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A True Partnership: Community Health Center at Sayre High School

For more than a decade Penn has had a growing relationship with the Sayre School (*Almanac* September 28, 2004). That partnership has resulted in The Sayre Health Center—a community health facility designed to provide clinical and preventive health care services to Sayre High School students, their families and other members of the West Philadelphia community. Last Friday, the doors were opened to the newly renovated facility at the school, located at 58th and Walnut streets. While awaiting completion of the state-of-the-art-center, the center has been operating out of a trailer adjacent to the school for the past eight months.

The center, in partnership with University of Pennsylvania, will serve as a health and professional education center for Sayre students as well as graduate and undergraduate students from several schools and programs at Penn.

The grand opening and ribbon cutting included remarks by President Amy Gutmann and Sayre High School Principal Joseph Starinieri, Penn deans—Dr. Arthur Rubenstein, (Medicine) and Dr. Afaf Meleis (Nursing), Albert Bichner, deputy chief academic officer, School District of Philadelphia, Councilwoman Jannie Blackwell, and community residents.

President Gutmann noted that three years ago, at the Sayre School, she kicked off her inauguration week by joining in a day of community service (*Almanac* October 19, 2004). She said that it has taken “all of us—students, parents, neighborhood leaders, school officials, benefactors and university leaders—to forge the partnership that has produced this wonderful clinic.”

The \$1.2 million project was managed by Driscoll Construction Co. and some 30 subcontractors and vendors who donated labor and construction materials, bringing “the vision into reality,” Dr. Gutmann said.

The vision came from Dr. Bernie Johnson, professor of dermatology and senior medical director, HUP, who is “an inspiration” along with Dr. Ira Harkavy, assoc. vice president, and director of the Center for Community Partnerships, who is a driving force behind this project.

The center’s mission is to provide high quality, culturally-sensitive, accessible care to the underserved residents who live in the surrounding neighborhood. Sayre Health Center will be open 40 hours each week, with hours during the school day and on selected evenings.

Although health care services have been established at other schools in Philadelphia, Sayre Health Center’s educational component makes it unique. The health center offers Sayre High School students interested in pursuing a career in health care the opportunity to gain hands-on experience in the field, and through Penn’s service-based learning opportunities, students from the Schools of Medicine, Nursing, Dental Medicine and Social Policy and Practice, and Arts & Sciences, gain real-world experience.

“Situating the health center at the high school accomplishes two goals,” said Sayre Principal Joseph Starinieri. “We believe that its placement in a familiar environment will increase the number of adolescents receiving primary care, and that the Penn students, in providing these health services, will also become mentors to the high school students who work with them.”

Community residents can come to Sayre for primary care services; emergency care; diagnostic testing and screenings; immunizations; gynecological, pre-natal and obstetric services; family planning; well-child visits; dental care; and pharmacy services. Outreach services, eligibility assistance, case management, including referral and follow up for medical and social services and tracking of hospitalized patients, will be provided, as will transportation assistance for patients with such needs. Referrals for more extensive dental services and behavioral health and substance abuse services can also be made.

Founded as a federally qualified health center, the Sayre Health Center provides care regardless of the patients’ ability to pay. Staff will assist patients in registering for health insurance but patients will not be turned away if they are not covered.

As part of its health education and health literacy mission, the health center will offer workshops on nutrition, childbirth, infant and child health, self-empowerment and care, immunizations, sexually transmitted diseases, oral health, environmental health issues such as lead and tobacco smoke, and treatment of chronic illnesses such as diabetes and asthma. Programming on parenting, child abuse, raising children with ADHD and other conditions, and adolescent decision-making and peer relations will be offered. See sayrehealth.org.

“We believe strongly that we can improve the health of our community best by linking clinical care and education,” said the Rev. Rodney Rogers, acting chair of the Sayre Health Center Board.



Christopher Hunter



Gary Althouse

New Department Chairs at Vet Med

Two departments at the School of Veterinary Medicine have new chairs. Dr. Christopher Hunter has been named chair of the department of pathobiology. Dr. Gary Althouse has been named chair of the department of clinical studies at New Bolton Center.

(continued on page 3)

Randall Kamien: Endowed Chair in Natural Sciences

Dr. Randall D. Kamien has been named the inaugural Vicki and William Abrams Professor in the Natural Sciences in the School of Arts and Sciences. This chair was established by an anonymous donor.

Dr. Kamien is a professor of physics and astronomy, and served as the associate chair for graduate affairs last year. In addition, he is an associate editor for the journal *Reviews of Modern Physics* in the area of his research specialty, soft condensed matter. Dr. Kamien has close to 70 publications to his credit. His most recent, “Entropic Attraction and Ordering,” is due out in the spring in the book *Soft Matter: Volume 3, Colloidal Order: Entropic and Surface Forces*.

Dr. Kamien has been awarded fellowships from the American Association for the Advancement of Science, the American Physical Society and the Alfred P. Sloan Foundation. He received his Ph.D. from Harvard University in 1992.



Randall Kamien

Penn Student Dies From Meningitis

Anne R. Ryan, C ’10, was hospitalized at HUP on Saturday in critical condition with Meningococcal meningitis, and she passed away early Sunday morning, September 9. The University Chaplain and other Penn administrators were with the 19-year-old Penn sophomore’s family and close friends Saturday night. The University issued a statement on Sunday expressing deep sadness over “this sudden and tragic loss of a promising young life. Our thoughts and prayers go out to Anne’s family, friends and classmates.” A candlelight vigil was held near her off-campus apartment on Sunday evening and a University-sponsored gathering was held yesterday.

Ms. Ryan is confirmed to have contracted Meningococcal meningitis, a serious disease that affects children and young adults. The Student Health Service (SHS) has already notified those students whom Penn understands had close contact with Ms. Ryan, including her off-campus roommates, and arranged for prophylactic treatment. For more information, see www.upenn.edu/about/meningitis_info.php.

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SENATE From the Senate Chair

The following agenda is published in accordance with Faculty Senate Rules. Any member of the standing faculty can attend SEC meetings and observe. Questions may be directed to Sue White, executive assistant to the Senate Office either by telephone at (215) 898-6943, or by e-mail at senate@pobox.upenn.edu.

Faculty Senate Executive Committee Agenda

Wednesday, September 19, 2007

3-5 p.m.

Room 205, College Hall

1. Welcome and introductions. (5 minutes)
2. Approval of the Minutes of May 16, 2007. (2 minutes)
3. Chair's Report. (5 minutes)
4. Past-Chair's Report on Academic Planning and Budget & Capital Council. (3 minutes)
5. "Faculty as the moral conscience of the University" dialogue scheduled for the November SEC meeting. (5 minutes)
6. Update on the University Expansion Plan. (45 minutes)
Presentation by Anne Papageorge,
Vice President for Facilities and Real Estate Services
7. Overview of the Budget Process. (45 minutes)
Presentation by Bonnie Gibson,
Vice President, Office of Budget & Management Analysis
8. University Council Committees Update. (5 minutes)
9. Faculty Senate Committee Charges for 2007-2008 Committees. (5 minutes)
10. New Business
 - Consultation Topics
 - Future meeting priorities

Save the Date

President Amy Gutmann and Provost Ron Daniels will meet with the Faculty Senate on Wednesday, October 17, 2007, from 3 to 5 p.m. in Room 205, College Hall.

A reception will follow the meeting at 5 p.m., at the Arthur Ross Gallery.

All Senate members are invited to attend the meeting and reception, but are asked to RSVP no later than September 28, 2007 to Susan White, Executive Assistant to the Faculty Senate. Email: senate@pobox.upenn.edu. Phone: (215) 898-6943.

Resignation of Admissions Dean

President Amy Gutmann and Provost Ron Daniels have accepted the resignation of Lee Stetson as Dean of Admissions, effective August 29.

Eric Kaplan has been appointed to serve as interim Dean of Admissions. He has been the Associate Secretary in the Secretary's Office for the past year (*Almanac* September 12, 2006) and before that was Dean of Admissions and Financial Aid at Lehigh University. He also served as Director of Admissions at Penn for several years, before moving to the top post at Lehigh. He earned his B.A. in psychology from Connecticut College and an Ed.M. in administration, planning and social policy from Harvard University.

President Gutmann is leading a national search for a new Dean in close collaboration with the Provost. An advisory committee has been appointed to work with them to identify candidates and to provide advice and counsel throughout the process.

"The role of Dean of Admissions is critically important to Penn's continuing success as one of the nation's leading universities. As such, the selection of a new Dean will be a primary focus during the next year. With our talented admissions staff and Eric Kaplan's experience and leadership, we expect the admissions process this year to be as well managed and effective as ever," said President Gutmann.

Ed. Note: The out-of-date piece that ran in the September 4 issue concerning Lee Stetson was what had been issued in late July. The change in the timeline was announced after that issue had gone to press in August.

David Valentine: Executive Director of Fiscal Operations for Business Services

David Valentine has been appointed executive director of fiscal operations for the Business Services Division. Previously the controller for the Annenberg Foundation, Mr. Valentine returns to Penn with over 17 years of experience including four years in various financial and cash management positions at the University from 1996 to 2000 and three years as finance manager at GlaxoSmithKline. He received his MBA from Drexel and his BBA from Temple University.

"David's prior University experience combined with his extensive background in the areas of cross-functional analysis, strategic and capital planning, as well as cash management will serve the division well," said Marie Witt, Vice President of Business Services. "I am confident that he will be a superb addition to the leadership team we have developed over the last couple of years, supporting our vision to set the standard in higher education."



David Valentine



A Successful Start of P2P Project

FY '07 marked the successful introduction of the Procure-to-Pay (P2P) project, a multi-year initiative to streamline the University's business and financial processes, and to provide clear guidance and instruction to the Penn community. As a direct result, the University was able to improve payment to suppliers within 30 day terms, and a "spend analysis" at the School and Center level has helped realize first-year savings of \$1.2 million. In short, the increased process transparency has allowed for greater focus on purchasing efficiency and new cost containment opportunities across the University.

The P2P team's primary FY '08 goal is to raise supplier payment within 30 days to 80%, and to proactively reduce the overall number of process exceptions. In addition to relying on key performance metrics to improve P2P processes at Schools and Centers, the "spend analysis" initiative will expand to include all purchasing activities, such as P.O., purchasing/fleet card, C-form and travel.

New Purchasing Card Management System

As part of the P2P project, an updated purchasing card program along with the new purchasing card management system, PaymentNet, was implemented in July 2007 to provide a self-service, web-based method to allow University cardholders and their School and Center management to better track and manage purchasing card activity online. This initiative is the culmination of the combined efforts of the University's Purchasing Services, Division of Finance, Information Systems & Computing, and representatives from Schools and Centers. For more information about Penn's purchasing card program, please visit the Purchasing web site at www.purchasing.upenn.edu/buytools/. The P2P team will add the purchasing card process overview to the P2P website by the end of September, and similar process outlines for the C-form and T&E reimbursement methods of purchasing will follow thereafter. Throughout the year, Schools and Centers will continue to share their P2P success stories in an effort to promote best practices across the University.

Check the P2P website for new developments and training opportunities. In the interim, send us an e-mail with any questions or suggestions about the P2P initiative to p2p-1@lists.upenn.edu.

-Ralph Maier, Chief Procurement Officer
-Tom Slavinski, Associate Comptroller

By the Numbers: P2P Success Story

The Office of the Provost is one of the top performing Schools and Centers for FY '07. Trevor Lewis, executive director of administrative affairs, credits Julie Shuttleworth (P2P champion) and Bill Turner and their team, for the overall performance improvements. "Julie and Bill have been instrumental in ensuring that all staff members and constituents are aware of, and adhere to, the University's P2P policies and procedures by routinely reviewing purchasing activities and continually communicating P2P project messages and reminders out to the field."

The benefits of improved performance "are felt immediately," according to Mr. Lewis. "Relationships with suppliers are stronger because they are being paid on time. This in turn promises better pricing for our requisitioners. Ultimately this translates into greater budget flexibility. Many of our requisitioners operate with small budgets and low volume (e.g. student purchasers), making pricing the key lever in managing their finances."

Mr. Lewis further credits active participation and support from the P2P team for building awareness of best practices at all levels of his organization, and for helping the Office of the Provost substantially improve its performance.

For more information on the P2P Project, see www.upenn.edu/p2p/p2p_project.

Clinical and Translational Science Award—Community-Based Research Small Grants Program: September 30

Increasingly, active community participation in research is being recognized as essential to improving health outcomes in diverse populations. Community-based participatory research (CBPR) is a collaborative process between individuals from the community or community-based organizations and academic investigators and has the following features: (1) the community is acknowledged as the primary unit of identity, (2) efforts are developed and implemented to enhance the existing strengths of the community, (3) collaborative relationships between the academic institution and community partners are fostered throughout the entire research process, and (4) knowledge that is gained through the partnership is translated into specific action. A key goal of CBPR is to enhance a community's ability to address important health issues through the development of effective interventions that can be maintained over time. Ideally, community stakeholders are actively involved in all phases of the research. Relatedly, community-based research includes studies that are conducted in community settings.

One of the goals of the Clinical and Translational Science Award (CTSA) at the University of Pennsylvania is to partner with community stakeholders on research efforts. To foster community-based research at Penn, especially studies that use a participatory framework, the Community Engagement Core within the CTSA will fund two pilot projects up to \$20,000 each (total costs) for research that is conducted in community settings or uses a participatory research framework and actively involves community stakeholders in

the conceptualization, design, implementation, and evaluation of a study. Priority will be given to applications that use a participatory research framework. Funds can be used to support salary for academic investigators, support for community collaborators, data management, supplies, and small equipment. Funds may be used to support research designed to collect data that will inform future interventions or studies that evaluate the effects of a newly developed intervention. Funds may not be used to support travel or to supplement projects that are currently funded.

Eligibility

- All faculty, fellows, and residents from Penn and CHOP are eligible to submit applications. Applications submitted by fellows or residents must be endorsed by a faculty member with experience in community-based or participatory research who will be responsible for the study.

- For projects that use a participatory framework, a community collaborator (individual or organization) must be included as key personnel and provide a commensurate level of support. At a minimum, community stakeholders must have been actively involved in developing the specific aims for the study and should play an active role in collecting data, interpreting results, and disseminating findings.

- Existing or newly developed academic-community partnerships may be supported with pilot funds. For projects submitted by existing partnerships, funds can only be used to support new projects that have not been previously funded. For projects that involve a newly developed partnership, there should be evidence that activities have been completed to establish the partnership.

- Applications should also include a description of the relevant community or communities.

- Manuscripts and presentations from research supported through this award should acknowledge the Penn CTSA.

Selection Criteria

- Applications will be evaluated by a panel of reviewers and will be scored using the methods at NIH.

- Applications from investigators with a background in any scientific or clinical discipline may be submitted; however, preference will be given to applications that are likely to lead to federally-funded peer-reviewed research and those that have or are likely to have a significant public health, scientific, or clinical impact.

Application Procedures

- Applications are due on *September 30, 2007*. The funding period for each award will be from November 2007 through July 2008.

- Applications should include a cover letter, abstract, budget justification, and a 5-page description of the project in the following format: Specific Aims, Background, Community Involvement, Research Design and Methods, Strengths and Limitations, and Implications. All text should be single-spaced, 11-point Arial font, and .5 inch margins throughout.

- Progress reports for each funded project will be due on June 2, 2008.

- Applications should be submitted electronically to Chanita Hughes-Halbert, Ph.D. at Chanita@mail.med.upenn.edu.

- Questions about the Community-Based Small Grants Program should also be directed to Dr. Hughes-Halbert.

Two New Department Chairs at Veterinary Medicine

(continued from page 1)

Gary Althouse: Clinical Studies, New Bolton Center

Dr. Gary Althouse was named the chair of the department of clinical studies, New Bolton Center. "Dr. Althouse brings an extraordinary level of commitment and visionary academic leadership to this position," said Dr. Joan C. Hendricks, the Gilbert S. Kahn Dean of Veterinary Medicine. As the chief academic officer of the department, Dr. Althouse will be responsible for providing leadership in enhancing the department's role within the School and University, integrating the core activities of the department, developing new and promising areas of research and teaching, and working with the other department chairs in furthering the mission of the School. The appointment was effective July 1.

In addition to the new position, Dr. Althouse is a professor of reproduction and swine herd health, and was previously the head of the section of reproductive studies and the endowed Georgia & Philip Hofmann Research Center for Animal Reproduction at New Bolton Center.

Dr. Althouse received his B.S. degree from Sul Ross State University in Alpine, Texas, his M.S. from Texas A&M University, and completed a combined program leading to both D.V.M. and Ph.D. degrees at Iowa State University in 1994. Dr. Althouse is a Diplomate in the American College of Theriogenologists.

Dr. Althouse's research interests include addressing problems pertinent to male reproduction in veterinary and human medicine, and he remains heavily involved in translational research which has expanded the application of several assisted reproduction technologies in many species.

As a veterinary clinician, Dr. Althouse specializes in the diagnosis and treatment of disorders which have an effect on individual and herd reproductive performance. He is the founder and director of the Reference Andrology Laboratory (RAL), which is located on the New Bolton Center campus. The RAL, www.vet.upenn.edu/labs/andrology, provides critical and quality control semen analysis services for swine, cattle and equine. This service is currently being provided routinely to clients located in 20 states and 2 Canadian provinces. In addition to his clinical efforts at New Bolton Center and throughout Pennsylvania, Dr. Althouse frequently is requested to provide expertise in the investigation of herd problems both in North America and globally.

Christopher Hunter: Pathobiology

Dr. Christopher Hunter has been named chair of the department of pathobiology at the School of Veterinary Medicine. The appointment was effective July 1. "The School can look forward to exciting advances in the pathobiology department," said Dr. Joan C. Hendricks, the Gilbert S. Kahn Dean of Veterinary Medicine. "Dr. Hunter aspires to build a department that serves the complex missions of teaching, healing and research both within the department and across the School. He will be a clear and focused advocate for the future of the department and an enthusiastic partner in advancing Penn Vet in the University, in the profession and beyond."

The department has a strong focus on basic research in cancer and infectious disease and provides vital diagnostic laboratory services for patients at both the Matthew J. Ryan Veterinary Hospital in Philadelphia and the George D. Widener Hospital for Large Animals at New Bolton Center. It offers the largest veterinary biopsy service in the world. Pathobiology faculty head the School's initiative in the Pennsylvania Animal Diagnostic Laboratory System.

In addition to his new position, Dr. Hunter is a professor of parasitology at Penn Vet. He is active in the advancement of graduate education at Penn. He is on the editorial boards of several journals; he has served on numerous scientific review committees, including the National Institutes of Health, and the Howard Hughes and the Gates foundations.

Dr. Hunter was raised in Scotland and received his B.Sc. and Ph.D. degrees in zoology and parasitology from the University of Glasgow before completing his training in the immunology of infectious disease at Stanford University. He joined the Penn faculty in 1996.

Dr. Hunter's research interests include understanding how the immune system controls infections and how this information can be used to design better ways to manage inflammation.

Did You Get Last Week's Issue?

The first issue of the fall semester was individually addressed to Penn faculty and staff and sent to the departmental address on file with Human Resources. If you have not been able to locate it, contact the *Almanac* office at (215) 898-5274.

Convocation 2007

Below is the Convocation Address given by President Amy Gutmann to the Class of 2011 on a beautiful evening outdoors on Blanche P. Levy Park, College Hall Green, September 4, 2007.

Expand Your Horizons

by Amy Gutmann

My warmest welcome to the gifted women and men of the great Class of 2011!

You are the most academically talented class in Penn's history!

And you've got exactly a year to enjoy the view from the top—before an even more talented Class of 2012 knocks you into second place. That's what we call Penn momentum!

Congratulations to those of you who finished *The Omnivore's Dilemma* sometime between the middle of July ... and noon Sunday. Now you are more knowledgeable eaters—which is a good thing for you but maybe not so good for Penn Dining Services ... and definitely bad news for some of the food trucks.

I extend equally warm greetings to our transfers from other colleges and universities. Transfers? Smart move!

Convocation is a cherished tradition. As of this moment you are now official students of the University of Pennsylvania!

Convocation is also the first time that your class gathers together as one Penn family of many nations and backgrounds.

Seated among you are classmates from all 50 of the United States—from 203 freshmen from California to 406 freshmen from Pennsylvania to two freshmen from Idaho!

Among you are also seated 312 classmates from 67 countries, starting alphabetically with the As and Bs ... Australia, Austria, Bahamas, Bahrain, Bangladesh, Barbados, Bolivia, Brazil, Brunei, and Bulgaria ... right down to the Zs—of Zambia and Zimbabwe.

I know that all of you must keep so many other numbers in your heads—phone numbers, classroom numbers, and numbers of required courses.

But tonight I'd like each of you to think about the number: 45. Why 45? Because that is the number of months left before you process down Locust Walk for Commencement.

So ask yourself: How will I spend those 45 months?

I offer to you this evening two unwritten (and entirely unenforceable) Penn rules. The best rules are unenforceable.

First Penn Rule: Keep your mind open. Great minds discover deeper truths by probing the toughest questions.

Do not let criticism faze you; do not let setbacks discourage you; do not let change frighten you. Convert these jolts into learning experiences ... as College Senior Mara Gordon did.

Mara had planned to spend this past summer saving the world by working at a school for orphaned children in Botswana. But she encountered what seemed like an insurmountable barrier: language. The children did not speak English, and she knew all of four words in Botswana's native tongue.

At first Mara was frustrated, but she was also open-minded and—thanks to her Penn education—resourceful enough to find a meaningful way to bridge the language chasm. She started knitting scarves with a young woman she had befriended, and soon came up with a great idea: Why not help mothers at the school create crafts that they could sell? Local shop owners liked her idea, and Mara successfully launched the program, which the head of the school plans to continue.

By understanding women in poverty not as people to save, but rather as partners in learning, Mara ended up making a lasting difference in the world, and she's still got a year to go at Penn!

Your partners in learning at Penn are all over the campus as well as in our West Philadelphia neighborhood. So stay open-minded and your education will expand exponentially over the next 45 months. And don't let a month go by without expanding your horizons.

You can begin tomorrow by learning from our world-class faculty.

Nursing students? Where are you? Congratulations! You won't find on any other faculty in the world a more accomplished group of nursing leaders who are transforming the theory and practice of care-giving throughout the world.

Engineering? You will be challenged by Penn faculty who are leading innovators and who are collaborating with colleagues in Arts and Sciences and Medicine to drive the 21st century revolution in bioengineering and nanotechnology.

Wharton! You will learn from the most eminent, influential, and international business faculty in the world.

And how about the College! Wherever you turn, you will find eminent scholars and teachers who year after year deliver the finest liberal arts and science education in the world.

Reach out to your professors as mentors who will challenge you to succeed by becoming the best you can be.

Another reward of being open-minded is the learning attached to forming lifelong friendships at Penn. Treasure them, and treasure the diversity of our student body. Experience demonstrates that you will make the most of your Penn education if you cultivate friendships throughout our campus and across ethnic, racial, economic, and ideological boundaries.

If the first unwritten rule governing success at Penn is to open your mind to new ideas and friendships, then the second Penn rule is to aim high. The more unconventional, the better.

Consider Gabe Crane, a rising College senior whose passion for writing and canoeing led him to conceive a daring adventure: He and three of his pals would paddle canoes down the entire 2,000 miles of the Mississippi River. Then he'd write about the experience afterward.

Penn English Professor Al Filreis encouraged Gabe to be even bolder. Why not create a live blog called the "Mississippi Project" and make the adventure come alive in words, pictures, and conversation? (*See and hear the adventure online*)

With tech support from Kelly Writers House and financial support from the Center for Programs in Contemporary Writing, Gabe created a multi-media literary journal that transformed his adventure into—in his words—"a meditation on the state of our generation, coming now finally of age ... and a meditation on the state of our country."

Because Gabe aimed high, he has the beginnings of an original book and the makings of a successful literary career.

Penn can make the biggest difference in your lives when you keep your mind open to challenging new ideas and friendships, and aim high.

You now know the unwritten Penn rules. Follow them, by all means! And build on them by your means! Then you will discover why Penn truly "rules." Forty-five months from now, when we are all gathered together again on Franklin Field, I expect to declare that the great Penn Class of 2011 rules.

In the meantime, make the most of all that Penn has to offer. Mix it up tonight with your future lifelong friends as you begin to spend the next 45 months living and learning together in the most open-minded, stimulating, and collegial community in the world. Let's show the world how your great Class of 2011 and Penn can rule together.

Welcome to Penn!

(Provost Ron Daniels' Remarks on page 5, past insert)



Below are the remarks given by Provost Ronald J. Daniels to the Class of 2011 on September 4, 2007.

Embrace the Journey

by Ron Daniels

Members of the Class of 2011: I'm delighted to join President Gutmann in welcoming you to the University of Pennsylvania.

Technically, Convocation marks an entrance: into the University's academic community and into that mythical experience of "college" and "the next four years" of your life.

In reality, what you're entering is a series of conversations. They will unfold, formally and informally, expectedly and unexpectedly, over the course of your time at Penn.

Some of these conversations will transpire in the predictable places: lecture halls, seminar rooms, and labs, and will involve one-on-one discussions with your professors and TAs. Others will occur, more furtively, in the back rows of these same rooms, and will clearly not involve our faculty. And some will arise quite serendipitously, over a meal at Hill College House, in the mouth-watering food truck lines, or late at night on a Quadrangle bench.

Wherever they take place, I am betting that some of these conversations will unsettle you, will topple your sense of the world, and the things

you know to be true. Good. This is the point of the Penn conversation: to discover a deeper, truer sense of the world and your place in it—even at the risk of upending received wisdom.

Indeed, now that I have made it to my junior year as Provost, I can confess that, on more than one occasion, the demands of the Penn conversation have resulted in what can only be described as an acute case of brain ache.

Take, for example, the conversation that I had a few weeks ago with Sanjeev Khanna, a professor of computer and information science who is also a Guggenheim Fellow. Over lunch, he told me about a puzzle he finds fascinating.

The problem seems beguilingly simple. A traveling salesman plans to visit a set of 100 cities. He knows the distance between each pair, and he wants to find the shortest possible tour that will take him through the entire set.

But, as Professor Khanna explained, it turns out that there are no efficient algorithms for solving this problem exactly. The best we know of take exponential time—that is, millions of years—to work out. Even more disquieting, technological innovation is unlikely to furnish an answer. This, he assured me, is true. Given that I still can't get the flashing twelve o'clock off my DVD player, I didn't feel I was in a position to dispute him.

So what to do? Interestingly, if our salesman is willing to settle for a tour that is about 10% longer than the shortest possible tour, he can find the answer within minutes.

As it turns out, the shortest possible route is not always the best. Sometimes you have to take a few extra laps, a few deviations from a course you might have perceived as set. Learning is a demanding business, and it requires patience and flexibility to master.

Class of 2011: Penn is your intellectual journey. From your selection of a major, to your particular course load, to the research and service projects you undertake, the tour is yours to chart.

As President Gutmann has reminded you, you don't have a million years at your disposal. You have just four. And trust me on this one: they will fly by.

But I urge you to resist the temptation to fly with them. You have to give yourselves the freedom to wander if you're going to make the most of your time.

At Penn, you will begin to think as adults, unfathomable as that may sound. Among other things, this means learning when perfection is possible, and when a longer route might yield a better result.

The knowledge you acquire here will be vital. It is an important reason you came to Penn in the first place. But equally vital is the journey you'll take to acquire it.

Embrace the journey, and do so with integrity. Refuse shortcuts that might cheat yourself and others.

Take advantage of Penn's resources and its magnificent diversity. Sign up for that legendarily demanding poetry course, even if economics is your thing. Explore the holdings of our world-class libraries and museums. Create art and music and community partnerships with your friends.

Above all, don't be afraid to push yourselves. Sometimes, as Professor Khanna has learned, that extra 10% makes all the difference.

I have no doubt that each of you will flourish at Penn. But to really earn your education, you have to accept the journey—the exhilarating unknown. You have to talk to each other and work together. You have to experiment and play. You have to surrender yourself in some way to the awesome breadth of human knowledge, which is larger than all of us, but also ours to seize.

Class of 2011: This moment, this community, this experience is yours to seize, and I wish you *bon voyage*.



At the Opening Convocation, President Amy Gutmann gave the Class of 2011 two unwritten Penn rules: keep your mind open and aim high. While the President spoke, the Academic Procession was seated on the center stage and on the adjacent platforms: the Provost, University Chaplain, Deans, Trustees, Officers of the University, Faculty, Administrators, and student leaders. The procession was led by the Mace Bearer, who is Secretary of the University, Leslie Kruhly. The University mace is the symbol of authority of the University and bears the Seal of the Corporation and the Penn Coat-of-Arms.

Penn's New Emergency Notification System



The University of Pennsylvania is launching a new emergency alert communication system that will enable students, faculty and staff to quickly receive news and instructions during crisis situations.

The PennAlert Emergency Notification System was developed for the University by MIR3™, Incorporated. The system allows the University to send simultaneous alerts in minutes through text messaging, voicemail and e-mail to numerous devices, such as cell phones, landline phones, fax machines and PDAs, and permits two-way communication between each recipient and the University. The new system augments existing emergency communications tools, including web postings, e-mail, voicemail and an automated message line.

"During an emergency situation, fast, efficient communication is vital to the safety of our community members," said Executive Vice President Craig Camaroli. "PennAlert will enable us to reach people directly, through multiple points of contact, and then will let us know that the message has reached the recipient. This is especially important in communicating urgent information to a large decentralized population such as ours."

The University selected MIR3 this summer, after an extensive review of numerous emergency notification systems.

"We are pleased that the University of Pennsylvania selected MIR3's new system for emergency communications," said Dan Long, chief technology officer at MIR3. "We are confident we can provide critical emergency information to students and staff as well as to parents, off-campus law enforcement agencies and other external organizations, no matter what type of device a person has at hand. Its two-way feature

lets recipients acknowledge they've received an alert, so that first responders can track responses and react accordingly."

Features of the PennAlert Emergency Notification System include:

- Multiple communication devices per user to support all options used by today's technology-savvy population.
- Two-way messages for both voice and data to allow the University to track notifications and quickly determine who is safe and who needs help.
- A Message Bulletin Board feature that allows users to call into a central number to obtain updates about the status of an event, and can direct users to the Division of Public Safety website, www.public-safety.upenn.edu/PennAlert/default.asp, for emergency information.
- A unified approach for contacting parents using emergency contact data.
- Strong data protection and security features to ensure user privacy and compliance with federal regulations.

Maintaining current contact information will be critical to the effectiveness of the system and students, faculty and staff are urged to update their contact information on a regular basis. The information is secure and will remain private.

"We can't stress enough how important it is for people to provide updated contact information, so that we can reach them wherever they may be at any given time," said Vice President for Public Safety Maureen Rush. "One of the highlights of this system is that we can reach people with critical information even if they are not on campus."

Faculty and staff can register at www.upenn.edu/directories. Click on "Update Directory Listings" and log in using your PennKey.

Students can register through Penn InTouch via the Penn Portal at www.upenn.edu/penn_portal.



Sojourner, (above) one of the paintings by Laurel Wood Ramsden, from the current exhibit at the Burrison Gallery through October 19.

One Step Ahead

Security & Privacy
Made Simple

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

Peer-to-Peer File-Sharing Software and Identity Theft

Peer-to-peer file-sharing software ("file-sharing software") is often used illegally to download music or movies for free from other computers running the software. Are you running file-sharing software on your work or home computer? Or, has someone in your household installed it on your computer? If so, there is even more to be concerned about than the possibility of illegally downloading or sharing copyrighted audio and video files.

Increasingly, criminals are using peer-to-peer file-sharing networks to expose sensitive data and commit identity theft. If you participate in such networks any files on your computer that contain sensitive information can potentially be accessed by these individuals.

A former employee of a pharmaceutical firm learned about the dangers of file-sharing software the hard way. A family member installed peer-to-peer file-sharing software on her work laptop, inadvertently leaking Social Security Numbers of over 17,000 employees to the Internet.

What can you do to protect yourself?

- Do not install or run file-sharing software on any computer that you own or use.
- Do not store sensitive information on your machine. If you need sensitive files, copy them to a CD or other external media and store the media in a safe place.
- If you do need to run file-sharing software, speak to someone in your IT department who can help you choose and install file-sharing software appropriately.
- Be aware that uninstalling file-sharing software may not completely rid your computer of the problem; most of these programs install spyware that will stay on your machine long after you uninstall the program. You should, at a minimum, also periodically run a spyware removal tool such as Ad-Aware or Spybot. To ensure complete removal, rebuilding your machine is the most reliable solution; consult your local computing support provider (LSP) to discuss the advisability of this step in your particular situation.

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

Nutrition 101: From A to Zinc

If you're like most people, you have plenty of questions about nutrition: What should I eat before and after a workout? How can I choose smarter, healthier foods at the grocery store or in a restaurant? Which vitamins should I be taking, if any? Get answers to these questions and more when you join Human Resources for the Fall 2007 wellness series *Nutrition 101: From A to Zinc*. For more information about the workshops included in this series and to register, visit www.hr.upenn.edu/quality/wellness/workshops.asp or contact Human Resources at (215) 898-5116 or suz.smith@hr.upenn.edu.

Pre- and Post-Workout Meals; September 26; noon to 1 p.m.; free. When you work out, good nutrition is essential to achieve results, recover and get that burst of energy you need. Gain the skills and knowledge you need to maintain a healthy diet and keep your body fit—before and after workouts. You'll learn the importance of maintaining a proper diet, what your pre- and post-workout diet should consist of and some good dietary supplements for you to use. This workshop will be led by Dr. Stella Volpe, associate professor of nutrition from Penn's School of Nursing.

Don't Forget to Take Your Meds: Medication Adherence Program

Have you ever forgotten to take your prescription medication? You're not alone—it happens to many of us. Maybe you take multiple medications and it's hard to keep track of them all. Perhaps your doctor made changes to your medication and you have trouble remembering the new instructions. Or it could be that you find it hard to take your medication at the right times because of your busy schedule. Whatever the reason, not taking your medication as prescribed is dangerous to your health. Your health issues can only be managed properly when you follow the healthcare regimen your doctor has set out for you.

Penn wants to help. That's why we've partnered with a company called InforMedix to provide Penn faculty and staff (and your covered family members) the opportunity to use a cutting-edge medication monitoring system at no cost to you until December 2007! The program is available to anyone taking prescription medication, no matter what your diagnosis. If you enroll, you'll receive alerts when it's time to take your medications, instructions on how to adhere to all aspects of your particular plan of care, and important educational information.

To learn more about the Medication Adherence Program and to enroll, call Penn's Disease Management Team at (215) 898-7034.

—Division of Human Resources

CHANGES/CORRECTIONS

The talk on *TGF-B Regulation of the Tumor Microenvironment*, by Harold Moses on September 17 will be held at 3 p.m. at the Wistar Institute.

The reading of *Envisioning Black Colleges: A History of the United Negro College Fund* will take place on September 19 at 3 p.m. at the Bookstore.

The reading of *Watching the World Change: The Stories Behind the Images of 9/11* will take place on September 20 at 4:30 p.m. at the Bookstore.

The registration deadline for classes starting September 24 by the Spoken English Program at the International House is September 14, 10 a.m.-2 p.m. Registration for the Foreign Language Classes, beginning in early October, is through September; (215) 895-6541.

EXHIBITS

7 *For You, For Me: A Show of Sculpture* by Jackie De Meo; reception September 7, 5 p.m.; Fox Art Gallery, Logan Hall. Through September 27 (SPEC).

10 *Sojourner*; paintings by Laurel Wood Ramsden; reception September 14, 6 p.m.; Burrison Gallery. Through October 19.

TALK

14 *Recent Paintings and Drawings and Her Development as an Hispanic Artist*; Darice Polo, Kent State University; noon; rm. 209, College Hall (Latin American and Latino Studies Program).

Deadlines: Submissions for the Update are due every Monday for the following Tuesday's issue. The deadline for the October AT PENN is today, September 11. For information see www.upenn.edu/almanac/calendar/caldead-real.html.

RESEARCH

Penn's Depression Research Unit is conducting research into non-hormonal, herbal treatments for peri- and post-menopausal anxiety symptoms. Symptoms of menopause may include: nervousness, tension, sleep difficulty, concentration problems, mood changes and hot flashes. Those who qualify will receive an initial evaluation and may take part in a research study with Black Cohosh for up to 3 months. For more information call the DRU at (215) 662-3462.

If you are a woman 60 years or older who has osteoporosis and has never taken a bisphosphonate medication, you may be eligible to participate in a research study to determine if teriparatide (Forteo), which is approved by the FDA, improves bone architecture. If you qualify for the study, the study will provide you with Forteo for 18 months, provide DXA and MRI scans at 0, 9, and 18 months at no cost to you, and reimburse travel expenses. Please contact Terry Scattergood at (215) 898-5664 for more information.

Postmenopausal Women Needed for Endocrine Study. The University of Pennsylvania Health System/Division of Endocrinology seeks non-diabetic women 50 to 79 years old. Eligible volunteers will receive free medical exams and blood test results. Participants will be compensated. Please contact Terry Scattergood at (215) 898-5664 for more information.

Penn's Depression Research Unit is conducting research into alternative, herbal treatments of anxiety. Symptoms of anxiety may include: nervousness, tension, difficulty relaxing, excessive worrying and sleep problems. Those who qualify will receive an initial evaluation and may take part in a research study with Chamomile for up to 8 weeks. For more information call the DRU at (215) 662-3462.

Would you like to lose weight? The University of Pennsylvania's Center for Weight and Eating Disorders is offering a 1-year weight loss research study that combines diet and exercise along with the use of an investigational weight loss medication or placebo (sugar pill). You may be eligible if you are between the ages of 18 and 65 years old, a non-smoker, overweight (at least 30% over recommended weight), in good overall health and are able to attend behavior modification group sessions. Participants will be compensated for their time and travel. For more information, Call (215) 746-8810.

Calling All Bones. African American and Caucasian men ages 61-78 and African American women ages 71-78 invited to take part in a research study. You will not be required to take any medications. We will evaluate the health and strength of your bones. You will receive results of your bone test. You will be compensated for your time. Call (215) 590-0499.

Almanac is not responsible for contents of classified ad material.

Submissions for classified ads are due every Thursday for the following Tuesday's issue. For information call (215) 898-5274 or visit www.upenn.edu/almanac/faqs.html#ad.

Second Annual National Campus Safety Awareness Month

Penn hosted the kick-off event last Thursday for the Second Annual National Campus Safety Awareness Month, sponsored by Security on Campus, Inc., a public non-profit national organization dedicated to improving the level of security on campuses and to assisting crime victims. See www.securityoncampus.org for more information relevant to crime and safety.

Almanac On-the-Go: RSS Feed



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

Subscribe to Express Almanac



Sign up to receive e-mail notification when we post breaking news between issues. Send an e-mail to listserv@lists.upenn.edu with "subscribe e-almanac <your full-name>" in the body of the message. —Ed.

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 27-September 2, 2007**. Also reported were 17 Crimes Against Property (including 16 thefts and 1 act of vandalism). Full reports are available at: www.upenn.edu/almanac/volumes/v54/n03/creport.html. Prior weeks' reports are also online. —Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department between the dates of **August 27-September 2, 2007**. 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.

08/28/07	8:32 AM	41 Pine St	Complainant robbed by unknown offender
08/28/07	10:36 AM	300 41st St	Offender wanted on warrant/Arrest
08/28/07	5:28 PM	4200 Spruce St	Offender attempted to rob complainant/arrest
08/29/07	8:48 AM	3800 Woodland Ave	Complainant robbed
08/30/07	12:25 AM	3600 Ludlow St	Offender wanted on warrant/Arrest
08/31/07	11:58 PM	4106 Locust St	Male resisted police/Arrest
09/01/07	1:23 PM	3600 Sansom St	Males cited for skateboarding on private property
09/01/07	9:35 PM	3400 Civic Center Blvd	Male wanted on warrant/Arrest
09/02/07	1:04 AM	38th and Chestnut	Intoxicated driver/Arrest
09/02/07	7:10 PM	4100 Spruce St	Male cited for disorderly conduct

18th District Report

9 incidents with 1 arrest (including 7 robberies and 2 aggravated assaults) were reported between **August 27-September 2, 2007** by the 18th District covering the Schuylkill River to 49th St. & Market St. to Woodland Ave.

08/27/07	5:47 AM	319 52nd St	Robbery
08/27/07	6:43 AM	4900 Baltimore Ave	Robbery
08/27/07	7:52 PM	4200 Delancy St	Robbery
08/28/07	12:56 AM	4700 Chester Ave	Robbery
08/28/07	8:25 AM	4100 Pine St	Robbery
08/28/07	5:23 PM	4248 Spruce St	Robbery
08/29/07	8:25 AM	3800 Woodland Ave	Robbery
08/30/07	11:15 PM	4000 Market St	Aggravated Assault
09/01/07	5:26 AM	5001 Pine St	Aggravated Assault/Arrest



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

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The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania does not discriminate on the basis of race, sex, sexual orientation, gender identity, religion, color, national or ethnic origin, age, disability, or status as a Vietnam Era Veteran or disabled veteran in the administration of educational policies, programs or activities; admissions policies; scholarship and loan awards; athletic, or other University administered programs or employment. Questions or complaints regarding this policy should be directed to Jeanne Arnold, Executive Director, Office of Affirmative Action, 3600 Chestnut Street, 2nd floor, Philadelphia, PA 19104-6106 or (215) 898-6993 (Voice) or (215) 898-7803 (TDD).

Collaborative Redevelopment of U.S. Postal Service Facilities

The University of Pennsylvania has completed its acquisition of various U.S. Postal Service facilities (*Almanac* July 17, 2007) and will collaborate with Brandywine Realty Trust in a comprehensive redevelopment of the properties located on 30th Street between Market and Walnut streets.

Brandywine has completed the \$28 million purchase from Penn of the main post office building located at 30th and Market streets directly across from the 30th Street train station and one block from Brandywine's existing, award-winning Cira Centre office development. The U.S. General Services Administration has executed a 20-year lease on behalf of the Internal Revenue Service, which will occupy the entire post office building as their Philadelphia headquarters beginning in the third quarter of 2010, encompassing a total of 5,000 workers. Pursuant to this lease, Brandywine will completely redevelop the five-story, 862,000 square foot post office building, while maintaining its designation as a national historic site and preserving its historic lobby and facade. The anticipated total cost of this redevelopment including the site acquisition and before realization of any historic tax credits is approximately \$265 million with construction commencing by year-end 2007 and scheduled to be completed in mid-2010. The U.S. Postal Service will continue to occupy portions of the building during the redevelopment under three short-term leases for 222,000 square feet through the fourth quarter of 2008.

In a related transaction, Brandywine has executed a 90-year ground lease with Penn for the current U.S. Post Office Truck Terminal Annex facility, a full-block structure on the east side of 30th Street, between Chestnut and Walnut streets, directly across from the Post Office building and one block from 30th Street Station. Brandywine will demolish the Annex, and in a multi-phase plan, develop Cira Centre South, a mixed-use project incorporating a 733,000 square foot, 2,400-space parking facility (at least 1,200 of the spaces to be dedicated to the IRS), 400-500,000 square feet of office space, street level retail, and subject to market conditions, hotel, residential and additional retail components. Penn has agreed to lease approximately 100,000 square feet of the office space for a 20-year term. The estimated cost for the parking structure is expected to be approximately \$110 million, with construction commencing in the first quarter of 2008 and scheduled to be completed by mid-2010. The costs for the office, retail, residential and lodging components have not yet been determined or finalized.

The project team for the main post office redevelopment will include Bohlin, Cywinski & Jackson of Philadelphia as the interior renovation architect, PHY Inc. Consulting Engineers of Philadelphia for interior mechanical engineering and Keating Building Corporation as the construction manager. The postal annex development team will feature Pelli Clarke Pelli as design architect and Cope Linder as executive architect. Sasaki Associates Inc. will serve as landscape architect for the overall site.

Penn has retained 14 acres of current U.S.

Post Office parking lots running south of Walnut Street between the Schuylkill Expressway. This fall, Penn will begin to implement "Penn Connects—A Vision For the Future," (*Almanac* January 23, 2007) the award-winning, campus development plan by Sasaki Associates, that will result in the ultimate redevelopment of this land into a combination of open space, athletic fields and academic, cultural, commercial and residential buildings.

"This marks a milestone for both our institution and the Philadelphia region," said President Amy Gutmann. "Penn has 14 acres of land contiguous with our campus and a plan to expand our academic core with vibrant new uses, while Brandywine will create a first-class commercial corridor that will adapt industrial buildings into new modern uses. The project will stimulate economic development, improve the urban infrastructure and character of University City, bridge the divide between the campus and Center City and create a vital new center of commerce for the region."

"This is a very exciting project that will provide tremendous benefit to the entire southeast region of the Commonwealth," Governor Edward G. Rendell said. "The development of the former postal lands site into a world class mixed-use project along with green space will enhance the appeal of Philadelphia as a destination for education, entertainment and business. The activity created by this project will stimulate more economic opportunities and growth in the city and region for years to come."

"The City of Philadelphia looks forward to working with Penn and Brandywine Realty Trust on this exciting new development," Philadelphia Mayor John F. Street said. "The substantial investment by Penn over the years into West Philadelphia and the important work done by Brandywine and the Schuylkill River Development Corporation along the river are indications of the positive impact we can have by fo-

cus our efforts on public-private partnerships. This project creates a wonderful connection between our West Philadelphia neighborhoods, the river and our business district."

"We are delighted that the combined vision and energy of Penn, the U.S. Postal Service, the U.S. General Services Administration, the Internal Revenue Service and Brandywine has created such an outstanding result for our respective organizations," said Jerry Sweeney, president and CEO of Brandywine. "I also want to acknowledge the great efforts by Keating Development Company in helping this vision become a reality, as well as the strong support of our city and state government officials. As a fully-leased redevelopment, the new IRS facility accelerates the continuing renaissance of University City, enhances the value of our existing Cira Centre office project and will act as a catalyst for future activity in the surrounding area, including our proposed mixed-use development. The combined efforts of Penn, the City, the State and many other interested parties reinforce the vitality of University City as a first-class commercial district within the Northeast Corridor."

A booklet, "Post Office Redevelopment/Cira Centre South Development" which contains renderings, site plans and other project information can be accessed from the Brandywine Realty Trust website, in the "Presentations" tab in the "Investor Relations" section at www.brandywinerealty.com (and from *Almanac's* website).

Brandywine Realty Trust is one of the largest, publicly-traded, full-service, integrated real estate companies in the U.S. Organized as a real estate investment trust (REIT) and operating in selected markets, Brandywine owns, develops and manages a primarily Class-A, suburban and urban office portfolio aggregating approximately 44.3 million square feet including 29.8 million square feet which it currently owns on a consolidated basis. For more information, visit www.brandywinerealty.com.



The Post Office redevelopment project includes the Cira Centre South (at left) which will rise on the east side of 30th Street, between Chestnut and Walnut streets, after the Post Office Truck Terminal Annex is demolished by Brandywine Realty Trust, which has a 90-year ground lease with Penn for the Annex facility. Visit *Almanac's* website for a link to the 14-page booklet on the site.