Dr. Litt published dozens of papers on his research into biotransport, cellular bioengineering and biorheology. He helped develop biomedical instruments for measuring the viscosity and elasticity of tracheal mucus and other secretions, which improved the understanding and diagnosis of respiratory and other diseases.

Born in Brooklyn, New York, Dr. Litt was a graduate of Columbia University. He received a BS and MS in chemical engineering in 1954 and 1956, respectively, and a DEngSc in 1961.

Dr. Litt is survived by his wife, Zelda; children, Ellen Simons and Steven Litt; grandchildren, Louis, Abby, Jocelyn and Melissa; and sister, Dr. Noami Quenk.

Contributions may be made to the Penn Engineering Undergraduate Scholarship General Fund, https://giving.apps.upenn.edu/giving/isp/fast.do?program=ENG&fund=402795

Ms. Wiley, SP2

Alice Wiley, a master’s student in the School of Social Policy & Practice, passed away December 28 at age 26.

A native of Georgia, Ms. Wiley was a 2009 graduate of Mercer University where she earned a BA in theatre. She was a clinical research interviewer at Emory University for a year before beginning her studies at Penn.

Ms. Wiley is survived by her mother, brother and sisters.

One Step Ahead

Security & Privacy

Made Simple

Filing Taxes Online This Year? Take Steps to Protect Your Information!

As of this month, more than 27 million US taxpayers have filed their 2013 taxes online—already a 6% increase over the total number of e-filings for the preceding year. E-filing offers enormous convenience—but it’s important to remember that it can also create privacy and security risks. Here are some steps you can take to help avoid the risks while taking advantage of the convenience.

To protect your personal information, use a different password for tax filing than you use to access other online accounts.

Don’t file your taxes using unsecured, public wi-fi networks such as those at hotels and coffee shops. The information you are transmitting could potentially be intercepted by fraudsters.

A major strategy for criminals during tax season is to contact individuals by email, pretending to be the Internal Revenue Service. If users click on links in these “phishing” emails malware is downloaded to their computers, for purposes such as stealing passwords and Social Security numbers. Keep in mind that the IRS will never send you any electronic communication, including emails and text messages, that ask for personal information.

Cybercriminals often use stolen information—such as Social Security numbers, addresses and dates of birth—for identity theft, which can include filing fraudulent tax returns and collecting the refunds. If you believe you are the victim of tax-related identity theft contact the IRS Identity Protection Specialized Unit at (800) 908-4490.

For more on how to protect your personal data visit penn.edu/privacy and www.upenn.edu/computing/security/1

1 This tip is based largely on a USA Today article that can be viewed at: www.usatoday.com/story/money/personal-affinance/2014/03/22/filing-taxes-online/6653645/

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

SPEAKING OUT

An Open Letter to Penn’s Trustees in Support of Tobacco Divestment

Investment in tobacco company stocks is clearly antithetical to the university’s research, teaching and health care missions. Therefore, we support the October 2013 ad hoc committee proposal calling on the Trustees to exclude tobacco company stocks from the university’s direct investments.

The proposal is fully aligned with the Trustees’ statement on social responsibility in investments:

“[W]hen the Trustees determine that corporate policies or practices cause substantial social injury or substantial environmental harm, they, as responsible and ethical investors, shall give independent weight to this factor in their investment policies and in voting proxies on corporate securities.” The Trustees define “substantial social injury” as “the excessive or deliberate injurious impact on employees, consumers and/or other individuals or groups resulting directly from specific actions or inactions by a company.”

Few entities so abundantly meet the Trustees’ definition of companies that cause massive injurious impact as those that produce and market tobacco products.

(1) The World Health Organization has identified tobacco as the world’s leading public health problem: too many are implicated in 6,000,000 deaths every year.

(2) In the US, a thousand children become smokers every day.

(3) Tobacco companies manipulate nicotine, manipulate their products’ addictiveness, and they aggressively market their products to children in the developing world, an especially vulnerable population.

Among our Ivy peers that have publically deliberated on divestment, only Yale declined. Harvard, Columbia, Dartmouth and Brown have all divested. So have Stanford, Michigan, the University of California system and Johns Hopkins, among others. In addition, Penn’s Perelman School of Medicine is the only medical school among the top five without a divestment policy.

Investment in tobacco companies flatly contradicts the values that the university has articulated in its commitment to a “Year of Health.” In addition, we believe that the case for divestment is strengthened by our location in Philadelphia. Today, one in four adult Philadelphians smokes, a rate that is 25% to 150% higher than in the nine other largest American cities.

The members of the Senate Executive Committee represent all of the University’s faculty constituencies. On February 12, the members present voted unanimously, 30-0, in favor of the divestment proposal. A week later, on February 19, the University Council voted 51 in favor of the proposal, with just six opposed and two abstentions.

Given the proven harm that tobacco products cause, the particular damage tobacco inflicts on our Philadelphia neighbors, the cynical marketing practices of the tobacco companies and the manifest consensus among the Penn community in favor of the divestment proposal, we urge the Trustees to accept the proposal and agree to exclude tobacco company stocks from the University’s direct investments.

The proposal is at http://goo.gl/cudK57

- Penn Faculty in Support of Tobacco Divestment

Ed. Note: For a list of more than 500 senior members of the standing faculty who have signed this statement, go to www.upenn.edu/almanac/volumes/v60n28/spout.html

Speaking Out welcomes reader contributions. Short, timely letters on University issues will be accepted by Thursday at noon for the following Tuesday’s issue, subject to right-of-reply guidelines. Advance notice of intention to submit is appreciated. —Eds.
In accordance with the University Council Bylaws, the March 26 Council meeting included “extended reports by the President, the Provost and other administrators covering budgets and plans for the next academic year.” The remarks on these pages were adapted from the presentations given.

There was also a panel presentation and discussion on Diversity at Penn, which was one of this year’s focus topics. The panel consisted of Joann Mitchell, vice president for institutional affairs; Anita Allen, vice provost for faculty; William Gipson, associate vice provost for equity and access; and Sam Starks, executive director of the Office of Affirmative Action and Equal Opportunity.


Dr. Amy Gutmann said that “if we continue the momentum it builds a virtuous circle,” in regard to the University’s efforts to be diverse and inclusive.

University Council Meeting Coverage

Reports on Plans and Budget for the Next Academic Year

Strategic Plan for Global Initiatives at Penn

Ezekiel J. Emanuel, Vice Provost for Global Initiatives

Three Strategic Pillars

It is a pleasure to be here today to talk about where we are in the process of realizing the strategic plan for global initiatives. We have based our strategic plan on three pillars. The first pillar is more engagement of students in the world, both by sending Penn students overseas and by bringing international students here to Penn. The second pillar is to strengthen Penn as a global agenda setter for issues that confront the world. The third pillar is to use our great resources, as a research institution and as an educational institution, to promote healthy and inspiring lives in various parts of the world. We have a number of initiatives under each of these pillars.

Prepare Students for a Globalized Society

We want to strengthen the study of international issues, to develop cross-school and cross-disciplinary programs, and to strengthen our curricular and extra-curricular activities by developing a campus center for global issues. We want to think through how we can develop more activities on campus for our students and how we can bring more students to Penn who have a global perspective. One issue to tackle is bringing more international students to Penn. We can address this issue by raising more money for international students and also bringing the international students who we have more fully into campus life. We are very active on this project. One of my staff members in Penn Global is working with VPUL to do this and to make sure that students from abroad feel at home at Penn and feel like they can fully participate in Penn activities. We hope to broaden their perspective and broaden US students’ perspective as well. A second initiative is to increase opportunities for students to engage with the world. Nationally, academic year study abroad is declining. One reason is that the opportunities on campus have become so rich. We are therefore increasing international internships and research opportunities for students to go overseas. For example, our office sponsors a summer internship program for undergraduate and graduate students. When I arrived, we sponsored about 40 internships, and this year we will award about 85 of them. We are fundraising for these opportunities, and we have dedicated more resources from the University for those programs. We have many more students applying for each position as we have positions. This is clearly a very good way to get students to go overseas and have an immersion experience working for a nonprofit or for other organizations. One of the most interesting things about this process is that the proportion of our students on financial aid in the program is higher than the proportion of students overall receiving financial aid at Penn. This is a very good opportunity for students who might not have the resources at home to have an international experience. We are also trying to develop post-graduate programs to permit students to go overseas a year or two after they’ve graduated, either to work for a nonprofit or to get involved with business or other occupations overseas. We are doing all of this, and we are also enhancing our semester abroad programs. We have reviewed each of our programs in the last two years to make sure they meet educational criteria, meet risk criteria, and really give students an immersion experience. We are trying to increase global opportunities for students on all fronts.

Strengthen Penn as a Global Agenda Setter

The second pillar is to make Penn more of a global agenda setter, and the core of this pillar is that we are going to build a World House, a physical structure on campus. This house will be an innovation center that will focus on global issues and bring together faculty, global policy makers and others to begin thinking and writing about solutions to pressing global problems. We also anticipate that the World House is going to be a fulcrum for students and student organizations interested in global activities, as a way for them to have meetings, host conferences, host films, host performers and interact with faculty. The building will have two classrooms, which we hope will be used for courses related to global activities. We think it is going to be a very inviting building for activities. Like many Penn buildings, it will probably be over-subscribed on the day that it opens.

Promote Healthy, Inspiring and Productive Lives

The last pillar is that we will use our great resources here as a research institution and institution of learning to promote healthy lives. We are not a development agency, but we are concentrating on areas where we have a lot of faculty and student interest. China, Southern Asia—including India—and Africa are our main areas. We are interested in Latin America as well. The amount of activity we have on campus related to Latin America is less than the three regions, but we are actively looking for projects and programs that we can promote there. You all know that we are opening the Penn Wharton Center in Beijing next year to coordinate our activities, so faculty and students can have a touchdown space there, and we may also interview prospective applicants as a way of coordinating our activities. My office—through the Global Engagement Fund—funds a number of activities in these countries, mainly trying to facilitate cross-school, cross-disciplinary, cross-faculty and student programs, whether they are research programs, conferences or other ways of engaging.

So this was a brief summary of the strategic plan and where we are in the process, and I am happy to answer any questions.

Q&A

There were a number of questions raised by Council members and a lively discussion ensued.
University Operating Budget

Bonnie Gibson, Vice President, Budget & Management Analysis

I will be reviewing the FY14 current year budget. The FY15 budget is still being developed and will be presented to the Trustees for approval in June. I will discuss our total charges for FY15.

For FY14 we have budgeted $3.07 billion in revenue. There are multiple components of revenue, but the easy way to think about our revenue sources is in thirds. The first, slightly overweighted third, is tuition and fees, representing over $1.1 billion or 36% of our operating revenue. The second, slightly underweighted third, is sponsored programs, or research, representing $842 million or 27% of our revenue. The final third is everything else, representing $1.1 billion or 36% and including the income from our endowment, gifts, other income (mostly sales and services), transfers and support for the Veterinary School from the Commonwealth of Pennsylvania. So as you think of our revenue sources, remember thirds.

Our expenditures also total $3.07 billion, with 53% of that total in compensation, including salaries and benefits ($1.62 billion). Current expense makes up 24% of our expenditures, with Capital and Student Aid representing the final 23%. This slide (below) shows what we spend our money on, while the next, who is doing that spending.

School spending represents over $2.1 billion, or 69% of our total expenditures. The next largest component, administrative centers, including Finance, HR, Public Safety, Information Systems and other administrative units, is $367 million or 12%. The cost of our space is $165 million. However, 74% of the space costs are actually for school space: if we move those costs to the school segment, school expenditures increase to 73% of the total.

Total Undergraduate Charges

As we move on to a discussion of tuition and financial aid, I’d like to review some of the FY14 facts. Our current year total charges, including tuition, fees, room and board, are $58,812. Our audited financial statements show that tuition and fees cover 69% of the cost of a Penn education, with gifts and endowment income covering the balance. Forty-seven percent of our traditional undergraduate students receive financial aid from the University, with an average freshman grant of $39,995—you could round up to $40,000 to make it easier to remember. In constant 2005 dollars, it actually costs the average aided student 10% less to attend Penn now than it did in 2005. And of course, our aid is all grant, no loan.

Our total aid budget for FY14 is $428 million, a 5.4% increase over FY13. Graduate and professional aid, including stipends, is $238 million, while undergraduate aid is $190 million.

The cost of attending Penn in constant 2005 dollars is actually $1,900 or 10% lower than it was in FY05.

The distribution of traditional undergraduate grants by size for both the freshman class and the overall aided population shows that two thirds of our aided students received grants of $35,000 or more, while one third received grants of $50,000 or more.

Over the past 10 years, Penn’s increase in total charges has been at the average for our peer group. During the period we have been consistently under the average for both public and private institutions.

For FY15, the Trustees have approved a 3.9% increase to total charges, with tuition, fees, room and board at $61,132 next year. Room and board are based on the average standard room and the freshman meal plan.

This increase in total charges generated $21.6 million in incremental revenue, with $16.3 million of that in tuition. Almost $8 million of tuition revenue is allocated to the financial aid pool.

Since 2006, the rate of increase of total charges has been declining and this is the 6th consecutive year that it is under 4%.

At the same time, we have been steadily increasing our financial aid budget. It has grown 198% since 2002, in part due to our generous all-grant policy, but also due to higher need as a result of the recession.

Graduate and Professional Tuition and Aid

In 2013, the last completed fiscal year, we had 3,110 PhD students across nine different schools. Almost all of our PhD students are fully funded for at least three years and most for five. Full funding includes tuition, fees, health insurance and a stipend. Some schools pay a higher stipend to cover the student’s purchase of health insurance. For an SAS humanities PhD student entering in the fall of 2014, the standard five-year funding package is worth over $315,000 in constant FY14 dollars.

PhD tuition and the research masters tuition will increase at 3.9%, the same rate as undergraduate tuition. Professional tuition is set by the schools based on their specific needs and markets. This year, reported in the same rate as undergraduate tuition. Professional tuition is set by the schools based on their specific needs and markets. This year, reported in

The distribution of PhD student and expense by school and category shows Arts & Sciences has the largest number of PhD students and the largest expenditures: over $68 million in FY13.
Benifits

Your annual opportunity to make changes to your healthcare elections is less than two weeks away!

The 2014–2015 Open Enrollment period will run from April 14–April 25. Read on so you have all the information you need to make changes to your healthcare benefits for the new plan year beginning July 1.

Making Changes during Open Enrollment

During Open Enrollment, you need to determine if your current benefits still meet your needs or if you need to make a change, such as:

- Enrolling in a healthcare plan for the first time, or dropping an existing plan.
- Switching to a different medical, dental or vision plan.
- Increasing or decreasing your life insurance coverage.
- Changing how much you contribute to a flexible spending account.
- Adding or dropping a dependent from your benefits coverage*.

*If you add a new dependent, you’ll receive a letter requesting that you provide verification of that dependent’s eligibility under Penn’s plan rules. You’ll also need to provide verification if you re-enroll a spouse/partner who had previously been covered.

How to Enroll

From Monday, April 14 through Friday, April 25, make changes to your benefits coverage online at www.pennbenefits.upenn.edu using your PennKey and password.

Benefits Open Enrollment Begins April 14

If you don’t have internet access, go to one of the following locations on campus to enroll online, or contact the Penn Benefits Center at 1-888-PENNBEN (1-888-736-6236), Monday through Friday, between 8 a.m. and 6 p.m. EST and complete your enrollment over the phone.

<table>
<thead>
<tr>
<th>Location</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goldstein Undergraduate Study Center 3420 Walnut St. (ground level of Van Pelt-Dietrich Library)</td>
<td>Mon.-Thurs.: 24 hours daily Friday: closes midnight Saturday: 10 a.m.-2 a.m. Sunday: opens 10 a.m.</td>
</tr>
<tr>
<td>Human Resources 3401 Walnut St., 5th Floor</td>
<td>Mon.-Fri.: 8:30 a.m.-5 p.m.</td>
</tr>
<tr>
<td>Unique Advantage 3624 Market St., Suite 1SD</td>
<td>Mon.-Fri.: 8:30 a.m.-5 p.m.</td>
</tr>
</tbody>
</table>

When Changes Are Effective

Changes made during Open Enrollment will be effective as of July 1, 2014. New rates for all plans will be reflected in your July 2014 paycheck.

If You Don’t Enroll

If you don’t make changes during Open Enrollment, you’ll receive the same coverage you had last year.

Making Changes after Enrollment

The choices you make during Benefits Open Enrollment will remain in effect through June 30, 2015, unless you experience a qualifying event. Qualifying events include the birth or adoption of a child, marriage or domestic partnership, divorce or separation, death of a dependent and change in your dependent’s eligibility for benefits. Keep in mind that the IRS limits the types of changes you can make for qualifying events.

If you experience a qualifying event, please contact the Penn Benefits Center within 30 days at 1-888-PENNBEN (1-888-736-6236), Monday through Friday, between 8 a.m. and 6 p.m. EST.

More Information

Learn more about the 2014–2015 Open Enrollment period from the following resources:

- Review the Open Enrollment materials that will be mailed to your home address shortly.
- Visit www.hr.upenn.edu/myhr/benefits/health/openenrollment where you can access benefit comparison charts, contribution charts and online provider directories.
- Contact the Penn Benefits Center at 1-888-PENNBEN (1-888-736-6236), Monday through Friday, between 8 a.m. and 6 p.m. EST.
- Contact Human Resources at benefits@hr.upenn.edu

—Division of Human Resources

Healthcare Rates for 2014–2015

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<tr>
<td></td>
<td>Employee + Child(ren)</td>
<td>Employee + Spouse/Partner</td>
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<tr>
<td>Medical</td>
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<td>PennCare Personal Choice</td>
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<td>Penn Faculty Practice Plan</td>
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<td>MetLife Dental</td>
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<td>Vision</td>
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<td>$1.64</td>
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<tr>
<td>VSP</td>
<td>$1.39</td>
<td>$2.26</td>
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Reminder: Award Ceremony and Reception

Along with the Models of Excellence Winners and the Honorable Mentions, the new Pillars of Excellence—which celebrate weekly-paid staff members—will be announced as will the Model Supervisor at the 2014 Models of Excellence award ceremony and reception at 4 p.m. on Thursday, April 3 in Irvine Auditorium.

If you would like to attend, contact Human Resources at qowl@hr.upenn.edu or at (215) 898-1012.
Update

**April AT PENN**

**CONFERENCE**

5  Rethinking Activism; 8:30 a.m.-5 p.m.; rm. 208, The ARCH; register by April 1; pennnasal5@gmail.com (Asian American Studies Program).

**FITNESS/LEARNING**

3  Instructional Drum Circle; participants should bring drums; 6:30 p.m.; Penn Museum; $15, $10 students (Museum). Thursdays through April 24.

**READING & SIGNING**

2  Karen Finley: Written in Sand; collected AIDS writings with musical accompaniment; 6 p.m.; Kelly Writers House; RSVP: wh@writing.upenn.edu (Kelly Writers House; Feminism/s).

**SPECIAL EVENT**

3  Take Back the Night!; peaceful rally and march; 6 p.m.; College Green (Penn Women’s Center).

**TALKS**

1  Let’s Talk About Lesbian, Gay, Bisexual and Transgender (LGBT) Health: Realizing the Unique Needs of the LGBT Community; various panels; 4 p.m.; Auditorium, John Morgan Bldg.; RSVP: http://ldi.upenn.edu (LDI; CPHI).

2  The Second Arab Awakening and the Battle for Pluralism; Marwan Muasher, Carnegie Endowment for International Peace; 7 p.m.; rm. F45, Jon M. Huntsman Hall (Middle East Center; Wharton for Pluralism).

3  Criminology Day 2014: Why Are So Many Americans in Prison?; Steven Raphael, University of California, Berkeley; 4 p.m.; rm. B21, Stitel Hall (Criminology).

7  K-Pop: Where it Came From, Where it’s Going and Why It Matters; Mark James Russell, author; 4:30 p.m.; rm. 286-7, McNeil Bldg. (CEAS).

9  First Line Disruptive Healthcare Innovations in India; Zeena Johar, SughaVazhvu Health-care; noon; rm. 128, Fagin Hall (South Asia Center; Nursing, South Asia Studies).

**Stroller Strides®, Morris Arboretum’s Popular Fitness Class**

Stroller Strides® is a total fitness program that moms can do with their babies. It includes power walking, strength-training intervals and a unique blend of Pilates, barre, yoga and stroller-based exercises designed to help moms build strength and muscle tone and improve posture. Taught by a certified and specially trained instructor, this fellow mom also weaves songs and activities into the routine to entertain and engage baby. This class meets from 1:30-2:30 p.m. on six consecutive Wednesdays beginning April 23. There are plenty more Growing Minds classes (for older children too) listed on Morris Arboretum’s website. All Growing Minds classes will meet rain or shine with indoor facilities available for inclement weather. For more information about each class or to register online, visit https://online.morrisarboretum.org/GrowingMinds

**Soaring into Spring at the Morris Arboretum**

“Our Feathered Friends at Morris Arboretum” takes wing on Saturday, April 5 when three seasons of bird-themed events kick off. During the next six months, the Arboretum will be buzzing with activities including classes, art exhibits, trips and tours and kids’ activities. On Opening Weekend, visitors to Morris Arboretum can enjoy Home Tweet Home, a display of more than 30 designer birdhouses found throughout the garden. A reception honoring this exhibit begins at 1 p.m. on Saturday. Morris the Merrie Little Owl Scavenger Hunt will challenge those visitors looking for the Arboretum’s seasonal mascot, which will be hidden in the garden. Anyone interested in being the person that catches the proverbial worm can come to the Arboretum during Early Bird Hours. On the first Saturday of each month, the garden will open at 8 a.m. Make plans to come early and come often. Check the Morris Arboretum website at www.upenn.edu/arboretum for more information.

**At PENN Deadlines**

The April At PENN calendar is online at www.upenn.edu/alamanc. The deadline for the May AT PENN calendar is Tuesday, April 15. Information is on the sponsoring department’s website. Sponsors are in parentheses. For locations, call (215) 898-5000 or see www.facilities.upenn.edu

**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 March 17-23, 2014. Also reported were 24 Crimes Against Property (14 thefts, 6 burglaries, 1 robbery, 1 disorderly conduct, 1 DUI and 1 violation of the liquor law). Full reports are available at: www.upenn.edu/alamanc/volumes/v60n328/creport.html Prior weeks’ reports are also online.—Eds.

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 March 17-23, 2014. 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.

**18th District Report**

Below are the Crimes Against Persons from the 18th District: 15 incidents with 2 arrests (5 assaults, 6 robberies, 3 aggravated assaults and 1 indecent assault) were reported between March 17-23, 2014 by the 18th District covering the Schuylkill River to 49th Street & Market Street to Woodland Avenue:

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Stats</th>
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<tbody>
<tr>
<td>03/20/14</td>
<td>5:19 PM</td>
<td>119 S 39th St</td>
<td>Harassment by unwanted phone calls</td>
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<tr>
<td>03/21/14</td>
<td>11:47 PM</td>
<td>3400 Spruce St</td>
<td>Compliant assaulted by patient</td>
</tr>
</tbody>
</table>

**The University of Pennsylvania’s mission is to prepare students for lives of purposeful service, personal fulfillment, and societal contribution in a global environment.**

**Almanac**

3910 Chestnut Street, 2nd floor Philadelphia, PA 19104-3110
Phone: (215) 898-5274 or 5275
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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 Penn website) include HTML, Acrobat and mobile 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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April 1, 2014

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7
On the Wings of Eagle and Raven: Tlingit and Haida Traditions
April 11–July 6, 2014

The Haida and Tlingit Native Americans have a rich visual tradition that includes highly stylized artifacts and totem representations. These Tlingit and Haida artifacts, executed in wood, shell, hair, pigment, sinew, feather and spruce root, reveal the artists’ exceptional craftsmanship. This exhibition will feature 41 cultural and material objects that date from the late 19th century to the present. Under the tutelage of Dr. Larry Silver, Farquhar Professor in the department of the history of art and Dr. Robert St. George, associate professor in the department of history, Penn undergraduate students were involved in curating the exhibition and writing the exhibition brochure. This curatorial seminar was taught at the University of Pennsylvania Museum of Archaeology and Anthropology and 33 exceptional Tlingit and Haida artifacts are lent from the Penn Museum’s collection.

The Haida and Tlingit are indigenous groups located in the Pacific Northwest Coast of North America. The main Haida territory is Haida Gwaii (Queen Charlotte Islands), while Tlingits occupy the coastal panhandle of Alaska. The use of animal totems is an important aspect of their traditions. Haida and Tlingit societies are organized into two matrilineal moieties: Ravens or Eagles. Within each moiety, the family lineage recognizes an animal to identify their clan. These elaborate clan crests appear on headdresses, bentwood boxes and Chilkat blankets.

Since the 19th-century European colonization of the region, Haida and Tlingit homelands were threatened. Christian missionaries sought to reform the beliefs of these Native Americans, and potlatches (fundamental social and economic events) were outlawed. Consequently, their language and art forms weakened. Today there is a resurgence of Native American artists who assert the lasting presence of their cultures.

On the Wings of Eagle and Raven: Tlingit and Haida Traditions continues through July 6, 2014.

Related Programs
The following lectures will be held at 6 p.m., unless noted otherwise, at the Kislak Center, 6th Floor, Van Pelt-Dietrich Library.

April 9: Robert Davidson, laureate Haida artist; Haida Traditions and Modern Innovations
April 16: Gary Wyatt, director, Spirit Wrestler Gallery; Northwest Coast Display in Ceremony and Gallery
April 22: Aaron Glass, professor, Bard Graduate Center, New York City; Tall Tales of the Totem Pole: An Intercultural Biography of the Northwest Coast Icon
April 23: at 5 p.m., William Wierzbowski, keeper, American Section, University of Pennsylvania Museum of Archaeology and Anthropology; Stories from Storage: Behind the Scenes Lives of Objects Held in the Arthur Ross Gallery
April 30: Robin Wright, professor and director, Bill Holm Center for Study of Northwest Coast Art, Burke Museum, University of Washington; Charles and Isabella Edenshaw: Haida Master Artists

All programs are free to Friends of the Arthur Ross Gallery and Penn students, faculty and staff with Penn card.

Additional support for On the Wings of Eagle and Raven: Tlingit and Haida Traditions is provided by the department of the history of art, the Arthur Ross Gallery Exhibition Fund, Mrs. Arthur Ross, Mr. George Gillespie, the Patron’s Circle of the Arthur Ross Gallery, the Philadelphia Cultural Fund and the Pennsylvania Council on the Arts.

The Gallery is located at 220 South 34th Street, Philadelphia, and is free and open to the public.

Hours: Weekdays 10 a.m.–5 p.m., weekends noon–5 p.m., closed Monday. To reserve a group tour please contact arg@pobox.upenn.edu or (215) 898-3617. Additional information is available at www.upenn.edu/ARG or (215) 898-2083. Visit the ARG on Facebook and Twitter.

Tlingit, 19th Century Basket, Spruce root, pigment, lent by the University of Pennsylvania Museum of Archaeology and Anthropology and the University of Pennsylvania Museum of Archaeology and Anthropology, collected by Louis Shotridge, 1930.

Tlingit, 19th Century, “Child of the Moon” Frontlet, wood, ermine, pigment, shell, sea lion whisker, cloth; lent by the University of Pennsylvania Museum of Archaeology and Anthropology, Louis Shotridge Collection.

Tlingit, 19th Century, “Undersea Grizzly Bear” War Helmet, shell, wood, pigment, copper, spruce root, hair; lent by the University of Pennsylvania Museum of Archaeology and Anthropology, Louis Shotridge Collection.