Welcome Back From the President

Making Connections

The walk from the President’s house to my College Hall office takes me across a vital connecting link for our campus: the Class of 1949 Generational Bridge, a 160-foot extension of Locust Walk built in 1970. This summer it was necessary to detour down Walnut Street while the bridge was closed for resurfacing and refurbishment. As is so often the case, it is not until a connection of this kind goes missing that you appreciate just how important it is! The Generational Bridge and Locust Walk are now better than new, and our campus more conducive than ever to those serendipitous outdoor connections that create a truly vibrant academic community.

While rebridging the west end of our campus, we also began building new bridges of a different sort at the easternmost end of Penn. Just days prior to Commencement in May, hundreds of community and business leaders joined together in breaking ground on a game-changing construction project at our eastern gateway on Walnut Street. The FMC Tower will soar 49 stories tall, replacing a barren landscape with a shimmering spire of glass overlooking Penn Park and the Schuylkill River. The Tower represents the final phase in the collaborative redevelopment by Penn, Brandywine Realty Trust and FMC of what was formerly US Postal Service land. The landmark building will house an impressive range of business, retail and residential amenities, with Penn occupying 100,000 square feet of office space.

The FMC Tower shines a bright light on the fact that University City is now one of Philadelphia’s fastest growing and most vital centers of development. Penn has led the way in reinventing this eastern gateway linking West Philadelphia and Center City. We began with two uniquely transformative projects: Penn Park, greenening the easternmost entrance to our campus, rapidly followed by our new Singh Center for Nanotechnology, which adds cutting-edge technological innovation to our city to transform everything from energy production to healthcare delivery. The FMC Tower is the capstone of our easternmost connection with Center City. Together, these moves maximize Penn’s impact on our city, on our society and the world for many decades to come.

A fourth major move, this one right across the river to our east, complements and strengthens Penn’s strategic investments in West Philadelphia. We call this site South Bank: It is the former Grays Ferry parcel of land we purchased in 2010. Thanks to the entrepreneurial and innovative genius of Penn faculty, we have already made this 23-acre site home to new technology ventures ranging from flying robots to green vaccines. South Bank enables us to maximize our impact on the world through commercializing faculty research into new products, services and entrepreneurial ventures.

To further that end, in June we announced the launch of the Penn Center for Innovation (PCI), an initiative that will provide the infrastructure, leadership and resources needed to transfer promising Penn know-how into the marketplace. PCI is an organization created to maximize our mission as a research university for putting knowledge into practice for the good of our community and society. Pennovation is the term we coined to signal our ability to advance both basic discovery and the societal and technological development, all in the context of a sensible environmental backdrop,” he said. “As a nation, we do not have a clearly articulated energy policy that provides fairness for stakeholders, reliability in order to construct energy policy options that provide for energy research centers and curricular offerings. Some are already engaged in aspects of energy policy. The Kleinman Center for Energy Policy in the School of Design will galvanize all the University’s strengths and resources to advance the transformation of US energy policy for a productive, secure and sustainable energy future.”

Specifically, the Center will focus on overcoming persistent barriers to energy productivity in order to construct energy policy options that provide for energy research centers and curricular offerings. Some are already engaged in aspects of energy policy. The Kleinman Center for Energy Policy in the School of Design will galvanize all the University’s strengths and resources to advance the transformation of US energy policy for a productive, secure and sustainable energy future.”

The Kleinman Center for Energy Policy has been established at PennDesign with a $10 million gift from Scott, C’94, W’94, and Wendy Kleinman. The Center, which is scheduled to launch this fall, will advance energy productivity by re framing the relationship between research and practice in support of policy innovation.

“From Idea to Innovation: The Impactful University.” Isaacson wrote the best-selling biography

The Innovators: How a Group of Hackers, Geniuses, and Geeks Created the Digital Age, which explores the surprisingly long history of the digital revolution including how the first electronic general-purpose computer, ENIAC, was constructed here at Penn. He will be the perfect guest to help us explore the lineage from Franklin our founder, to ENIAC, to Pennovation and the countless creative discoveries that connect every member of the Penn community in such a positive and productive way to our community, society and world.

—Amy Gutmann
Welcome Back From the Senate Chair

Representing the Faculty Perspective

As the incoming Chair of the Faculty Senate, I want to welcome you back to campus and share my excitement as I look forward to the 2014-2015 academic year. Created by the Trustees of the University in 1952 at the request of the faculty, the Senate is the voice of the faculty and represents the faculty in most matters affecting their relationship to the rest of the University. Historically, Penn has had a vigorous and active Faculty Senate, one that engages individuals from across the 12 schools. The Senate is empowered to request reports from the University Administration, to make recommendations directly to the President, the Provost and the Trustees, and to create and revise the Faculty Handbook.

The leadership of the Faculty Senate is committed to continuing the tradition of shared governance that has been the hallmark of our relationship with Penn’s Administration. I am especially looking forward to working with President Gutmann and Provost Price, in light of their shared commitment to academic excellence, integrating knowledge, and enhancing diversity at Penn. From the successful cooperation between the Administration and the Faculty Senate during the 2013-2014 term, as well as my personal knowledge of the President and Provost, I also know the value they place on shared governance with the Faculty Senate. Indeed, I am grateful to Provost Price for recruiting me to the Faculty Senate many years ago when he was Chair of the Faculty Senate. I also look forward to collaborating with the Vice Provosts and other University officials in furtherance of a shared vision for the University.

The Faculty Senate is run by the Senate Executive Committee (SEC), headed by the Tri-Chairs. This year, the Tri-Chairs are Past Chair Dwight Jaggar, myself as Chair and Chair-Elect Reed Pyeritz. The three of us will meet regularly with members of the Administration, including biweekly consultations with the President and Provost. SEC meets monthly to discuss faculty concerns among themselves, as well as in consultation with members of the Administration. The Faculty Senate committees, which report to SEC and to the Tri-Chairs, work in detail on matters of substantive policy in committee, and often make recommendations to the full Senate. This year our timely topics include: faculty salary and benefits, the implementation and success of plans to enhance faculty diversity in retention and new hires, mental health and wellness on campus and the role of faculty in supporting students, clarification of the copyright and conflict of interest policies and their intersection with open-learning initiatives, monitoring trends across campuses to prevent sexual assault and the effectiveness of Penn’s policies in this regard, changes to the central campus library system, the role of non-standing faculty and many other issues of critical importance to faculty.

I look forward to leading the Faculty Senate this year. During the 2013-2014, it was my privilege to serve with Susan Margulies, former Past Chair, and Dwight Jaggard, former Chair, from whom I learned a great deal. I am delighted to continue to work with Dwight Jaggard this year and to welcome Reed Pyeritz to the team. I am especially grateful to Vicki Hewitt at the Office of the Faculty Senate for her excellent work during the past academic year. The Faculty Senate is fortunate to have her continued assistance during the upcoming year.

To ensure that we represent the perspective of the Faculty and serve as your advocates, I encourage you to contact your representatives in the Senate Executive Committee. You may also contact the office of the Faculty Senate directly at senate@pobox.upenn.edu with your issues and questions. For confidential matters, feel free to contact me directly, at cfinkels@law.upenn.edu

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Claire Finkelstein

Faculty Award of Merit—Call for Nominations: October 15

The Faculty Award of Merit presented by Penn Alumni is a faculty award established by Penn Alumni and the Office of the Provost. The 2014 award recipient was former Nursing Dean Afaf Meleis (Almanac February 25, 2014). The award is presented annually to an individual or group of collaborators that has made an outstanding contribution to alumni education at Penn by sharing his or her unique scholarship work with the alumni community. Special emphasis is placed on faculty members who go above and beyond the call of duty by engaging Penn alumni with the University as their intellectual home, and to those who educate the faculty community about the alumni engagement opportunities available to them.

The award consists of both a $2,500 cash award and a formal citation, and will be presented during thegamma Penn Alumni Volunteer Leadership Retreat. All Penn faculty, staff and alumni are eligible to nominate a faculty member for this award. For more information about award criteria and eligibility, or to nominate a faculty member, visit www.alumni.upenn.edu/education Nominations are due by October 15.

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Penn’s Accreditation Reaffirmed

On June 26, 2014, the Middle States Commission on Higher Education (MSCHE) reaffirmed the accreditation of the University of Pennsylvania. The Statement of Accreditation Status can be found on the MSCHE website: https://provost.upenn.edu/initiatives/reaccreditation

The University’s full 2014 Self-Study Report can be found at: http://provost.upenn.edu/initiatives/reaccreditation

The next significant action related to the University’s accreditation will be a Periodic Review Report in 2019.

2014-2015 Council Meetings

Members of the University community are invited to attend University Council meetings provided they register with the Office of the Secretary via ucouncil@pobox.upenn.edu or telephone, (215) 898-7005. Meetings take place on Wednesdays, 4-6 p.m. in Bodek Lounge, Houston Hall. The agenda will be announced in Almanac prior to each meeting.

October 1 January 28
October 22 February 18
December 3 March 25
April 22

2014-2015 SEC Meetings

Senate Executive Committee meetings are held on Wednesdays at 5 p.m. in room 205, College Hall, unless otherwise noted below. The agenda will be announced in Almanac prior to each meeting.

September 24 January 21
October 29, November 19 University Club March 18, Van Pelt
December 10, December 10 April 15
Dietrich Library May 13

2014-2015 Trustees’ Meetings

The University of Pennsylvania Trustees’ Open Meetings schedule is as follows:

September 18 October 30-31
October 29, November 11 December 11
December 10, December 11
March 19 (if needed) May 14
June 18-19

Call (215) 898-7005 if you plan to attend. Open committee meeting schedules will be announced in Almanac prior to each meeting.

2014-2015 PPSA Meetings

Meetings are held 11 a.m.-noon. For locations and to RSVP, see http://penn-ppsa.org/

September 12 September 18 October 10 November 14 December 12
January 9 February 26-27 March 13 April 10
October 14 May 8
December 9 June 12

WPPSA Meetings

For times and locations see, www.upenn.edu/wppsa

September 9 November 11 October 14 December 9

WPPSA Open House: September 9

The Weekly-Paid Professional Staff Assembly will be holding its open house on Tuesday, September 9 from noon to 2 p.m. in rm. 217, Stiteler Hall, first floor. All weekly-paid (non-union) staff members are welcome to attend. For questions, contact mdotson@sas.upenn.edu or see www.upenn.edu/wppsa

WXPN Board Meeting: September 16

The WXPN Policy Board Meeting will be held Tuesday, September 16 at noon at WXPN, 3025 Walnut Street. It is open to the public. For more information, call (215) 898-0628.
Establishing the Kleinman Center for Energy Policy

(continued from page 1)

said. “Energy policy is a critical topic at both the local and national level, and will only continue to grow in importance over time.”

Mr. Kleinman is confident that the new Center will provide an objective forum for exploring all possibilities. “Not only do the University’s extensive resources offer great potential for high-leverage collaboration; Penn also has the wherewithal to create the ideal institutional structure to realize that potential,” he said. “In addition, setting the Center at Penn will provide a forum for students—our future political, business and technology leaders—to get educated on relevant energy topics and become involved in shaping the direction of research and debate.”

The decision to house the Center at PennDesign reflects some key qualities of the new Center. “At Penn’s School of Design, we are engaged in actively linking research, practice and policy in ways that will make a difference to the national agenda and to public and industry initiatives that will change the pattern of energy use across the country,” said Marilyn Jordan Taylor, dean and Paley Professor at PennDesign. “The presence of the Center in our School, on College Green, will extend the collaboration among the University’s schools and research centers, and serve as a home base for visiting professors, industry leaders and resident scholars, cross-school courses, research projects on energy policy, public lectures and private roundtables, all aimed at a level of collaboration and policy creation that will be effective at shaping action and investment in energy initiatives.”

The Kleinman Center for Energy Policy will be led by faculty director Mark Alan Hughes, professor of practice at PennDesign, founding director of sustainability and former chief policy adviser to Philadelphia’s Mayor Michael A. Nutter and architect of the City’s widely praised Greenworks sustainability plan. Dr. Hughes, who received his PhD in regional science from Penn in 1986 and who has taught at the University since 1999, is a highly effective leader of large-scale research efforts with policy impact. Under his direction, PennDesign led Penn’s research effort across seven Schools and Centers at the DOE’s $159-million Energy Efficient Buildings Hub. Dr. Hughes has orchestrated complex and ground-breaking projects funded by the Pew Charitable Trusts and the US Department of Health and Human Services, by the Ford Foundation and the US Department of Housing and Urban Development and by the Rockefeller and William Penn foundations.

The model that Dr. Hughes envisions for the Kleinman Center for Energy Policy deploys a relationship between research and practice that emphasizes “collective intelligence” in which research is one of several contributors to improving practice. “Instead of experts translating answers,” he said, “the Center will be a partner exploring questions that occupy the frontier between what we know and what we need to know in order to act. It is a model intended to improve research, practice and policy outcomes.”

The Center will be named for Scott Kleinman and his wife, Wendy. Mr. Kleinman, lead partner, Private Equity at Apollo Global Management, LLC in New York, received BA and BS degrees from Penn’s School of Arts & Sciences (Russian studies) and the Wharton School of Business (finance), respectively, graduating magna cum laude in 1994.
Dr. McGivern, Nursing

Diane McGivern, a former administrator and associate professor in the School of Nursing, passed away on June 30; she was 75.

Dr. McGivern was a dedicated nurse leader, whose contributions to Penn Nursing were many. Dr. McGivern played an important role at the School of Nursing. She was the first to officially hold the title of associate dean for undergraduate programs at Penn Nursing when she worked closely with then dean, Dr. Claire Fagin, in the late 1970s and early 1980s. In this role, she not only launched a state-of-the-art undergraduate program but also laid the groundwork for the establishment of the School’s dual majors with other Penn Schools.

She was also ahead of her time in understanding the importance of interdisciplinary education and practice and the need for nursing’s engagement in policy. As a Kellogg Fellow, she established an interdisciplinary program that took students from different disciplines to Washington, DC, to attend meetings and seminars with various government agencies.

She was the founder of the Milton Terris Society, named after the national public health leader and champion, which brought together nurses, physicians, public health experts as well as healthcare and City administration to discuss and address healthcare access issues in Philadelphia.

After leaving Penn in 1987, Dr. McGivern became the head of the division of nursing in Steinhardt at New York University and remained until 2002. Prior to that, she was on the nursing staff at Cleveland Clinic and Bellevue Hospital and then taught at Hunter College and New York University.

Dr. McGivern co-authored the comprehensive textbook, Nurse Practitioners: Evolution of Advanced Practice.

She earned her bachelor of science degree in nursing from St. John’s College in 1961 and her master’s and PhD degrees in nursing from New York University, in 1964 and 1972, respectively.

Dr. McGivern is survived by her husband, Bernard; and her daughter, Ryan.

8. Tom Kessinger, History

Tom Kessinger, a former adjunct professor of South Asia regional studies in the department of history, passed away July 4 at age 73.

A New Jersey native, Dr. Kessinger earned his undergraduate degree from Haverford College in 1965, during which time he served in the Peace Corps in South Asia. He later received his PhD from the University of Chicago, and taught South Asian history, first at the University of Virginia and then at the University of Pennsylvania from 1973-1997. In 1977, he took a position with the Ford Foundation.

In 1988, he was elected the president of Haverford College, and over the next eight years led the college through a period of expansion of the faculty, the construction of new facilities and the addition of more than $100 million to the College’s endowment. Dr. Kessinger resigned from his position as president in 1996 to become the general manager of the Aga Khan Trust for Culture in Geneva, Switzerland. He retired as the general manager of the entire foundation in 2013.

Dr. Kessinger is survived by his wife, Varya; his sons, Colin and William; five grandchildren; and a sister.

Donations may be made to the Kessinger Family Fund for Community Service or the Kessinger Family Fund for Asian Performing Arts at http://haverford.edu/makeagift.

9. Lillie Bernard, Genetics

Lillie Bernard, a former administrative assistant in the Perelman School of Medicine, died on July 5; she was 72.

Born in Clearwater, South Carolina, Ms. Bernard graduated from Jefferson Davis High School in 1959 and from Berean Secretarial Institute in 1961.

In 1983, Ms. Bernard was hired as an office administrator in Penn’s department of psychiatry. She retired in 1997, from the genetics department. Prior to joining Penn, she was an administrative secretary at the Medical College of Pennsylvania.

Ms. Bernard is survived by her husband, Ernest; sons, Paul and Ernest; daughters, Wendy Pitts and Hadiyah Bunn-Grant; four brothers; five sisters; and six grandchildren.

Mr. Estrin, Former Trustee

Mr. Estrin served as an Alumni Trustee from 1986 to 1991 and was a member of the Development Committee and the External Affairs Committee. He also served on Penn’s Graduate School of Education Board of Overseers.

For more than three decades, he lent his talents and insight to the Mid-Atlantic Regional Advisory Board, the Penn Alumni Council, the Class of 1964, the President’s Council and numerous other committees.

Mr. Estrin led Human Service Group, Inc. as chairman of the Board and CEO and was the CEO of University Research Co., LLC and a director of ChemLink, LLC and Armed Forces Lodging, LLC.

A 1964 Wharton graduate, Mr. Estrin had been involved in the Golf Club, Penn Players, Hillel, Phi Epsilon Pi, the Men’s Crew team and The Daily Pennsylvanian. He pursued many of the same interests throughout his life. He was also a three-time Tony Award nominee as producer of Joseph and the Amazing Technicolor Dreamcoat, Hurlyburly and Blood Knot. He received a master’s degree from American University in 1969.

Mr. Estrin is survived by his wife, Suellen; his son, Brandon; his daughter, Shannon Estrin Rosoff; grandchildren, Dylan, Ella and Taylor Rosoff and Clarissa and Felix Barber; and sisters, Wilma Bernstein and Mickey Lemmer.

Memorial donations may be made to The Leukemia & Lymphoma Society, 1311 Mamaroneck Ave., Suite 310, White Plains, NY 10605.

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 email almanac@upenn.edu.

However, notice of alumni deaths should be directed to the Alumni Records Office at Room 517, Franklin Building, (215) 898-8136 or email record@ben.dev.upenn.edu.
Dr. Relman, Medicine

Arnold S. Relman, the former editor of The New England Journal of Medicine (NEJM) who had earlier served as the Frank Wister Thomas Professor of Medicine at the University of Pennsylvania, died on June 17 at age 91.

Dr. Relman led Penn’s department of medicine from 1968 to 1977, when he was appointed editor of NEJM, professor of medicine at the Harvard Medical School and senior physician at the Brigham and Women’s Hospital in Boston.

After earning his medical degree from Columbia University, Dr. Relman was appointed assistant professor of medicine at Boston University in 1951 and remained on the faculty there until joining Penn in 1968. From 1962 to 1967, he was editor of the Journal of Clinical Investigation. He was also director of medical services at HUP from 1968 to 1977.

An authority in nephrology and electrolyte and acid-base balance, Dr. Relman published numerous original research and clinical studies as well as textbook chapters and monographs on these subjects. His major research interests were in potassium metabolism, renal acidosis and the regulation of acid-base balance.

Dr. Relman also became increasingly interested in the costs of health care, the role of pharmaceutical companies and what he saw as the need for universal health-care coverage. Under his editorial direction from 1977 to 1991, the New England Journal increased circulation and influence even as it openly examined economic, ethical and public policy matters.

Dr. Relman was a Fellow of the American Academy of Arts and Sciences and a member (and former member of the Council) of the Institute of Medicine of the National Academy of Sciences. He has been president of the American Federation for Clinical Research, the American Society of Clinical Investigation and the Association of American Physicians—the only person to hold all three positions. Named a Master of the American College of Physicians, he also received the College’s John Phillips Medal. Among his other honors were the Distinguished Service Award, presented by the American College of Cardiology, and, from Great Britain, a Fellowship in the Royal College of Physicians in London.

Dr. Relman held several honorary degrees, including one from the University of Pennsylvania, presented in 1989. The citation described him as “a pioneer in the field of acid-based physiology” who served as a mentor to a generation of leaders in renal medicine. The following year, Dr. Relman returned to Penn as part of the 225th Anniversary Celebration of the School of Medicine. He was featured in a symposium on the future of healthcare in America.

A native of New York City, Dr. Relman studied biology and philosophy at Cornell University where he received a bachelor’s degree in 1943. He received a medical degree from Columbia University three years later.

Dr. Relman is survived by his wife, Marcia Angel; children, David and John Relman and Margaret R. Batten; stepdaughters, Lara and Elizabeth Goitin; six grandchildren; and four stepgrandchildren.

ALMANAC August 26, 2014

Dr. Sjöberg, NELC & Penn Museum

Dr. Åke W. Sjöberg, Emeritus Clark Research Professor of Assyriology in the department of Near Eastern Languages and Civilizations and Emeritus Curator of the Babylonian section of the University of Pennsylvania Museum of Archaeology and Anthropology, died August 8 at age 90.

Dr. Sjöberg received an MA from Upsala University, Sweden, in 1955 and a doctorate from Heidelberg University, Germany, in 1960, coming to Penn in 1966 after several years working on the Chicago Assyrian Dictionary at the Oriental Institute in Chicago.

Dr. Sjöberg taught both Semitic and Akkadian for 30 years until his retirement in 1996. He applied the very highest standards of philological rigor to the study of Sumerian literature in two important monographs which set new standards in the field, as well as scores of scholarly articles written in English, German and Swedish.

In the early 1970s, Dr. Sjöberg, working with Dr. Erle Leichty, founded the Pennsylvania Sumerian Dictionary Project. The publication of the first print volume, the letter B, in 1984, changed the field of Sumerology forever and was widely reported, even making the New York Times “Word of the Day”—a cuneiform version of the Sumerian form of Halleluyah—on April 18, 1984.

Dr. Sjöberg also established new standards of generosity in his curation of the tablet collection of the Penn Museum, welcoming junior and senior scholars alike and always making time to help decipher particularly difficult passages of cuneiform.

Dr. Sjöberg was elected to membership of the American Philosophical Society, and in 1994 received an honorary doctorate in theology from the Royal University of Upsala.

Dr. Sjöberg is survived by his wife, Gunnill.

Dr. Stunkard, Psychiatry

Albert J. “Mickey” Stunkard, professor emeritus of psychiatry at the Perelman School of Medicine, died July 12 at age 92.

Dr. Stunkard was world-renowned for his research on obesity and eating disorders, which he began in 1955 with the publication of the first description of the night-eating syndrome, a topic to which he returned at the end of his career.

In 1958, he published a now-classic paper on the failures of dieting, which revealed that only 12% of obese patients treated in a hospital nutrition clinic were able to lose 20 lbs., and only half of these maintained the weight loss one year later. These results improved substantially in the 1970s with the introduction by Dr. Stunkard and colleagues of behavior modification, which provided patients a set of principles and techniques for changing their eating and activity behaviors.

Dr. Stunkard was committed to testing the effectiveness of different weight loss methods through the use of randomized controlled trials. Using this approach, he introduced a novel explanation for the effectiveness of weight loss medications and proposed in 1982 that medications be used indefinitely to treat obesity in the same manner that medications are used long-term to control other chronic conditions.

Correction: In Elsa Ramsden’s obituary in the July issue, the wrong address was given for the Zion United Church of Christ. The correct address is 14 North Eighth St., Stroudsburg, PA 18360. We regret the error. —Eds.
Faculty Grievance Procedure

II.E.12. Faculty Grievance Procedure

(Source: Offices of the President and Provost, Almanac, November 21, 1978; Addenda, Almanac, December 5, 1978; revised, Office of the Provost, Almanac, August 30, 1988; revised, Almanac, May 24, 1994; revised, Almanac, August 26, 2014.)

I. Applicability

This grievance procedure is available to any member of the standing faculty, standing faculty-clinician-educator, associated faculty, academic support staff or compensated emeritus faculty at the University of Pennsylvania (members of these classes are referred to in this document as “faculty” or “faculty members”).

A grievance is a claim that has been taken that involves a faculty member’s personnel status or the terms or conditions of employment and that is: (1) arbitrary or capricious; (2) discriminatory with regard to race, color, sex, sexual orientation, gender identity, religion, creed, national or ethnic origin, citizenship status, age, disability, veteran status or any other legally protected status; or (3) not in compliance with University procedures or regulations.

II. Faculty Grievance Commission

The Faculty Grievance Commission (the Commission) will be composed of three members of the standing faculty holding the rank of Professor. They will be appointed by the Senate Executive Committee for staggered three-year terms expiring June 30. These three members will serve serially as Chair-elect, Chair and past-Chair of the Commission.

The Chair of the Commission will serve as the primary administrator of the Faculty Grievance Procedure, and will be the Presiding Officer at any grievance hearings during the Chair’s service in that position. The Chair-elect will observe the functions of the Commission, and additionally will serve as one of hearing panel members should a complaint proceed to a hearing. The past-Chair will observe the functions of the Commission and, additionally, will serve as an alternate to the Chair and the Chair-elect in the roles described above. Each member of the Commission may substitute for any other member when a member is unable to serve. If for any reason a member of the Commission is unable to serve, the Commission, with the advice of the Chair of the Faculty Senate, may replace its missing members with former Commission members who still hold compensated faculty appointments.

There will be an independent Legal Officer to assist the Commission in its operations. The Legal Officer’s appointment and terms of employment will be jointly determined by the Chair of the Faculty Senate and the Provost. Once appointed, the Legal Officer’s professional responsibility will be to the Commission.

There will be a hearings list consisting of at least 30 persons selected by the Senate Executive Committee (SEC) from members of the standing and associated faculties. The list should be broadly representative of these faculties and include women and members of underrepresented minorities. The hearings list may not include faculty members holding administrative appointments at the level of Department Chair or above. Faculty members will serve on the hearing list for three-year terms expiring on June 30. Appointments should be arranged so that the terms of approximately one-third of the members will expire each year. Replacements will be selected by SEC as needed.

III. Pre-Hearing Procedures

a. Before filing a grievance with the Commission, a faculty member must first review the complaint with his or her Department Chair or Dean, or, alternatively, the Vice Provost for Faculty in a case in which the grievance involves the dean. Every effort should be made to bring about an equitable resolution among the parties. If a resolution is not reached, the Department Chair, Dean or the Vice Provost for Faculty, upon request of the grievant, must provide the grievant with a written statement of the reasons for the actions which are the subject of the complaint. Before filing a grievance with the Commission, the faculty member is advised to consult with the University Ombudsman, to determine whether the Ombudsman’s office can be of assistance in resolving the dispute, and whether the Commission is the appropriate body to hear the potential complaint.

If after these consultations, the faculty member still wishes to file a complaint, he or she may initiate a grievance with the Commission. The faculty member must submit written notice of the complaint, and the request for a hearing will be submitted to the Commission through its Chair. The faculty member must provide copies to the Provost and the Department Chair or Dean.

Since grievances may be cumulative, a faculty member may base his or her grievance on prior as well as current events or conditions. The grievance must be initiated no later than two years after the grievant becomes aware of the initial event complained of and not later than four months after the end of the faculty member’s compensated faculty appointment, if a complaint is filed after the grievant’s term of office. The Chair of the Commission (or an individual the Chair designates for this role) will meet to discuss the grounds for the grievance. If the Chair believes that the faculty member’s claims raise issues of academic freedom, or if the grievant so asserts, the Chair will send a copy of the grievance to the Senate Committee on Academic Freedom and Responsibility (SCAFR), which will promptly determine whether the grievance raises significant questions of academic freedom. If so, the Commission will not hear the matter until SCAFR has resolved such questions. SCAFR will communicate its findings to the Commission which will accept SCAFR’s findings with respect to the academic freedom portions of the complaint. If the complaint that is concerned with academic freedom is brought against a University administrator, Dean or involves more than one school or University policies of general interest, SCAFR will have jurisdiction. If the complaint concerns matters occurring in one school, the chair of SCAFR will forward the grievance to the chair of the appropriate school committee on academic freedom and responsibility, which will have jurisdiction in this matter.

b. For complaints not deemed to be significantly concerned with academic freedom, the Chair will respond to the complaint by discussing with the grievant possible options for resolution. The Chair or the Chair’s designee may also meet with the parties against whom the grievance has been filed to pursue possible resolution. The Chair may also arrange a meeting with the grievant and the person(s) against whom s/he is bringing the grievance in an attempt to mediate the dispute. The Chair, at his or her discretion, may include someone trained in formal mediation procedures from the university in such discussions. The Chair may gather such information and documentation from both parties and from other sources as he or she deems useful to aid in the resolution of the complaint.

c. If a resolution to the complaint cannot be reached, the Commission will evaluate whether a hearing is warranted based on the information available. The Commission may decide not to proceed with a hearing, for example, because the claim is deemed not to be a grievance as defined under Section I., because the matter at issue has been the subject of a previous grievance or because the grievance is of so little consequence or merit that no panel should be created.

Once the Commission has decided to proceed with the grievance hearing, the Chair will inform in writing the grievant, the dean or department chair, as well as the Provost. This document will ask the Provost to name the University’s representative (the respondent) who will act on behalf of all the persons complained of. The griever and the respondent may each designate a University colleague to act as advisors during the hearing. The grievant’s colleague may be any member of the standing, associated or emeritus faculty; the respondent’s colleague must be selected from the group of persons eligible to serve on panels. A colleague may not serve as a legal advocate, but may aid the grievant and the respondent in preparation and presentation of their respective cases. Neither the grievant nor the University may have counsel present in the hearing room; both parties may consult with attorneys outside of the hearing.

(continued on page 7)
e. For each hearing, the Chair will form a hearing panel of three persons, including (1) the Chair-elect of the Commission, and (2) two faculty members from the hearings list selected by the Chair with due regard for relevant subject matter expertise, balance and representativeness and other considerations the Chair may deem important. As soon as possible after receiving notice from the Chair of the initial panel membership, either party may move the Commission to disqualify individuals from service on the hearing panel for cause, such as conflicts of interest due to personal relationships with individuals involved. In addition, both the grievant and the respondent may exercise one peremptory strike to remove a member of the hearing panel without cause, although neither of the parties may move to strike the Chair-elect. A party choosing to exercise this right must inform the Chair in writing within one week of learning of the proposed composition of the panel. Replacements for disqualified panel members will be selected by the Chair of the Commission from the list of potential hearing members.

IV. Hearings

Hearings should begin within two months after the acceptance of a grievance by the Commission. Hearings will be convened and organized by the Chair of the Commission, assisted by the Legal Officer who may advise the Chair on procedural and evidentiary matters. The decision on the merits of a grievance will be made by the panel after hearings in which the grievant and the respondent have the opportunity to present their cases. Where consistent with confidentiality rules outlined in this section, each party should submit evidence and arguments in written form for prior or distribution to the other side and to the panel. The Chair, as Presiding Officer, has the power to call witnesses and to introduce documents and obtain expert opinion from inside or outside the University. Each side will have the right to address questions to witnesses, and members of the panel may question witnesses during the hearing.

The hearings will be audio-recorded, and such recording will be kept in the custody of the Commission. The hearing panel, the grievant, the respondent and their advisors shall have reasonable access to the recording during the processing of a grievance. No copies of the whole or part of any such recording may be made without express permission of, and supervision by, the Commission. Such permission will be granted to the Provost and the grievant upon request.

A hearing will follow an agenda prepared by the Chair that is based on demonstration of relevance by the grievant or the respondent. The Chair may seek advice from the Legal Officer as to the admissibility or relevance of issues, oral statements and other evidence presented. However, the final decision on admissibility or relevance will be made by the Chair.

The Commission will have access to all documentary evidence that is in the custody of or under the control of the person or persons who took the action complained of or of the grievant and that is deemed by the Commission to be relevant to the grievance, with the exception of such evidence that was prepared specifically in connection with the Chair’s efforts to mediate and resolve the complaint described in Section III.b above. The Presiding Officer has the authority to obtain additional documents including the dossiers of other comparable members of the same department, or if none exists, comparable members of the same school who are alleged to have recently or currently received more favorable treatment. Such dossiers will be examined and held in accordance with the confidentiality procedures described below in subsection e. Notice is to be given to those faculty members whose dossiers are to be examined. The panel may request the Presiding Officer to obtain expert opinion from inside or outside the University.

If documentary evidence is needed by the grievant or the respondent in the preparation of his or her case, or by the panel in the course of its deliberations, application will be made to the Presiding Officer. The Presiding Officer will determine whether the evidence requested is relevant. The Presiding Officer will then obtain all relevant evidence. All such evidence will be available to the panel, the respondent, the colleagues, and, subject to the confidentiality set forth below, to the grievant.

The confidentiality of peer evaluation materials, including letters of recommendation and evaluation, is integral to the tenure process. Accordingly, while the Commission may obtain peer evaluation materials, if during the hearings, the grievant asks that such materials be presented to the panel, the Presiding Officer will consider the following factors to determine whether disclosure to the panel is appropriate. The Presiding Officer will take into account, among other things, whether the grievant has shown cause to believe that the grievance is sufficiently well-founded to justify examination of confidential peer evaluation materials, and whether examination of confidential peer evaluation materials is essential to reach a judgment concerning the substance of the grievance.

If the Presiding Officer decides that peer evaluation materials are relevant and essential to reaching a judgment concerning the substance of the grievance, the Presiding Officer will make such materials available for examination by the hearing panel. Under no circumstances may such confidential materials be provided by the Grievance Commission or hearing panel to either the grievant or the respondent or their advisors.

Like all other members of the faculty, members of departmental or school personnel committees may testify in grievance hearings, although they will not be required to testify in any such proceeding. Members of such committees who agree to appear in grievance hearings may testify specifically about their own participation in committee deliberations, present the committee’s vote and give a general characterization of its discussion. They are explicitly prohibited from disclosing direct quotations, positions or votes of other individuals on these committees.

Unreasonable delays by either side may subject the offending party to sanctions. In cases where primary blame for the delay may be attributed to one side, the Commission has the right to suspend or terminate proceedings and recommend that the panel send to the Provost an accusatory report including reasons for this suspension or termination and recommendations for action. A copy of this document will be sent to the Chair of the Faculty Senate.

The Commission may establish further rules and procedures to govern its operations. Where procedures have not been adopted, the Presiding Officer may rule on the matter and may seek the advice of the Legal Officer in making such rulings. Appeals from rulings established in this way may be presented to the SEC to be decided by majority vote. Procedures adopted under this provision should be included in the Commission’s annual report.

V. Findings

Upon conclusion of the hearings and after consultation with the Presiding Officer and the Legal Advisor concerning the format of the report, the panel will prepare a written report to the Provost which may include a minority opinion. The report will state each element of the grievance and in separate, clearly labeled sections record the findings of fact and the recommendations for action by the Provost.

As part of its recommendations, the panel may propose remedies. In cases where reappointment, promotion or tenure has been denied, it may recommend a full review and reevaluation of the case. The panel may also suggest to the Provost procedures that might be followed in such a reevaluation, but the choice of procedures remains with the Provost.

However, a panel will not have the responsibility or the authority to evaluate professional competence either in the case of an individual or in comparison with other individuals. If the Provost, on receiving the panel’s report, decides that a reevaluation will be carried out, he or she will ensure that the recommendations of the panel and the relevant supporting documentation are included in the documents considered in that reevaluation.

The Presiding Officer will distribute the panel’s report to the Provost, the dean, the grievant, the respondent, the person or persons who took the action complained of and the Chair of the Faculty Senate. If the Provost wishes to consult with the Presiding Officer to obtain more information about the case, the Presiding Officer will provide details and make available the full documentation, including a copy of the hearing recording.

If the grievance is withdrawn or settled prior to the completion of the hearings, the Presiding Officer will dismiss the panel with thanks, and no report will be prepared. However, if the hearings are completed and the panel submits a report to the Provost, the Presiding Officer will be informed by the Provost when final action on the grievance has been taken within the University. The Presiding Officer will then dissolve the panel.

After the receipt of the panel’s final report, the Presiding Officer will return all borrowed documents to their owners and turn over to the Commission...
mission a complete file of the case for secure retention—including one complete set of documents and the audio-recording of the hearings. The Presiding Officer will destroy all other copies of the documents used by the panel. The confidentiality of peer evaluation materials, including outside letters, will be preserved by the Commission. Except when the Chair of the Commission determines otherwise, the complete file will be sent to the archive for permanent storage according to the University Archives policy for six years after the grievance has terminated. However, the panel’s report will be kept permanently on file along with the Provost’s response.

Although the panel’s report is to be accorded great weight, it is advisory and not binding upon the Provost. The Provost’s decision will be communicated in writing without undue delay to the Chair of the Commission, the grievant, and the respondent.

In the event the Provost declines to implement one or more of the Commission’s recommendations, the written communication will include the detailed reasons for the failure to adopt the relevant recommendation and will be sent also to the Chair of the Faculty Senate.

If the grievance proceeding identifies an administrative action or practice that seemingly violated University procedures or otherwise led to inequitable treatment, the Commission on behalf of itself or the panel should bring the matter to the attention of the Provost and the Chair of the Faculty Senate. The Provost and the Chair of the Faculty Senate should examine the matter and see to it that appropriate corrections are made if needed. Within six months they will inform the Senate Executive Committee concerning the problem and its resolution.

VI. Confidentiality

The work of the Commission and its panels requires the highest level of sensitivity to the privacy of all concerned. Members of the Commission, members of panels, grievants, respondents, colleagues, witnesses and all other concerned parties have the professional obligation to maintain confidence with respect to oral and documentary evidence presented and deliberations occurring during the processing of grievances (except as necessary for the preparation of a grievance or as subject to legal process, or as otherwise noted in this document). Any breaches of confidentiality will be reported by the Chair of the Commission to the Provost and the Chair of the Faculty Senate. In the event of a breach of confidentiality, the Commission has the right to terminate proceedings. In such a case it may advise the panel that it should send to the Provost its recommendations in a report.

Except as otherwise provided in this document or as authorized by the Provost or the Chair of the Faculty Senate, the report of a panel will be treated as confidential by all participants in a grievance hearing and by all members of the University community.

VII. Hearings by Senate Committee on Academic Freedom and Responsibility

In cases in which reappointment, promotion or tenure has been denied to the grievant, and in which the Provost has declined or failed to implement the recommendations of the panel, within one month after the issuance of the Provost’s response, the grievant may request a hearing before SCAFR to review the Provost’s decision. The report of the panel and the Provost’s decision will be made available to SCAFR which will then decide whether to hold its own hearing on the matter. SCAFR will also have access to all evidence presented to the panel and to the records of the grievance hearings.

SCAFR will follow the procedures outlined in Part IV of these Grievance Procedures, except that the parties will not be permitted to introduce evidence before SCAFR. The findings of fact made by the panel will be binding on SCAFR, except to the extent SCAFR finds from the records that the Commission’s findings are not substantially supported by the evidence. SCAFR will issue an opinion as to whether the Provost’s action in declining or failing to implement the recommendations of the panel was reasonable. If, however, SCAFR finds that there is significant evidence not previously available to the panel, SCAFR may return the case to the Presiding Officer for reconsideration by the panel.

SCAFR will promptly report its findings and recommendations to the President, with copies to the Provost, the Chair of the Commission, the panel, the Chair of the Faculty Senate, the grievant and the respondent and the Almanac for publication.

VIII. Expenses

The Commission’s appropriate expenses for processing a grievance, including compensation for the Legal Officer, will be met from University resources. It will be the responsibility of the Presiding Officer to determine what is appropriate; such expenses will not include any per diem expenses, released time charges, or travel expenses for any participant in the hearings. To the extent possible, administrative and secretarial services will be provided by the Office of the Senate. Services that cannot be provided in this way and other appropriate expenses should be charged to the Faculty Senate. These charges will be under the administration of the Chair of the Grievance Commission.

IX. Annual Report

At the end of each academic year, the Commission will write a report describing its activities and giving a summary account of the cases completed or in progress. The report will be sent to the President, the Provost and the Chair of the Faculty Senate. The Commission must send a separate report to the Almanac for publication. This report must be written with due regard for the maintenance of confidentiality of any involved parties, and should contain only a brief summary of the matters addressed or decided.

Penn’s Commonwealth Appropriations for FY 2014-2015

On July 1, 2014, the Pennsylvania House of Representatives (vote of 193-9) and the Senate (50-0) approved the University of Pennsylvania School of Veterinary Medicine non-preferred Commonwealth appropriation bill (House Bill 2338) for FY 2014-2015. The legislation, as signed into law by Governor Corbett provides $28,261,000 for the School of Veterinary Medicine, an amount equal to the FY 2013-2014 budget and the Governor’s February budget proposal. The appropriation received the support of virtually every major agricultural organization in Pennsylvania in recognition of the school’s contribution to agriculture in the Commonwealth.

The General Assembly also passed House Bill 2328, the FY 2014-2015 General Fund Budget for the Commonwealth. House Bill 2328 restores a portion of the Commonwealth Universal Research and Education (CURE) program funding for the current year, and directs the Commonwealth to provide $20 million of additional funding for the upcoming year. Funding for the program was subject to an arbitration decision and later appeal which reduced the amount of total available funding. House Bill 2328 also included funding from the Department of Public Welfare for the School of Nursing Living Independently for the Elderly Program (LIFE) and level funding for the Physician Practice Plan which provides funding to the Perelman School of Medicine and the Dental School. In addition, appropriations for Community Colleges, the State System of Higher Education and Pitt, Temple and Lincoln University were funded at the FY 2013-2014 level, while Penn State received a modest increase in funding for the Pennsylvania College of Technology, a two-year technical training program run by the university in North Central Pennsylvania.

On July 2, 2014, Governor Tom Corbett signed into law House Bill 272. The legislation, now known as Act 89 of 2014, was sought by Pennsylvania’s three dental schools including Penn as a means to attract and retain faculty by creating a new category of license for faculty who do not want to obtain a full Pennsylvania license, particularly those trained outside of the United States. The Act creates a restricted faculty license that allows the licensee to engage in direct clinical teaching, including practicing clinical care for the purpose of instructing students within the primary facilities of the employing dental school. The legislation was supported by the State Board of Dentistry and the Pennsylvania Dental Association.

New Associate Director of Federal Affairs

In June 2014, Erica Dowell joined the Office of Government and Community Affairs as Associate Director of Federal Affairs. Prior to this role, she led life science advocacy efforts out of the Washington, DC, British Embassy for UK Trade & Investment. This work focused on fostering innovation through investment and trade work in medical technology and pharmaceutical spaces. Previously, she worked with Small Business Majority as Outreach Manager and health lead outreaching to the business community through listening tours, webinars and panel discussions centered on small business policy issues. Ms. Dowell earned a BA in psychology and history from the University of Virginia.

—Jeffrey Cooper, Vice President, Government and Community Affairs

Government and Community Affairs Update
Policy On Privacy Regarding Information From Electronic Access Systems for University Facilities

I. Purpose
The purpose of this policy is to regulate the use, disclosure and handling of information derived from Penn’s electronic access systems for facilities.

II. Scope
This policy applies to all personnel, schools and centers of the University in the use of electronic door and facilities access systems managed by the Division of Public Safety and Business Services Division. Specifically, the policy covers appropriate use and disclosure of individually identifiable card use (examples: swipe cards, contactless cards) information.

III. General Principles
1. Penn is committed to utilizing technology in facilities access systems in a manner that enhances the safety and security and quality of life of the University community, operating as efficiently as possible and consistent with the reasonable privacy interests of the Penn community.
2. Penn personnel authorized to use, disclose and handle information obtained from electronic facilities access systems shall do so in a professional, ethical and legal manner.
3. The use, disclosure and handling of information obtained from electronic facilities access systems shall be conducted in a manner consistent with all existing University policies, including the Non-Discrimination Policy, Confidentiality of Student Records, HIPAA-related policies, Open Expression Guidelines and other relevant policies.
4. All personnel with access to individually identifiable information in electronic facilities access services will be appropriately trained and supervised in the responsible use of this technology and information.
5. Violations of this policy may result in disciplinary action up to and including termination, consistent with the rules and regulations governing employees of the University.

IV. General Requirements
1. System Owners
   A. The Division of Public Safety and the Business Services Division are the owners of electronic facilities access systems and are responsible for ensuring compliance with this policy. For example:
      i. The Division of Public Safety is the owner of its electronic facilities access system covering exterior doors to facilities and interior restricted access areas.
      ii. Business Services, Housing and Conference Services office is the owner of its electronic facilities access system covering access within student residences.
   B. System Owners have an obligation to ensure, through training programs and other reasonable measures, that individually identifiable information in electronic access systems is used only by authorized individuals or offices for authorized purposes, as described in this policy.

2. Primary Purposes for Use of Electronic Facilities Access Information
   It is the expectation that the uses of individually identifiable information from electronic facilities access systems will ordinarily be for the purposes of protecting safety and security of individuals and for the administration of access to housing and other facilities.

3. Safety and Security-Related Purposes
   The Division of Public Safety (“DPS”) is charged with protecting the safety and security of Penn’s campus. Accordingly, all electronic access systems must be managed by and/or available to the DPS and under the following conditions:
   A. The Vice President for Public Safety is responsible for authorizing the access, use and disclosure of information from electronic facilities access systems, including ensuring the following:
      i. Except as otherwise provided by this policy, DPS may only use information in electronic access systems for safety and security purposes, such as criminal investigations (thefts, etc.), missing person’s reports and safety related issues such as but not limited to remote lockdown or immediate termination of access privileges for named individuals.
      ii. Except as otherwise provided by this policy, DPS will only share such information with authorized offices charged with protecting the safety and security of a member or members of the Penn community, such as the Director of Student Intervention Services.
      iii. Within DPS, access to information will be limited to systems administrators and DPS personnel as necessary for their job function as authorized by the Vice President for Public Safety.
   B. The Division of Public Safety may share information with designated individuals in the Office of Fraternity and Sorority Life (OFSL) for administration of housing assignments under OFSL’s jurisdiction.

4. Ordinary Administration of Housing and other Facilities Access Systems
   System Owners may allow individuals to access and use information from electronic facilities access systems for the ordinary administration of their University-sanctioned services, consistent with the reasonable privacy interests of individuals whose information is obtained.
   For example:
   A. The Division of Business Services may use such information as reasonably necessary to detect safety-related issues, administration of room assignments and operational needs, related residential assignments and changes services, to detect abuse of housing services and to audit for no-shows and failures to depart.
   B. The Division of Public Safety may share information with designated individuals in the Office of Fraternity and Sorority Life (OFSL) for administration of housing assignments under OFSL’s jurisdiction.

5. Protecting the Institution
   System Owners may allow individuals and offices charged with protecting the University in claims and related matters—and authorized individuals working with such offices on these matters—to receive and use information from electronic facilities access systems pertinent to such claims.
   For example, System Owners may share information with the Office of Risk Management and/or the Office of General Counsel in connection with claims or other matters related to protecting the institution or its members.

6. University Infraction Investigations
   Consistent with Penn’s Policy on Privacy in the Electronic Environment, information from electronic facilities access systems may be used to investigate a suspected violation of law, or a suspected serious infraction of University policy (for example one that threatens the safety and security of an individual or individuals, or alleged misappropriation of University assets), as follows:
   A. In the case of an investigation pertaining to faculty misconduct, such use must be approved by the University office charged with the investigation, in consultation with the Office of the Provost or the office of the relevant Dean.
   B. In the case of investigating staff, such use must be in connection with an official human resources investigation and/or outcome and approved by the Office of Human Resources or the relevant School Human Resources leadership.
   C. In the case of students, such use must be in connection with a sanctioned student conduct investigation and approved by the Office of the Provost or the office of the relevant Dean.
   D. In cases where there is a lack of certainty regarding the appropriate approvals individuals should consult the Office of General Counsel or the Office of Audit, Compliance and Privacy.

7. Legal Process
   Information from electronic facilities access systems may be used as necessary to comply with legal requirements or process.

8. System Administration
   Information from electronic facilities access systems may be used as necessary to maintaining the function and integrity of University computing systems and for ensuring that the system is operating as designed.

9. Consent
   In addition and notwithstanding the above, System Owners may use and share information from electronic facilities access systems consistent with the written, voluntary consent of the individual whose information is at issue.

10. Security of Information
   System Owners must ensure that reasonable administrative, physical and technical safeguards are in place to protect information from electronic facilities access systems from unauthorized access, use and disclosure.

V. Questions or Comments
   Questions or comments should be directed to the Division of Public Safety, the Division of Business Services, the Office of General Counsel or the Office of Audit, Compliance and Privacy.

FOR COMMENT

In an effort to ensure the protection of electronic access data, Penn’s Division of Public Safety, under the guidance of the Office of Audit Compliance and Privacy, led a Working Group to draft a policy to regulate the use, disclosure and handling of information derived from Penn’s electronic access systems for University facilities. Working Group membership included representatives from the Divisions of Business Services, Public Safety, College Houses and Administrative Services, Office of Fraternity and Sorority Life, Office of General Counsel and the University Privacy Officer.

If you have comments or questions about the new policy, please direct them to the Office of the Vice President for the Division of Public Safety, at vp@publicsafety.upenn.edu by September 5, 2014.
Human Resources: Upcoming Programs

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 register for programs by visiting knowledge@ upenn.edu or contacting Learning and Educa-
tion at (215) 893-3400.

Essentials of Management introductory ses-
tion; September 3; 9 a.m.–noon; $250. Es-
entials of Management provides new managers with knowledge of effective management practices, ap-
licable skills and the information needed to man-
ge people. Through active learning, participation and
dialog, you can increase knowledge of hu-
man resource management practices and other key
workplace skills. Interact with and accomplish project
objectives. Peer managers over a four-to-five month period to
develop your management skills through the various
parts of the employee life cycle, including inter-
viewing, hiring, development, engagement and perfor-
manoeur management.

Achieving Exemplary Staff Recognition; Sep-
tember 4; 8 a.m.–1 p.m.; free. Staff recognition is not just about saying “thank you” when someone does a good job. And it’s not just about monetary rewards. Recognizing staff also includes effective commu-
nication that impacts people as well as the University.
If you’re a Penn supervisor or manager, join this
session to learn how to motivate employees by rec-
ognizing their achievements and accomplishments.

Brown Bag Matinee: Writing Emails That Get to the Point!; September 16; 12:30–1:30 p.m.; free. Because so many of your communications are via email, this is a great chance for you to spend a short time learning how to more effectively convey your message and make your message
more efficient. But we’ve all seen how easily mis-
understandings in email messages can compromise
clear communication. Attend this helpful brown bag
to get a fast-paced, hands-on lesson on strengthening
your email communication skills. Through examples and
exercises, you will learn how to target your audi-
ence, get to the point and develop and maintain a professional email style.

AMA’s Essentials of Project Management for the Non-Project Manager; September 17-18; 9 a.m.–5 p.m.; $75. Successful teamwork requires everyone on the team to use a common language and have a clear understanding of all expectations. This unique seminar is designed for individuals with little or no project management background and offers an overview of project management and the skills needed to contribute effectively to project teams. This intensive seminar is ideal for individuals who have a professional background or are interested in supporting project managers.

Brown Bag — Expanding Your Household; September 19; noon–1 p.m.; free. This session, hosted by PNCBank, covers middle career financial goals.

Career Focus Brown Bag: Communicating Your Value by Factoring Your Skills, Interests and Abilities; September 25; 1–2 p.m.; free. Winners in the workplace are those who understand their value and are able to communicate that value to others in a powerful way. Need help figuring out exactly what you bring and best ways to communi-
cate it? Come to this session armed with some ideas about the accomplishments you’ve had in your life and we’ll help you factor out your strengths, the value that you bring and ways to communicate it!

Mastering Time and Task Management; Sep-
tember 30; 9 a.m.–noon; $75. The Mastering Time and Task Management course will equip you with the tools, knowledge and insights and skills to make you more effective and productive. You’ll learn how to plan each day, prioritize tasks, say “no” to nonessential tasks, delegate, limit distrac-
tions and plan multiple priorities and tasks more efficiently.

Mastering Time and Task Management; Sep-
tember 30; 1:30–4:30 p.m.; $75. See description above.

Quality of Life Workshops

Dealing with the demands of work and your personal life can be challenging. These free work-
shops, sponsored by Human Resources and led by experts from Penn’s Employee Assistance Program and Quality of Worklife, will help you manage your life in an equilibrium and support your personal and professional life challenges. For complete details and to register, visit www.hr.upenn.edu/myhr/registration or contact Human Resources at (215) 573-2471 or qow@hr.upenn.edu.

Stress Management; September 9; noon–1 p.m.; free. Learn to manage stress to improve your qual-
ity of life. Participants will discover responses to relaxation, the physical and mental signs of relax-
ation and specific relaxation exercises and tech-
niques. This workshop is sponsored by Human Re-
sources and led by Gregg Mattison, an expert from Penn’s Employee Assistance Program and Work & Family Resources provider, Penn Behavioral Health. Please feel free to bring your lunch.

Healthy Living Workshops

Get the tools you need to live well year-round. From expert nutrition and wellness advice to ex-
cise and disease prevention strategies, we can help you kick-start your body and embrace a healthy lifestyle. These free workshops are sponsored by Human Resources. For complete details and to reg-
ister, visit www.hr.upenn.edu/myhr/registration and choose Health Promotions from the Browse by Category section. Or contact Human Resources at (215) 573-2471 or qow@hr.upenn.edu.

Chair Yoga; September 3; noon–1 p.m.; free. Interested in trying yoga but don’t know where to start? Join us for our chair yoga series! You get the same benefits of a regular yoga workout (like in-
creased strength, flexibility and balance) but don’t have to master complex poses. Chair yoga can even better your breathing and teach you how to relax your mind and improve your wellbeing.

Chair Yoga; September 17; noon–1 p.m.; free. See description above.

2013-2014 Flexible Spending Account Claims Due September 30

If you’re a Flexible Spending Account (FSA) participant, please remember to submit your claims for the 2013-2014 plan year by September 30, 2014.

The money you contributed to a Penn Health Care FSA during the 2013-2014 plan year can be used only for qualified health care expenses incurred between July 1, 2013 and June 30, 2014. If you have a Dependent Care FSA, you have until September 15 to incur eligible expenses. All claims must be submitted by the due date—or run out date—September 30. If you don’t submit your eligi-
ble expenses claims on or before the run out date, you will lose that unused money in the Depen-
dent Care FSA and may lose unused money in your FSA. (A list of eligible expenses is available at https://www.hr.upenn.edu/docs/default-source/benefits/expenses_healthcare.pdf)

Keep in mind that the cover rule only applies to the Health Care FSA, not the Depen-
dent Care FSA. Up to $500 of unused money in your Health Care FSA automatically rolls over to the following plan year. However, you will forfeit any remaining balance over $500. Participants in the Dependent Care FSA cannot roll over any unused funds.

To manage your personal FSAs and file claims online, log on at www.pennbenefits.upenn.edu.

For more information, visit Penn’s FSA claims webpage at https://www.hr.upenn.edu/myhr/bene-
fits/healthcare/fsa/claims or contact the Penn Benefits Center at 1-888-PENNBER (1-888-736-6236).

Gentle Yoga; September 11; noon–1 p.m.; free. Let your body reward itself with movement! Join us for this Gentle Yoga session and explore the nat-
ural movements of the spine with slow and flu-
id moving bends and soft twists. During this ses-
ion, you will flow into modified sun salutations that loosen those tightened muscles and joints of the lower back, neck, shoulders, and wrists. And as an added bonus, you’ll get a workout in the pro-
cess. Mats and props will be provided.

Gentle Yoga; September 25; noon–1 p.m.; free. See description above.

Division of Human Resources

One Step Ahead

Security & Privacy

Made Simple

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

What’s Your Password Strategy?

Much press has been given to a recent report about a US-based security firm that discovered 1.2 billion user names and pass-
words collected by Russian hackers from over 420,000 websites. Like many, you may be wondering, what’s the risk to me?

The greatest risk is to those that use the same password on multiple sites and never change that password. Below are simple tips for a robust password strategy.

1. Don’t use the same password for everything. If your password to even one website is compromised, that could expose you to fraudulent financial transactions and/or loss of privacy.

This may sound hard, but it’s easier if you think in terms of password categories:

• Work—PennKey. Make sure you have one strong password for your PennKey password that you use nowhere else. Con-
sider taking advantage of ISC’s Two Factor Authentication service for PennKey, which protects your PennKey by requiring both your password and a second factor. You can enroll on your phone: www.upenn.edu/computing/weblogin/two-step/ Contact your Local Support Provider or security@isc.upenn. edu for assistance.

• Work—Not PennKey. Some systems at Penn ask for passwords that are not based on PennKey. Make sure that the password is strong and not used in any other program or situation.

• Personal—Important. For your life outside of Penn, consider creating one or two long and complex passwords for your most sensitive systems, such as online banking and other financial systems.

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

Effective July 1, 1996; Revised March 30, 2001; Revised September 7, 2010

1. The University recognizes/observes the following secular holidays: Martin Luther King, Jr. Day, Memorial Day, July 4, Thanksgiving and the day after, Labor Day and New Year’s Day.

2. The University also recognizes that there are several religious holidays that affect large numbers of University community members, including Christmas, Rosh Hashanah, Yom Kippur, the first two days of Passover and Good Friday. In consideration of their significance for many students, no examinations may be given and no assigned work may be required on these days. Students who observe these holidays will be given an opportunity to make up missed work in both laboratories and lecture courses. If an examination is given on the first class day after one of these holidays, it must not cover material introduced in class on that day.

Faculty should realize that Jewish holidays begin at sundown on the evening before the published date of the holiday. Late afternoon exams should be avoided on these days. Also, no examinations may be held on Saturday or Sunday in the undergraduate schools unless they are also available on other days. Nor should seminars or other regular classes be scheduled on Saturdays or Sundays unless they are also available at other times.

3. The University recognizes that there are other holidays, both secular and religious, which are of importance to some individuals and groups on campus. Such occasions include, but are not limited to, Sukkot, the last two days of Passover, Shavuot, Shemini Atzeret and Simchat Torah, as well as Chinese New Year, the Muslim New Year, Diwali and the Islamic holidays Eid Al-Fitr and Eid Al-Adha. Students who wish to observe such holidays must inform their instructors within the first two weeks of each semester of their intent to observe the holiday even when the exact date of the holiday will not be known until later so that alternative arrangements convenient to both students and faculty can be made at the earliest opportunity. Students who make such arrangements will not be required to attend classes or take examinations on the designated days, and faculty must provide reasonable opportunities for such students to make up missed work and examinations. For this reason it is desirable that faculty inform students of all examination dates at the start of each semester. Exceptions to the requirement of a make-up examination may be approved in advance by the undergraduate dean of the school in which the course is offered.

For the dates of the Recognized Holidays for FY 2015, see www.upenn.edu/almanac/vol60/n34/recognizedholidays.html

Penn Hotel Rates for FY 2015

The Hilton Inn at Penn and Sheraton University City would like to thank the University community for its patronage over the last year. The year’s Special Penn Rates (available for rooms booked using a Penn Budget Code) as of July 1, 2014 are as follows:

- Hilton Inn at Penn: $249
- Sheraton Philadelphia University City Hotel: $194

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 August 11-17 2014. Also reported were 11 Crimes Against Property (4 thefts, 3 fraud offenses, 3 other offenses and 1 traffic offense). Full reports are available at: www.upenn.edu/almanac/volumes/v61/n02/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 August 11-17, 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: 4 incidents with 2 arrests (3 robberies and 1 assault) were reported between August 11-17, 2014 by the 18th District covering the Schuylkill River to 49th Street & Market Street to Woodland Avenue.

8/11/14 11:23 PM 4600 blk of Pine St Robbery
8/11/14 4:49 AM 3200 blk of Chestnut St Robbery
8/14/14 6:06 PM 43rd and Locust St Assault
8/14/14 9:46 AM 4400 blk of Market St Robbery

Note: During the summer, Crime Reports were posted to Almanac Between Issues, www.upenn.edu/almanac/between/between.html

Interested in the Office Environment? Become an Eco-Rep!

Penn’s Staff & Faculty Eco-Rep Program is currently accepting applications for the 2014-2015 program year. Eco-Rep's are employees to who want to reduce Penn’s environmental footprint and enhance the workplace by educating and engaging others in more sustainable actions.

Staff & Faculty Eco-Reps get the tools to spread environmental awareness through “green” tips, projects, events and creative informational campaigns.

- Attend monthly lunchtime meetings (lunch provided)
- Coordinate a Green Team in your department to get support, spread the word and be a change agent.
- Share your successes with other Eco-Reps and ask for advice on your challenges; use the expertise of the group at meetings and in the email listserv.
- Communicate with your department about sustainability at least once a month.
- Contribute to University-wide sustainability events, such as ReThink Your Footprint waste minimization campaign and the Power Down Challenge.

In the coming year, Eco-Reps will kick off their Reading Group with The Omnivore’s Dilemma, learn how to conduct a waste reduction assessment in your office and go on a field trip to a local recycling processing facility.

By applying for the completed application form (available on the Office of Campus Sustainability website, www.upenn.edu/sustainability/eco-reps/staff), to Andrea Kreiner (akreiner@upenn.edu) by 5 p.m. on Friday, September 12. The September Staff & Faculty Eco-Reps meeting will be held on Friday, September 25 in THE ARCH, room 108.

AT PENN Deadlines

The September AT PENN calendar is online at www.upenn.edu/almanac The deadline for the October AT PENN calendar is Tuesday, September 16. Info. is on the sponsoring department’s website; spots are in parentheses. For locations, call (215) 898-5000 or see www.facilities.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 Penn website) include HTML and PDF versions of the print edition, and interweb information may be posted in electronic-only format. Guidelines for readers and contributors are available on request and online.

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The University of Pennsylvania’s diversity values and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania does not discriminate on the basis of race, color, sex, sexual orientation, gender identity, religion, creed, national or ethnic origin, citizenship status, age, disability, veteran status or any other legally protected class status in the administration of its admissions, educational opportunities, financial aid policies, and other University-administered programs or in its employment practices. Questions or complaints regarding this policy should be directed to Sam Marks, Executive Director of the Office of Affirmative Action and Equal Opportunity Programs, Sansom Place East, 3600 Chestnut Street, Suite 228, Philadelphia, PA 19104-6106; or (215) 898-6993 (Voice).
Two University of Pennsylvania building projects have received LEED Gold certification by the US Green Building Council: The Krishna P. Singh Center for Nanotechnology and the Wharton School’s Steinberg-Dietrich Hall West Tower Entrance addition.

They join Penn’s other LEED-certified projects; the Horticulture Center at the Morris Arboretum, which achieved a LEED Platinum rating, the highest possible, and existing LEED Gold projects including the School of Arts & Sciences’ Music Building, the Weiss Pavilion at Franklin Field, the commercial interior renovation creating Joe’s Café in Wharton School’s Steinberg-Dietrich Hall, the Wharton School’s San Francisco campus and the Law School’s Golkin Hall. Three LEED Silver designations for Penn Medicine for the Perelman Center for Advanced Medicine, Penn Medicine Valley Forge and the Smilow Center for Translational Research round out the list.

Both projects align with Penn’s Climate Action Plan, outlining strategies to reduce the University’s carbon footprint. The LEED, or Leadership in Energy and Environmental Design, Green Building Rating System is the internationally accepted benchmark for the design, construction and operation of high performance green buildings. It was developed by the US Green Building Council.

Building “green,” is one of five basic strategies outlined in Penn’s Climate Action Plan, created in 2009 as a road map to guide the University’s sustainability efforts. The others are energy conservation, emissions reduction, waste minimization and academics, making environmental sustainability a part of the curriculum and educational experience for all Penn students.

The Krishna P. Singh Center for Nanotechnology, which opened in October 2013, was designed and built to meet LEED Gold requirements, using high-efficiency mechanical, electrical and plumbing equipment for public spaces in the building so that it operates at 14 percent above industry standard levels. Plumbing fixtures and systems reduce water use to 30 percent below industry standards. More than 90 percent of the site materials were diverted from landfill. Other LEED features include the use of natural light in ways that obviate lighting fixtures during daylight hours and using low-emitting interior finish materials. The building, designed by architects Marion Weiss and Michael Manfredi, also has two green roofs, one of which includes a sun deck and benches. Both use native vegetation that encourages biodiversity through the creation of local habitats. In addition, a wide front lawn on Walnut Street conceals a cistern below grade to capture and store rainwater that falls on the site for irrigation.

The Wharton School Steinberg-Dietrich Hall West Tower Entrance addition opened in early 2013. Designed by Kling Stubbins, it was built to achieve LEED Silver and exceeded that in its use of green features that, like the Singh Center, have green roofs that manage storm water runoff and reduce cooling loads and heat island effects, that utilize high-performance building materials and that have high-efficiency mechanical, lighting and ventilation systems. The 15,000-square-foot addition includes two high-occupancy classrooms and creates a new main entrance with a plaza offering seating areas and light colored pavers to reduce the heat island effect. Steinberg Hall-Dietrich Hall also houses Joe’s Café, an eatery that was Penn’s first sustainable commercial interior, having earned LEED Gold in 2011.