

UNIVERSITY OF PENNSYLVANIA *Almanac*

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Launching the Nursing Development Campaign and Claire M. Fagin Hall

On November 30, Penn Nursing will officially rename its building—which has been known as NEB for years—in honor of Dr. Claire M. Fagin, dean and professor emerita and former interim president. This event takes place as the School launches a public campaign “to provide crucial support for its mission and to transform the future of healthcare through compassionate, science-based nursing.” *Where Science Leads: the Campaign for Penn Nursing* is a \$60 million initiative designed to engage the entire community in supporting the School’s vision for the future of nursing.

Not only is Penn Nursing looking to its future, but this semester the School celebrated its 120th anniversary to acknowledge a tradition of

excellence that began in 1886 with 12 pioneering women who entered the first program at the Hospital of the University of Pennsylvania’s School of Nursing, from which 2,700 of Nursing’s 13,000 living alumni graduated. In 1935, Penn introduced university education for nurses with the establishment of a department of nursing education in the School of Education. In 1950, Penn’s School of Nursing was established. Through a series of transformations, the HUP School of Nursing closed in 1978 and Penn’s School of Nursing accepted its first students for its doctoral program, the first in the Ivy League. Today enrollment is nearly 1,000 students at the baccalaureate, master’s and doctoral levels.



Dean emerita
Dr. Claire Fagin
(at right) for
whom the Nurs-
ing Education
Building (NEB)
is being named.

Abramson Cancer Center Part of Groundbreaking Initiative

Despite the many advances that have been made over the past 30 years in the prevention, detection and treatment of cancer, one grim fact remains: the overall five-year lung cancer survival rate is only 15%. The Abramson Cancer Center of the University of Pennsylvania has joined an international effort launched by Roswell Park Cancer Institute to potentially revolutionize the prevention and management of this disease.

The Roswell Park Cancer Institute (RPCI), together with the Abramson Cancer Center and lung cancer experts representing 11 leading research institutions, have established the first international lung cancer registry—the Stacey Scott Lung Cancer Registry (www.StaceyRegistry.org). The goal of this global collaboration is to deepen the understanding of lung cancer at its earliest, most treatable stages. Dr. Daniel Sterman, director of Interventional Pulmonology, and Dr. Anil Vachani, both from the Division of Pulmonary, Allergy, and Critical Care at Penn’s School of Medicine, will head the registry at the Abramson Cancer Center. The registry, founded and co-directed by pulmonologist Dr. Gregory Loewen, will be housed at RPCI in Buffalo, NY.

“The information on high-risk individuals screened at the Abramson Cancer Center will play a critical partnership role in achieving the registry’s goals,” said Dr. Vachani. “With the knowledge we gain through this registry, we’ll be able to intervene with high-risk patients before they develop clinically evident lung cancer. A system of shared information through a patient registry concentrated in one database will facilitate research into the characteristics and progression of lung cancer,” added Dr. Vachani.

All of lung cancer research data will be organized at RPCI and made accessible to scientists. Researchers will then use registry data to initiate studies that may answer critical questions, such as:

- What changes take place in precancerous lesions that trigger their transformation into lung cancer?
- What diagnostic test(s) would most effectively screen for those changes?
- And do genetic biomarkers combined with risk

factors, such as smoking, lead to the development of lung cancer?

Precancerous lesions for lung cancer, which previously have been undetectable, can now be visualized using technologies such as autofluorescence bronchoscopy (AFB). Understanding how precancerous conditions become cancerous has been difficult because no single institution was able to gather data from enough patients or to follow-up patients for a sufficient period of time to provide clinically relevant answers. To resolve these issues, principal investigators from the 11 centers have agreed to contribute patient information to this multi-institutional, high-risk lung cancer patient registry.

The Stacey Scott Lung Cancer Registry is named for a previously healthy 38-year-old non-smoking woman who lost her four-month battle with the disease in 2005. Mrs. Scott was a patient of Dr. Gregory Loewen at RPCI.

“This has the potential to help prevent others from facing the situation I faced so that they do not lose a wife, husband, sister or brother to this disease,” said William Scott, Jr., Stacey’s husband. Mr. Scott, along with family members and colleagues, has helped to raise over \$600,000 thus far to support the registry’s work.

The breakthrough collaboration includes pre-eminent lung cancer clinicians and researchers from the following 11 institutions:

- Roswell Park Cancer Institute, Buffalo, NY;
- University of Colorado Cancer Center, Aurora, CO;
- BC Cancer Agency, Vancouver, BC, Canada;
- Academic Hospital Vrije Universiteit, Amsterdam, The Netherlands;
- Fox Chase Cancer Center, Philadelphia, PA;
- Mayo Clinic, Rochester, MN, Jacksonville, FL, and Scottsdale, AZ;
- NYU Medical Center, New York, NY;
- Abramson Cancer Center of the University of Pennsylvania, Philadelphia, PA;
- The Ohio State University Medical Center, Columbus, OH;
- The Sidney Kimmel Comprehensive Cancer Center at Johns Hopkins University, Baltimore, MD;
- and The University of Chicago Cancer Research Center, Chicago, IL.

Where Science Leads: Caring to Change the World, a panel discussion, will be presented by the School of Nursing on November 30 at 1 p.m., in the Ann L. Roy Auditorium, at the Claire M. Fagin Hall. The moderator will be Dr. Shirley Chater, HUP ’53, Nu ’56, HON ’97, former U.S. Commissioner of the Social Security Administration. The panelists will be: Suzanne Gordon, author, lecturer and patient advocate; a visiting professor at the University of Maryland School of Nursing; an assistant, adjunct professor at the University of California, San Francisco, School of Nursing; Rosemarie B. Greco, director of Health Care Reform, Commonwealth of Pennsylvania; and Dr. Linda Aiken, Claire M. Fagin Leadership Professor in Nursing, professor of sociology and director of the Center for Health Outcomes and Policy Research.

The panel discussion will be followed by a Campaign Launch Reception at 2:30 p.m. in the Carol Ware Gates Lobby, Claire M. Fagin Hall.

A gala will be held at the PMA that evening. For information call (215) 898-3897.

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Deputy Provost Bellace Stepping Down June 30

Deputy Provost Janice Bellace has announced that she will step down from the Provost's Office on June 30, 2007 to return to teaching and research at the Wharton School.

During her term in the Provost's Office, she has served as both Associate Provost and Deputy Provost. In both capacities, she has been responsible for the management of the academic personnel process, in particular overseeing issues related to faculty governance; the resolution of individual faculty issues, including faculty grievances; and the appointment and tenure process. In addition to these responsibilities, during 2005-2006 she also provided transitional oversight for undergraduate and graduate Ph.D. education at Penn while the search for a new Associate Provost was being conducted.

"I am deeply appreciative of the fine counsel and advice Janice has provided to me and to other members of the academic leadership of the University," said Provost Ronald Daniels. "During my transition to Penn, Janice imparted invaluable insight and perspective on Penn's traditions and policies. Recently, she received the highest honor from her professional colleagues by being selected as the President-Elect of the International Industrial Relations Association. This is very powerful recognition of the respect and confidence Janice enjoys within her discipline, and I wish her all the best in this new role."

Among the highlights of her tenure in the Provost's Office, Dr. Bellace oversaw the development of several "family friendly" policies for both faculty and doctoral students related to career-family balance issues; helped develop a new joint appointment policy for faculty; and helped develop mentoring policies for both faculty and graduate stu-

dents. Most importantly, Dr. Bellace proposed and has managed the development of a central Faculty Information System, which has resulted, in its first phase, in a new web-based promotions process.

Dr. Bellace chaired the recent NCAA re-certification process and was responsible for revising the University's *Faculty-Staff Handbook*, which will be put on line shortly. She has also been conducting workshops to ensure that faculty are informed about Penn's sexual harassment policy.

Dr. Bellace, the Samuel A. Blank Professor of Legal Studies and Business Ethics; and professor of management at Wharton, is also the director of the Huntsman Program in International Studies and Business, a position she will continue to hold.

"My three years in the Provost's Office have been a time of substantial transition. I have greatly enjoyed the ability to influence policy and to take action to implement the *Penn Compact*. But I have deeply missed teaching and research, the essence of Penn. Now that the transition in the Provost's Office is complete, it is time for me to resume my scholarly pursuits."

The former undergraduate dean and deputy dean at Wharton, Dr. Bellace served as founding president of Singapore Management University from 1999-2001 and is currently a trustee of that university and the chair of the Wharton-Singapore Management University Research Centre. Since 1995, she has served as a member of the Committee of Experts on the Application of Conventions and Recommendations at the International Labour Organization. Her research is in employment law and human rights, both domestic and international.

A search for her replacement will be announced in a future issue of *Almanac*.

November Council Meeting

At the November 15 University Council meeting, Associate Provost Andy Binns described Interdisciplinary Education at Penn. He noted that there are many students involved: 1440 of Penn students are in a dual/joint degree or a certificate program (970 are undergrads and 470 are graduate/professional students). Of the 2142 majors completed in the College last year 676 were interdisciplinary. More than half of Penn's faculty are in more than one graduate group. There are around 150 interdisciplinary centers and institutes. Dr. Binns acknowledged that there are sometimes impediments that can obscure opportunities and that responsibility center management can create financial incentives to discourage crossing disciplines. However, he said that the Senate Committee on Students and Educational Policy will be looking at such issues this year in order to develop initiatives to overcome the challenges. President Amy Gutmann added that virtually every school has interdisciplinary aspects that make them more attractive because they cross boundaries. Provost Ron Daniels added that the Graduate Deans addressed this topic last year in a report that may provide some clarity going forward. The President called Interdisciplinary Education an "important theme" especially when it means bringing together things that have an advantage to surmount barriers by "integrating knowledge."

Dr. Evelyn Wiener, director of Student Health, led a discussion of Student Health Services at Penn, which is one of only 27 accredited student health centers in the U.S. from among the 1,500 centers at colleges and universities. Penn's Student Health, which reports to the VPUL and has a clinical affiliation with UPHS, provides clinical care such as primary care and sports medicine, women's health, nursing, nutrition and podiatry; and non-clinical services such as oversight for public health of students, clinical teaching and mentoring. Dr. Wiener said that more than 250 students go to Student Health per day; appointments may be scheduled in advance or for the same day. Student Health is open Monday through Saturday; after hours a provider is on call and emergency care is available at the HUP ER. Dr. Val Cade McCoullum, VPUL, thanked the Provost for the funding that had been provided for renovation of the Student Health facility that is in Penn Tower. Dr. Wiener noted that for 18-25 year olds, the majority of preventative care pertains to healthy behaviors: avoid smoking and drinking, get exercise, wear a bike helmet, use sunscreen and get a flu shot.

COUNCIL

No Council Meeting in December

To the Penn Community,

Due to the final examinations schedule, the Steering Committee has canceled the Wednesday, December 20, 2006, Council meeting. The next meeting is scheduled for Wednesday, January 31, 2007, 4-6 p.m. in Bodek Lounge, Houston Hall.

For your information, the following is a tentative timeline for discussion of the issues identified as focus issues for Council this year:

- International issues—January 17
- Campus Development Plan update—February 14
- General public health discussion—either February 14 or March 14.

—Leslie Laird Kruhly,
Secretary of University Council

Rules Governing Final Examinations

1. No instructor may hold a final examination nor require the submission of a take-home final exam except during the period in which final examinations are scheduled; when necessary, exceptions to this policy may be granted for postponed examinations (see 3 and 4 below). No final examinations may be scheduled during the last week of classes or on reading days.

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

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

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

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

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

7. No classes (excluding review sessions) may be held during the reading period.

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

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

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

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

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

—Ronald J. Daniels, Provost

Selecting Four Distinguished International Scholars

The Office of the Provost announces the first four Distinguished International Scholars: Dr. Christopher Ballanti from the University of Kwasulu in Natal, South Africa; Dr. Martin McKee from the London School of Hygiene & Tropical Medicine; Dr. Peter Van Nguyen from the University of Alberta; and Dr. Karan Singh from the University of Toronto.

The Distinguished International Scholars program offers grants of up to \$20,000 to bring a distinguished scholar to campus in order to contribute significantly to an undergraduate course. The program is designed to further global engagement in undergraduate education and deepen Penn's ties to the world's leading universities and scholars. The awardees were chosen from a pool of applications submitted during the spring term of 2006.

The next application cycle has a deadline of December 8, 2006. Contact Rob Nelson at assocprv@pobox.upenn.edu or (215) 898-7227 for more information.

Here is a list of the first four awardees:

- Dr. Christopher Ballanti, a scholar of South African jazz, will be hosted by Dr. Carol Muller of the Department of Music, SAS. Dr. Ballanti will be involved in teaching *Music and Performance of Africa*, Music 253 in the spring term of 2008.
- Dr. Martin McKee, an expert on health and health care issues in Europe, will be hosted by Dr. Julie Sochalski of the School of Nursing. Dr. McKee will be involved in teaching advanced undergraduate courses in the School of Nursing and teaching healthcare management courses in The Wharton School during the 2006-2007 academic year.
- Dr. Peter Van Nguyen, who studies brain functions in mammals, will be hosted by Dr. Ted Abel of the Department of Biology and the Biological Basis of Behavior Program, SAS. Dr. Nguyen will be involved in teaching *Cellular Neurobiology*, BIOL/BIBB 251 and *Introduction to Brain & Behavior*, BIBB 109 during the 2006-2007 academic year.
- Dr. Karan Singh, an award-winning computer animator, will be hosted by Dr. Norman Badler of the Department of Computer & Information Science, SEAS. Dr. Singh will be involved in teaching a computer animation course, *Virtual World Design*, CSE 377 in the spring term of 2007.

Cancer Center Funding Opportunities: December 15

The Abramson Cancer Center of the University of Pennsylvania announces the availability of three types of seed money grants for faculty to conduct cancer-related research projects: American Cancer Society Institutional Research Grant; Cancer Center Pilot Projects Program; and Cancer Center Collaborative Pilot Projects Program. See www.penncancer.com/grants.

American Cancer Society Institutional Research Grants

Through its American Cancer Society Institutional Research Grant (ACS IRG), the Abramson Cancer Center will provide partial support to full-time University faculty for cancer-related research. The stated purpose of the ACS IRG is to provide seed money to junior faculty members (e.g., Assistant Professor) to initiate promising new research projects so they can obtain preliminary results that will enable them to compete successfully for national peer-reviewed research grants. Hence, investigators who have a peer-reviewed national research grant or have previously received support from the Cancer Center ACS IRG are not eligible. Seed money grants from \$5,000 to \$30,000 will be awarded for the exploration of new developments in basic, translational clinical and cancer control research. Behavioral sciences or health services research related to cancer are eligible for these awards. Covered costs include laboratory personnel costs (non-faculty), data manager or research nursing support, laboratory supplies, animals, and small equipment; no travel or patient costs are allowed.

The award period for the ACS IRG grant will be one year: *January 1, 2007 to December 31, 2007*.

Cancer Center Pilot Project Grants

The Abramson Cancer Center will provide seed money grants up to \$25,000 to University faculty members at any faculty level for innovative cancer research projects that have the potential for national peer-reviewed grant funding. Investigators who have already received peer-reviewed funding for their proposed projects will not be eligible for this award. Investigators who have not previously conducted cancer research, but are proposing a cancer-related project are encouraged to apply. Covered costs include faculty salaries, laboratory personnel costs, data management or research nursing support, laboratory supplies, animals, and small equipment; no travel or patient costs are allowed.

The award period for the Pilot Projects grant will be from *March 1, 2007 to November 30, 2007*.

Cancer Center Collaborative Pilot Project Grants

The Cancer Center will provide Collaborative Pilot Project Grants up to \$75,000 for Penn faculty members to conduct cancer-related research projects. Proposals must be submitted by two or more Penn faculty members. All full-time University faculty are eligible to apply. The Cancer Center Collaborative Pilot Projects Program funds innovative, collaborative cancer research projects that have the potential for future peer review funding. The proposed area of research cannot be funded through an existing or prior research grant. Among the factors of high value to the scientific reviewers will be: translational research impact, new collaborations (researchers have not previously worked together), researchers representing more than one discipline or department, novelty of the research concept, and research addressing a high priority area.

The award period will be one year from the date of the award notice from the Cancer Center; award notices will not be issued until projects are approved by the Commonwealth of Pennsylvania.

For more information or an application: University faculty from all Schools and Departments are invited to download application forms and instructions from the Abramson Cancer Center's website at www.penncancer.com/grants.

Deaths

Dr. Alameldin, Computer Science

Dr. Tarek Alameldin, former research assistant in the department of computer and information science, died November 6 at age 43.

A native of Cairo, Egypt, Dr. Alameldin earned a B.Sc. at Ain Shams University and a M.S. in computer science in 1985 from Columbia University. He continued his graduate education at Penn where he did his doctoral work under Dr. Norman Badler, the leading American researcher in computer graphics. During this time he also worked as a teaching and research fellow. He earned a master's degree in engineering in 1990 and his Ph.D. in 1991.

At the time of his death, Dr. Alameldin was a professor in the electrical and computer engineering department at California State University, Fresno.

Dr. Alameldin is survived by his children, Muhammad and Khalid; his parents; and two sisters.

Dr. Bowman, Romance Languages

Dr. Frank Paul Bowman, a world-renowned specialist in 19th century French literature, and professor emeritus of French, passed away on November 14 at the age of 79.

His obituary will appear in the next issue of *Almanac*.

Nominations: MLK Community Involvement Recognition Awards

In honor of the late Reverend Dr. Martin Luther King, Jr.'s recognition that community service is essential to the struggle for equality, the 2007 Dr. Martin Luther King, Jr. Commemorative Symposium on Social Change Executive Planning Committee of the University of Pennsylvania is pleased to announce the 12th Annual Community Involvement Recognition Awards. The awards honor members of the Philadelphia region whose active service to others best exemplifies the ideals Dr. King espoused.

Two years ago, a new Dr. Martin Luther King, Jr. Community Education Award in honor of Dr. Judith Rodin, Penn's president, 1994-2004, was added to recognize her commitment to education, service and Dr. King's vision.

The Community Involvement Recognition Awards will be presented to:

1. Staff and students of the Penn community involved in community service.
2. Residents of the broader neighborhood involved in community service.
3. Staff, students or residents who demonstrate significant contributions in community service through the advancement of education and educational opportunities in the Philadelphia region.

The awards will be presented on January 18, 2007 as part of Penn's commemoration of the King holiday.

We seek your help in nominating individuals whose work most merits recognition. Please share this information with others in your schools, departments, and organizations so that we may identify those most deserving of this award. Nomination forms may be submitted through *December 8, 2006*. Forms may also be submitted online at: www.upenn.edu/aarc/mlk/award.htm.

Should you have any questions, please contact the African-American Resource Center at (215) 898-0104 or e-mail aarc@pobox.upenn.edu.

—2007 Dr. Martin Luther King, Jr.
Commemorative Symposium Community
Involvement Committee

Report of the Ombudsman

2003-2006

A Three-Year Report by David P. Pope, University Ombudsman

At the end of June 2006, I finished a three-year term as Penn Ombudsman and, as have all previous Ombudsmen, I am reporting to the Penn community about the activities of the office during my term. However, before I go into the details, I would like to say for the record that Penn is a remarkably caring and supportive institution. Since it is so large and diverse, many difficult problems do arise, but these are generally the result of unusual local circumstances and personalities. We find over and over again that Penn administrators, from office managers to the President are deeply concerned about all members of the community and invariably treat us with great respect when we come to them with problems. For that I am very grateful, and I hope that attitude will always be part of the Penn culture. This is how the Office of the Ombudsman continues to be effective.

The Ombudsman's Office

The Office of the Ombudsman was established in 1971 to assist individuals in finding solutions to problems that they may not have been able to resolve through normal channels. It is staffed by two people, a permanent, full-time Associate Ombudsman, Dr. Gulbun O'Connor, who has served nobly in this position for many years and has trained many Ombudsmen; and an Ombudsman, a tenured faculty member who serves for a limited term. The new Ombudsman is Professor John C. Keene.

We receive a wide array of complaints from students, faculty and staff about academic issues, promotion and tenure issues, salary issues, interpersonal issues, grading issues, and many more. We also serve as the contact for people outside the University, (parents, alumni, and former employees) who need help in addressing a concern, but don't know where to go for help. For example, when restrictions on visas and border crossing became much tighter in recent years, we received calls from parents hoping we could put them in contact with someone within Penn who could help their children obtain their documents in a timely manner. In most cases we could and did.

The office is located in Duhring Wing (attached to the south end of the Fisher Fine Arts Library), and its services are open to any member of the Penn community, with the exception of unionized workers at Penn and the employees of the Hospital of the University of Pennsylvania, simply by contacting the office and discussing the issue with the Ombudsman or Associate Ombudsman.

How Does the Office Operate?

Typically, a person will come to the office with a complaint or a concern. We tell the complainant that the conversation will be heard confidentially. We also say that we have no direct power to require anyone to do anything, even though we do have a great deal of moral authority. For example, Penn administrators seldom reject our suggestions. We listen to the complainant's concerns, and then make suggestions about how to proceed. If, for example, the complaint is about treatment by a supervisor, we will ask the complainant for permission to speak to that supervisor to learn more about the issue from the supervisor's perspective. We don't speak to anyone about an issue without first receiving permission from the complainant.

In most cases the issue at hand involves only the complainant and the respondent, and in the vast majority of cases we can propose a solution that is acceptable to both sides, even though neither side is generally totally satisfied. Sometimes we hear complaints from groups of people who work in the same group or department and decide that the issue is much broader than the concerns of the individuals themselves. For example, many complainants may come to us independently regarding the activities of one particular individual. In such cases we will investigate, and if we cannot adequately address the issues, we will take the matter to the next level of administration, to the appropriate Dean, if necessary.

So, we listen, we evaluate, we summarize and we suggest. We never

judge, dictate or order because we have no power to do such things. But in spite of our lack of power, the high regard of the Penn community for the Ombudsman's Office allows us to sort out many truly difficult problems.

Typical Issues

We all too commonly deal with the problems caused by supervisors who have not evaluated their staff in a regular, timely and comprehensive manner. All staff, at all levels, are entitled to this. If they receive no criticism, then they have a right to believe that their performance is acceptable. We often hear from an employee that his/her supervisor has suddenly written an unsatisfactory review, with clear intent of eventual termination, even though the employee's previous reviews showed no deficiencies. In these cases we can only meet with the supervisor and emphasize the importance of the review process and also recommend the various training programs available to the employee through Penn. Penn has well-developed personnel procedures that must be followed. Before I became Ombudsman I was extremely impatient with them, but now I see the wisdom of the system. The most critical time for this review process is during the probationary period of new personnel.

Sometimes the system breaks down, and a person who cannot perform adequately is made permanent. The supervisor commonly considers the procedure for building a case for termination to be too onerous, so other means are found to accommodate the person. The source of the difficulty quickly becomes obvious during our investigation, but by that time the solution is very difficult. It is in cases like this where our deep concern for members of the Penn community sometimes works against us as an institution. I can only make a plea to all supervisors and administrators to carefully evaluate all personnel in a timely manner. Even though the number of these cases is small, the institutional time and effort that go into them is disproportionate to the numbers.

We tend not to get involved in cases involving students, academic integrity and disciplinary cases, for example, except to check that proper procedures have been followed. We do receive complaints from students, and we do check into them, but not once in my three-year term did I ever find anything to criticize in the Office of Student Conduct. We also do not get involved in grading issues. Each School has its own internal procedures for dealing with grading disputes between students and faculty.

We receive complaints about research integrity, attribution and authorship, usually from post-doctoral research fellows and graduate students. These are especially difficult to address because they involve the inner workings of tightly knit research groups. Typical complaints concern the presentation of data at a scientific meeting by a senior member of the group without proper attribution to the person who actually performed the experiment, or representing the data in a manner the junior member of the team believes is not justified, or altering the final publication of the work without getting the approval of the junior member. Usually these problems result from a lack of sensitivity (commonly due to time pressures) by the senior member towards the legitimate concerns of the junior member. The only solution to this problem is for research group leaders to communicate often and openly with the members of their groups.

Very commonly we simply listen as a person describes the problems he/she is experiencing. We offer insights into how the problem might be addressed, and frequently the person will decide that the discussion itself has been sufficiently helpful that no further help from the Ombudsman's office is required. These kinds of cases are especially rewarding.

I close with a new kind of issue concerning very senior faculty that has arisen with increasing frequency in recent years. It arises when a faculty member in one of the experimental sciences has lost all outside financial research support after a long, distinguished and well-supported research career. The Department Chair has decided that the faculty member's research space should therefore be devoted to more productive uses, by a

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new faculty hire, for example. The faculty member knows that the loss of space signals the end of his/her laboratory research career, but the Chair, who is charged with rationally allocating this valuable resource, cannot simply let the space be underutilized. The issue then typically comes to the Ombudsman's Office in the form of an age discrimination complaint. (I add parenthetically that such cases are especially vexatious to me as a faculty member 'of a certain age'.) I can offer no general solution to the problem other than to ask that Department Chairs and Deans continue to be especially sensitive to the feelings and concerns of these long-time members of our faculty. The space must be reallocated, but the details of how it is done and how the subject is broached can make a world of difference.

Below is a summary of the statistics of the type and numbers of cases that have come to the office in the past three years.

Academic Year	2003-04	2004-05	2005-06
Total Cases	228	219	197
Categorized by Issues Raised			
Academic	12	8	11
Academic Integrity	13	9	8
Academic/Procedural	25	23	32
Facilities	2	4	0
Job Related	78	86	64
Job/Promotion	2	2	7
Procedural	54	39	39
Misc./Personal	32	33	21
Benefits	3	3	6
Student Financial Services	0	8	6
Discrimination	7	4	3

Categorized by Status of Complainant

Employees and Others	154	163	133
A1	58	67	45
A3	21	16	20
A5	4	4	1
A2	24	28	34
Arts and Sciences	3	7	4
Medicine	13	16	16
School of Design	1	1	4
Wharton	1	2	1
Veterinary Medicine	1	0	0
Engineering	2	1	1
Education	1	0	0
Dental Medicine	1	1	3
School of Social Policy & Practice	1	0	1
Nursing	0	0	3
Law	0	0	1
Post-Doctorates	5	4	5
Others (alumni, parents, etc.)	42	44	28
Students	74	56	64
Undergraduate	28	22	29
Arts and Sciences	14	15	11
Engineering	7	2	4
College of General Studies	4	2	5
Wharton	3	3	7
Nursing	0	0	2
Graduate	46	34	35
Arts and Sciences	14	9	12
Biomedical	6	4	2
School of Design	3	0	2
Education	4	4	5
Engineering	5	2	1
Law	2	2	2
Nursing	4	2	7
School of Social Policy & Practice	3	0	0
Wharton	5	9	3
Dental Medicine	0	1	1
Veterinary Medicine	0	1	0

Upcoming Human Resources Programs

Further your professional and personal development by taking advantage of upcoming Human Resources programs. Note that you must pre-register for all programs by visiting the online Course Catalog at www.hr.upenn.edu (click on Course Catalog at top of page).

"Breathing Easy" Health Promotion Series

Penn's health trend reports show that our faculty and staff, and their family members, are requiring increased medical care for respiratory illness. To help you and your family avoid the complications of this critical health issue, we've developed a "Breathing Easy" series of free, monthly lunchtime presentations. Join us to view topical videos provided by Independence Blue Cross and learn from medical specialists from the University of Pennsylvania Health System. For more information and/or to pre-register, visit www.hr.upenn.edu/quality/wellness/workshops.asp or contact Human Resources at (215) 573-2471 or fitzpatl@hr.upenn.edu.

Helping Your Kids Manage Asthma and Allergies: December 6; noon to 1 p.m.; free. Information can be a parent or caretaker's best weapon against childhood asthma. This seminar focuses on the need and strategies for getting enough information when your child is diagnosed with this medical condition. Independence Blue Cross has provided a detailed and comprehensive half-hour video that features Dr. C. Everett Koop, former U.S. Surgeon General. A Q&A afterwards will be led by a Penn health professional.

Work-Life Balance Workshops

Dealing with the demands of work and personal life can be challenging. That's why we offer a variety of free workshops led by experts from Penn's Employee Assistance Program and Work & Family Benefit provider, Penn Behavioral Health, to offer information and support for your personal and professional life challenges. Note that each workshop listed below will include an optional Q&A period from 12:30 to 1 p.m. For more information and/or to pre-register, visit www.hr.upenn.edu/quality/workshop.asp or call (215) 573-2471.

It Takes A Village—Eldercare: December 7; 11:30 a.m. to 12:30 p.m.; free. Managing eldercare services is an overwhelming job, especially when encountering the variety and complexity of services for aging and impaired adults, their families and caregivers. This seminar looks at ways to care for the elderly that expand upon traditional techniques, as well as how to successfully navigate those systems. Participants will learn how to establish new paradigms and how to reach out for help.

Note: For personalized assistance with dependent care issues and personal well-being, contact Penn's Employee Assistance Program (EAP) and Work & Family Services provider, Penn Behavioral Health, at 1-888-321-4433 or www.hr.upenn.edu/quality/wellness/eap.asp, or go to the EAP website at www.pennbehavioralhealth.org. For questions on QOWL programs, contact Human Resources at fitzpatl@hr.upenn.edu or (215) 573-2471.

Professional and Personal Development

Take advantage of the many development opportunities provided by Human Resources! Simply pre-register for programs by visiting the online Course Catalog at www.hr.upenn.edu (click on Course Catalog at the top of the page), or contact Learning and Education at www.hr.upenn.edu/learning or (215) 898-3400.

Brown Bag Matinee—Straight Talking: December 6; noon to 1 p.m.; free. John Cleese shows you how submissive behavior causes people to be ignored, and how aggressive behavior can be damaging to everyone involved. This program teaches that the value of assertive behavior is that managers can be honest with themselves and others, without emotion.

Career Focus Brown Bag—Negotiating a Salary: December 14; noon to 1 p.m.; free. This workshop will address your questions about moving up to your next job within Penn or elsewhere. We'll discuss how to communicate your salary requirements effectively and brainstorm other factors that you should consider before accepting an offer. Leaving a position professionally is always important, so we'll also talk about giving notice, wrapping up, and leaving your job in great shape for the incoming staff person.

—Division of Human Resources

Significant Improvements to the Expense Reimbursement Process

Next month the University plans to introduce two significant enhancements to the reimbursement process:

- Reimbursements for travel and other reimbursable expenses will be deposited directly to the bank accounts of faculty, staff, and student workers who have signed up for Direct Deposit of their paychecks.
- Faculty, staff, and student workers will be able to log in to a new, secure "My Reimbursements" website by mid-December to see if a reimbursement request has been processed and a check issued or funds deposited into their bank account.

These enhancements are being implemented as part of a University-wide "procurement to payment" initiative whose purpose is to streamline processes and reduce costs related to all aspects of procuring and paying for goods and services at Penn.

Direct Deposit of Reimbursements

Direct Deposit is the process whereby paper reimbursement checks are eliminated and reimbursements are sent directly into designated bank accounts electronically. This process reduces the need to send out checks through intramural or U.S. mail and speeds the process from reimbursement generation to funds available. All people who have Direct Deposit for paychecks will have reimbursements deposited directly as well. No advices will be sent out for Direct Deposit reimbursements.

Direct Deposit will speed up reimbursements by eliminating both the time required for a reimbursement check to arrive in a departmental office and be distributed to the payee, and the time required for the payee to deposit the check and have it clear. It will also reduce the volume and expense of stop payments and reissued checks resulting from checks being lost in the mail or being sent to an incorrect or old address.

These benefits will be available only to those who have signed up for Direct Deposit. We strongly encourage anyone not using Direct Deposit to sign up immediately. A form, together with instructions, is available in the Payroll section of the Financial Forms web page at www.finance.upenn.edu/controller/forms/ or by calling (215) 898-7256.

"My Reimbursements" Website

"My Reimbursements," a new section of U@Penn, will allow individuals to track their own reimbursements online at their convenience, without having to depend on their business administrator or administrative assistant.

Individuals receiving a payment or deposit with multiple transactions will be able to click on the Reference number and get a breakdown of each entry. "My Reimbursements" access will be limited to the payee, who will log in using his or her PennKey and password. Business officers will continue to use the BEN Financials system to see if a reimbursement has been processed.

—Thomas Slavinski, Associate Comptroller

Safety and Security Tips for Thanksgiving Break 2006

If you are Leaving Penn for Thanksgiving Break:

- Register your residence with Public Safety for Special Checks during the Break. (See www.publicsafety.upenn.edu and go to "online forms".)
- Secure or remove all valuables (i.e., jewelry, computers, stereos, televisions, etc.).
- All valuables should already be engraved with your Personal ID. Engravers are available at the Detective Unit, 4040 Chestnut Street, (215) 898-4485.
- Close and lock all windows; close all shades, drapes and blinds. Lock and bolt entrance doors to rooms or apartments.
- Use timers on lights and on a radio or television to give your residence the appearance of being occupied.
- Your answering device message should never indicate that you are not at home. Always use plural nouns even if you live alone (e.g., "we're not available to take your call right now"). Don't use your name.
- Make sure that your exterior lighting works and turn all lights on. Preferably, exterior lights should be on a timer or photoelectric cell. If not, contact your landlord regarding these security devices before you leave for Break!

If you are Remaining at Penn during Thanksgiving Break:

- Use one of the interior automated teller machines (ATMs). You can find a list of indoor machines on www.publicsafety.upenn.edu.
- Avoid withdrawing money at night. Check the amount withdrawn only after you are safely inside your residence or office. Never display money in a crowd.
- Carry only necessary credit cards and money.
- Carry your wallet in an inside coat pocket or side trouser pocket. Carry your handbag tightly under your arm with the clasp toward your body. Never let it dangle by the handle.
- Keep your wallet or handbag closed and with you at all times. Never place it on the seat beside you, on the counter next to you or under a seat when dining.
- Be aware of your surroundings and the people around you, trust your instincts. Stay in well-lit and well-traveled areas.
- Walk with your head up, shoulders back and your eyes scanning the people around you.
- Use the "buddy" system or the Penn Transit System when traveling at night. From non-University exchanges, dial (215) 898-RIDE (7433) for the vehicular escort service or (215) 898-WALK (9255) for the walking escort service between the hours of 8 p.m. and 3 a.m., daily.
- If you are expecting guests or workers, do not open your door until you know it is the right person(s). Always ask to see identification of visitors you don't know.
- If accosted, don't resist! Don't panic! Get a good description, direction traveled, etc. and report the incident to the police as soon as possible.
- Know the locations of Penn's blue-light emergency telephones. Open the box, lift the receiver or push the button to talk.
- Report any suspicious activities to the police as soon as you can: Where, What, Who, When and How.

—Division of Public Safety

Know your Emergency Numbers:

Division of Public Safety

Penn Police Department 4040 Chestnut Street
On Campus: 511
Off Campus: (215) 573-3333
Non-Emergencies: (215) 898-7297/7298
Special Services: (215) 898-4481/6600
Penn Detectives: (215) 898-4485

Philadelphia Police Department

18th Police District
5510 Pine Street
Emergencies: 911
General Business: (215) 686-3180
SEPTA Police Department
Emergencies: (215) 580-4131

Penn's Way 2007

Week Six Raffle Winners

Matthew Mitchell, Nursing—two tickets to the Vienna Boys Choir 12/2/06 performance

Sue Stabene, HUP—\$5 Metropolitan Bakery gift certificate

Melissa Thompson, HUP—two books of five passes to the Class of 1923 Ice Rink

Denise McIvor, Pennsylvania Hospital—*University of Pennsylvania: A Photographic Portrait* book

Castoria Moore, Penn Medicine, Development—two \$10 Houston Market gift certificates

Tongi Gowans, Pennsylvania Hospital—\$25 Shell gas gift card from Casters and Parts Inc.

Maryanne Giampapa, Depression Research Unit—one overnight stay with breakfast for two at the Sheraton University City

Beatrice Brockman, Presbyterian Hospital—Penn Museum family membership

Randi Sue Garnick, Law School—\$125 University Jewelers gift certificate

Genevieve Cattanea, Law School—two Penn Relays tickets, 4/26/07 from Athletics

Mary Ritchie, ISC—two Penn Relays tickets, 4/27/07

Margaret Jacobacci, Pennsylvania Hospital—Sports Pack 12—Men's Basketball, a pair of tickets to: Penn vs. Yale, 3/2/07; Women's Basketball, a pair of tickets to: Penn vs. Temple, 12/29/06

Henry Williams, HUP—four tickets to Men's Basketball—Penn vs. Brown, 3/3/07

The Grand Prize winner will be published in the December 5 issue. Winners should contact Tracey Napolitano at tnapolitano@publicsafety.upenn.edu or (215) 573-7857 to arrange for prize pick-up before January 31, 2007.

One Step Ahead

Security & Privacy
Made Simple

About Keystroke Loggers

Security experts often warn against "shoulder surfers" who peek at your screen and watch your fingers as you type in order to steal passwords and other sensitive information, but those prying eyes aren't necessarily right behind you—they can be almost literally "inside" your computer. Keystroke loggers can record everything you type, as well as your mouse movements and clicks, and transmit them secretly to one or more spies anywhere on the Internet.

These are sometimes physical devices installed on your computer while you're away from it, sometimes they are software programs, and in some cases a combination of both. Physical keystroke loggers often are devices inserted inline between your keyboard connector and computer, while software-based loggers are often installed by viruses, "spyware," "adware," and various "free" software packages like toolbars, "accelerators," etc.

What to do? The use of personal firewalls, anti-virus software (available via site license to most Penn users at www.upenn.edu/computing/product/) and spyware removal tools helps detect and protect against unwanted loggers, and of course, don't open unknown and/or unsolicited e-mail attachments. Be very careful about the software you download and install and the source it comes from, especially in the case of "free" programs. Also, take some time to familiarize yourself with the devices connected to your computer, what functions they perform, and be alert to any unexplained changes or additions.

Update

November AT PENN

CONFERENCE

30 *The G8's Response to Africa: Is It Making a Difference?*; keynote address by Kwesi Botchwey, Tufts University; 5-7 p.m.; rm. 17, Logan Hall; continues *December 1*, 9 a.m.-3 p.m.; Houston Hall; info/register: www.gsc.upenn.edu/programs/ip.php#g8 (Graduate Student Center).

ON STAGE

30 *Candide*; stage performance by the undergraduate light opera company; 7 p.m.; Iron Gate Theatre. Also *December 1 & 2*, 8:30 p.m.; \$7 (Penn Singers).

Baby with the Bathwater; a dark comedy about how difficult it is to be a parent, and how scary it is to be a baby and a child; 8 p.m.; Harold Prince Theatre, Annenberg Center; \$5. Also *December 1*, 6 p.m. & *December 2*, 2 & 8:30 p.m. (Quadramics).

Deadlines: The deadline for the weekly Update is every Monday, for the following Tuesday's issue. The deadline for the January AT PENN calendar is *Tuesday, December 5*. For information see www.upenn.edu/almanac/calendar/caldead-real.html.

Ed. Note: *Almanac* will not be published on Tuesday, November 28. *Almanac* will resume weekly publication on Tuesday, December 5 and will publish through Tuesday, December 19. After the Winter Break, *Almanac* will commence publishing for the Spring Semester on Tuesday, January 9, 2007.

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.

60 years of age or more? Sleeping less than normal lately? Have lots of energy? Feeling really good or really irritable? Distractable? Thoughts racing? Engaging in lots of activities, even risky ones? You may be interested in learning about participation in a clinical research program that is currently being conducted at the Bipolar Disorders Program of the University of Pennsylvania Medical Center. Study participants receive free consultation, investigational medication and all study-related tests at no cost. Compensation available for time & travel. To learn more about this study, please call Stacy at (215) 746-6414.

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.

Investigation of a Food Supplement to Increase Energy. Dr. Patrick LaRiccia, at the University of Pennsylvania School of Medicine is investigating a food supplement that may increase energy in healthy individuals 45-65 years of age. The study is 9 weeks in duration, requires 3 office visits, weekly phone calls, and answering questions on very short questionnaires. All subjects will receive both active product and placebo at some time or times during the study. There are no charges to the subjects. Subjects who complete the study can elect to receive a two-month supply of the active product free of charge. Subjects must be free of major illnesses and diseases that are associated with fatigue such as cancer, chronic fatigue syndrome, major depression and fibromyalgia. Call (215) 662-8988 for information.

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.

Happy Thanksgiving



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 **November 6-12, 2006**. Also reported were 17 Crimes Against Property (including 13 thefts, 2 burglaries, 1 act of fraud and 1 act of vandalism). Full reports are available at: www.upenn.edu/almanac/volumes/v53/n13/crreport.html. Prior weeks' reports are also online. —Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department between the dates of **November 6-12, 2006**. 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.

11/07/06	1:29 AM	3929 Sansom St	Male cited for disorderly conduct
11/07/06	7:46 AM	4027 Walnut St	Unauthorized female in building/Arrest
11/07/06	5:12 PM	3700 Filbert St	Male wanted on warrant/Citation
11/09/06	2:23 AM	200 S 33rd St	Intoxicated driver/Arrest
11/09/06	1:32 PM	3900 Ludlow St	Offender in possession of narcotics/Arrest
11/09/06	10:50 PM	4200 Pine St	Complainant robbed by male
11/10/06	4:01 PM	3130 Walnut St	Males issued citation for code violation
11/10/06	5:13 PM	3401 Spruce St	Males issued city code violation
11/11/06	1:29 AM	3800 Chestnut St	Male issued citation for urinating on highway
11/11/06	3:07 PM	200 36th St	Males issued citation for city code violation

18th District Report

18 incidents with 6 arrests (including 10 robberies, 7 aggravated assaults and 1 homicide) were reported between **November 6-12** by the 18th District covering the Schuylkill River to 49th St. & Market St. to Woodland Ave.

11/06/06	1:50 PM	5000 Market St	Aggravated Assault/Arrest
11/06/06	6:32 PM	414 44th St	Robbery
11/06/06	7:45 PM	4800 Springfield Ave	Robbery
11/06/06	8:03 PM	600 63rd St	Robbery/Arrest
11/06/06	9:30 PM	301 52nd St	Robbery
11/07/06	4:15 AM	5016 Pine St	Aggravated Assault
11/07/06	4:37 PM	5019 Hazel Ave	Aggravated Assault
11/07/06	7:53 PM	5037 Ludlow St	Aggravated Assault/Arrest
11/07/06	8:00 PM	4300 Regent Place	Robbery/Arrest
11/07/06	8:07 PM	4800 Beaumont St	Robbery
11/07/06	9:05 PM	5037 Ludlow St	Aggravated Assault
11/08/06	4:55 PM	301 43rd St	Aggravated Assault
11/09/06	6:25 PM	5120 Chestnut St	Aggravated Assault/Arrest
11/09/06	9:45 PM	4500 Larchwood Ave	Robbery
11/09/06	10:50 PM	4100 Pine St	Robbery
11/11/06	7:15 PM	1412 Hanson St	Homicide
11/12/06	10:42 PM	4721 Spruce St	Robbery
11/12/06	11:18 PM	4400 Market St	Robbery/Arrest

Health Quest Live: About Health

Tune in to Health Quest Live with host Sara Lomax-Reese, UPHS faculty and guests. The Penn-Cheyney EXPORT Center (Excellence in Partnerships for Outreach, Research & Training in Obesity), UPHS and the Office of Diversity and Community Outreach in the School of Medicine are pleased to address health topics important to the African-American community. *November 21*, Chronic Obstructive Pulmonary Disease (COPD) and Emphysema, Dr. Horace M. DeLisser. *December 12*, Nutrition, Vivian Brake. For more information call (215) 746 6658 or 1-800-789-PENN (7366). Log on to www.pennhealth.com. Tune to station WURD Radio-900 on the AM dial 11 a.m. to noon.



Almanac

Suite 211 Sansom Place East
3600 Chestnut Street, Philadelphia, PA 19104-6106
Phone: (215) 898-5274 or 5275 FAX: (215) 898-9137
E-Mail: almanac@pobox.upenn.edu
URL: www.upenn.edu/almanac

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

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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).

SCUE Policy Paper



The oldest existing branch of student government at the University of Pennsylvania, the Student Committee on Undergraduate Education was founded in 1965, a time when Penn undergraduates had little control over their own education. Since its inception, SCUE has remained an autonomous and apolitical organization whose suggestions and proposals have initiated and shaped some of the most significant projects in Penn's history. SCUE takes as its purview any issue which affects undergraduate education or the intellectual atmosphere at Penn. We work to enhance and expand curricular opportunities, advising, and the overall quality of the undergraduate academic experience. We serve our duty in various roles: as advocates for the student voice and as advisors to the faculty and administration. Our efforts are predicated on the tenet that undergraduates must have a say in the academic programs of which they are most integrally a part. Our membership consists of approximately 35 undergraduates from all four schools who are selected by a six-member Steering Committee. This policy paper is meant to supplement the White Paper on Undergraduate Education, published most recently in 2005.

Syllabi Online: A Proposal Submitted to All University Faculty and Staff

November 17, 2006

I. Status quo

The University's Registrar catalogs more than 2,000 courses in over 50 areas of study across four undergraduate schools. Most undergraduates have no choice but to navigate published course books or Penn's online resources to arrive at a cursory description of the course that they might wish to take. Even with the guidance of an academic advisor, undergraduates consistently rely on these inadequate course descriptions to arrive at their decisions during pre-registration. As a result, the Add/Drop period is a haphazard process, with students unable to obtain complete information about a course offering without physically attending the class.

II. Proposed Action

SCUE therefore believes that all course syllabi should be made available online. Posting syllabi online will help all undergraduates, especially freshmen, to make informed course selections. Increased transparency will enable students to evaluate a course before entering the classroom. The registration process will become more efficient because, with better information, students will decide more quickly whether to keep or drop a course. To that end, SCUE respectfully offers the following recommendations:

- 1) Departmental coordinators and administrative assistants shall send a reminder to all teaching faculty and staff one month before each semester's Advance Registration period, asking them to submit tentative syllabi for their upcoming courses.
- 2) Faculty shall submit tentative syllabi or course outlines to departmental staff before each semester's Advance Registration begins.
- 3) Before the first day of Advance Registration, departmental staff shall post syllabi on departmental website as a clearly visible link next to the course listing. The syllabus should reside no more than three (3) clicks beneath the department's home page. If a course is cross-listed, it should appear on the website of each applicable department.
- 4) All syllabi shall remain online to create an archive.

The Provost, Associate Provost, and the Council of Undergraduate Deans all support this proposal.

III. Rationale

From an undergraduate's perspective, easily accessible online syllabi will:

- Guide students' decision-making during the course selection period
- Encourage students to discover "the road less traveled"—course offerings about which they would have otherwise been unaware
- Ensure that students who enroll in a course after the semester begins are able to adequately complete assignments
- Help incoming freshmen navigate a complex curriculum

From a professor's perspective, easily accessible online syllabi will:

- Enhance publicity for lesser-known courses that nevertheless pique student interest
- Better match students with classes, ensuring that students who register are those who have a genuine interest in the material
- Allow the first day to be spent covering substantive material rather than conducting a perfunctory course overview
- Reduce the need to maintain waiting lists, because students will no longer drop a class upon reading the syllabus—they will have already factored course expectations into their registration decisions

SCUE approvingly notes the current success of nearly all Wharton undergraduate departments in placing syllabi online. Each course syllabus is easily accessible from departmental websites. In the College of Arts & Sciences, the Political Science and Asian American Studies departments

have made substantial progress as well. Many of our peer institutions, such as Princeton and Harvard universities, have implemented centralized databases that include syllabi of all courses offered.

IV. Challenges

We do recognize the amount of time and effort that it requires to plan a course, and professors may therefore be unenthusiastic about the prospect of submitting a syllabus months in advance. Furthermore, some professors have expressed a reluctance to make public their intellectual property. SCUE therefore recommends that, should a complete syllabus not be available, faculty submit a document containing the bare essentials of course information (e.g. course readings, major assignments, and an overview of topics covered). A syllabus from a prior semester would be equally helpful. The professor may wish to provide a clear disclaimer that course content and requirements are subject to change.

In "The Promising Syllabus," Dr. James M. Lang (*The Chronicle of Higher Education*, September 1, 2006) explains what makes a syllabus enriching: "First, it offers an explanation of the course's promise to the students: What will they have gained, in terms of knowledge or skills, by the end of the semester? The focus moves away from what the teacher will cover to what the student will take away from the course. Second, it describes the activities in which the students will engage in order to help them fulfill that promise: the readings, the class activities, the assignments. Third, and most interestingly, the promising syllabus 'begins a conversation about how the teacher and the student would best come to understand the nature and progress of the student's learning.'"

While we recognize that it is not always possible to complete such a syllabus before advance registration begins, professors are already required to provide at least a tentative syllabus within the first week of the semester. Even placing old syllabus materials online would greatly improve the status quo. By posting syllabi on departmental websites, Penn can take the first step towards a centralized online database of all course information, a measure which would significantly improve the undergraduate academic experience.

Finally, we have already presented the Syllabi Online proposal to a meeting of the SAS department staff. Those in attendance gave their support and expressed a willingness to perform the necessary website administration tasks.

V. Timeline of Action

SCUE strongly urges faculty and departmental staff to begin the process as soon as possible. Described below is a timeline for implementation.

- Post finalized syllabi of all *Spring 2007* courses on departmental websites before *January 19*, the end of the Add/Drop period
- Post tentative syllabi of all *Fall 2007* courses on departmental websites before *March 19*, the start of Advance Registration
- Post finalized syllabi of all *Fall 2007* courses on departmental websites before *September 14*, the end of the first full week of classes
- Post tentative syllabi of all *Spring 2008* courses on departmental websites before *October 29*, the start of Advance Registration

On behalf of the members of the Student Committee on Undergraduate Education, and for the benefit of all undergraduates, we look forward to an ongoing partnership on the matter.

Respectfully submitted,
The Student Committee on Undergraduate Education
scue@dolphin.upenn.edu
www.scue.org