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First Phase of New Life Sciences Complex \$10 Million: Carolyn Hoff Lynch Biology Laboratory

The first phase of Penn's new Life Sciences Complex will be named the Carolyn Hoff Lynch Biology Laboratory. The pond located in the James G. Kaskey Memorial Park adjacent to the new complex will also be named in honor of Mrs. Lynch, a Penn Trustee and SAS Overseer.

The namings recognize a \$10 million gift from Carolyn Hoff Lynch and her husband, Peter S. Lynch, to the building, as well as Mrs. Lynch's service for the past ten years as chair of the Advisory Board for the Biology Department. In that role, Mrs. Lynch led the effort to bring the ambitious building project into being. In 1998



Carolyn and Peter Lynch

Mr. and Mrs. Lynch, through the Lynch Foundation, gave \$2.5 million, launching the \$15 million drive for this new facility (*Almanac* October 27, 1998).

"Carolyn Lynch was one of the first to recognize that updated facilities are essential for Penn to excel in the rapidly evolving field of life sciences," said President Amy Gutmann. "The Lynches' support of this building, on both a financial and personal level, enables Penn students and faculty to have the resources needed to play a leading role in the revolution that is transforming the biological sciences."

Dr. Rebecca W. Bushnell, SAS dean, added: "Carolyn Lynch has worked tirelessly to make this project a reality. I am delighted that the new building will bear her name in recognition of her remarkable dedication to the School and to the department of biology."

In addition to offering technologically advanced facilities, the Carolyn Hoff Lynch Biology Laboratory is designed to allow for the kind of interdisciplinary collaboration that is essential to research in the life sciences today. A key feature of the new building will be flexible research modules that can be reconfigured to accommodate emerging research priorities and cross-disciplinary collaboration. The building will also house Penn's Genomics Institute, wet laboratories for biology and genomics research, plant growth chambers and greenhouses, conference rooms, faculty offices, and animal, plant, and fish facilities.

"My education at Penn, particularly in the field of physical science, has had a lasting impact on me," said Mrs. Lynch. "It has given me a more complete appreciation and understanding of the world and made me better able to benefit from life's experiences. I am happy to repay my alma mater for all the good fortune I have received. The University of Pennsylvania has the finest group of research scientists and professors in the world. This new facility will expand the effectiveness of their work. It will help students learn, and it will improve our ability to recruit other top academics to expand the teaching and research capacity of the University. In the past, those pursuing knowledge in the life sciences have been forced to cope with mediocre equipment. Now with such a preeminent lab, the potential for growth is unlimited. I am happy to be a part of this successful venture."

Groundbreaking for the Life Sciences Complex occurred in the fall of 2003. Work is scheduled to occur in two phases: construction of the Carolyn Hoff Lynch Biology Laboratory, projected to be completed by fall 2005, then demolition of two existing buildings and construction of the remainder of the complex. When complete, the Life Sciences Complex will span 193,000 gross square feet and will support state-of-the-art research and teaching in biology and psychology.

Carolyn Hoff Lynch, CW '68, is president of the Lynch Foundation, located in Marblehead, Massachusetts. Mr. Lynch, WG '68, is vice-chairman of Fidelity Management and Research in Boston, Massachusetts. The parents of a Penn junior, Elizabeth, the Lynches co-chair the University's Parent Leadership Committee.

Penn's Way: Surpassing Expectations

To the Penn Community:

The Penn's Way 2005 Campaign kicked off last October by encouraging the University community's generosity in "Creating Community Together." It was about helping the many who are facing terrible hardships, which have been aggravated in a very challenging world. Penn's Way 2005 sought to rally the Penn community to strengthen the capacity of charitable organizations that create positive change in other people's lives.

You not only answered the call, you surpassed our greatest expectations. This year's campaign raised \$506,390 smashing our goal of \$470,000 and setting a precedent for the future. Penn's Way 2005 also made improvements to Penn's Way Online. This incredible technological innovation has made Penn's Way a nationally benchmarked model for mobilizing personal volunteer networks in combined campaigns.

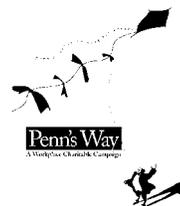
We are so proud to see you show such deep compassion toward our most vulnerable fellow human beings, and we know your commitment will not subside.

We especially applaud the hard work and enthusiasm of the many individual volunteers who served as Volunteer Coordinators, and appreciate the support of several departments: Business Services, VPUL, Creative Communications, Payroll, ISC, Mail Services, the Computer Connection and University's Travel Office.

On behalf of our charitable partner organizations and the people in our region who are served, our deepest thanks to everyone who made Penn's Way 2005 such a remarkable success.

—Maureen Rush, Vice President for Public Safety,
Penn's Way 2005 Campaign Co-Chair

—Neville Strumpf, Faculty Senate Chair-elect,
Penn's Way 2005 Campaign Co-Chair



Associate Dean for Continuing Education & CGS Executive Director: Kristine Billmyer



Kristine Billmyer

Dr. Kristine Billmyer has been named Associate Dean for Continuing Education in the SAS and Executive Director of CGS, effective February 1. Dr. Billmyer has served as Interim Director of CGS since July of 2004 and as executive director of Penn's English Languages Programs (ELP) since 1990. Before serving as executive director, she served as ELP's associate director, 1987-90 and prior to that as a language specialist, 1981-87. She chaired the Philadelphia Region Intensive English Program Consortium, 2000-03.

In announcing the appointment, SAS Dean Rebecca Bushnell noted that Dr. Billmyer, who was selected after a national search, has "significantly expanded ELP from a single year-round program to a diverse and internationally respected series of credit and non-credit

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SENATE From the Senate Office

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

Senate Executive Committee Actions: Wednesday, February 9, 2005

Chair's Report. Professor Mooney updated the committee on the University Council Steering Committee's approval of the Proposed Changes to Senate Rules and Council Bylaws. The Senate Committee on the Faculty has approved these proposed changes also.

SEC was next updated on the work of the Senate Standing Committees. Professor Mooney explained that standing charges have been drafted for all committees to clarify the responsibility and roles of each committee. These general charges will be vetted through the Senate Committees and then presented to SEC.

Professor Mooney informed SEC that planning is underway for the Fall Symposium on Integrating Knowledge Across Disciplines.

Past Chair's Report on Academic Planning and Budget and Capital Council. Past Chair Lance Donaldson-Evans updated SEC on the work of both AP&B and Capital Council.

Update from Lee Stetson, Dean of Admissions with William Schilling, Director of Student Financial Aid. Lee Stetson, along with Bill Schilling, updated SEC on the early applicant pool and the admission's process. Dean Stetson noted that this is the strongest applicant pool academically and that minority applicants and admit rates are steadily increasing.

With regard to recruitment, Dean Stetson highlighted Penn's outreach program "Exploring College Options", in collaboration with Duke, Georgetown and Harvard. This program has been so successful that Harvard actually asked to join the group, which used to be just the three universities.

SEC Members discussed the selection process of Penn students and the weight of the SAT scores. Dean Stetson commented that while SAT scores do weigh heavily in the selection of students, Admissions looks at all variables, not just numbers and test scores.

Discussion turned to socioeconomic outreach and financial aid. William Schilling, discussed the profile of the aid applicant pool and Penn's efforts to reach out to underprivileged families and explain financial aid resources. SEC strongly encouraged Dean Stetson to revisit programs that brought talented "small town" students to Penn, even if their scores did not exactly reach Penn standards. SEC asked about merit financial aid and scholarships. Both Dean Stetson and William Schilling explained that all financial aid is need-based, not merit. This is the policy of all eight Ivy League schools.

Election of Committee on Committees. SEC selected its slate for the 2005-06 Committee on Committees.

Social Responsibility Advisory Committee Update. Past Faculty Senate Chair Mitch Marcus has agreed to serve on the Trustee Social Responsibility Advisory Committee.

Faculty Club Name Change. Elsa Ramsden, president, Faculty Club Board of Governors, contacted the Office of the Secretary to inquire about a possible name change for the Faculty Club in order to make the name more inclusive and reflect properly those who belong to the club. SEC was in favor of this proposal.

Presidential Search Committee Proposal. Professor Mooney updated SEC on the work of the Council Steering Committee to develop a proposal that would include staff representation on future presidential searches. SEC approved a possible revision to the *Handbook* with regard to the search committee's composition, but would not endorse an option that would reduce faculty numbers on the committee.

New Business. SEC Members inquired about the travel office's revised policy on personal meals and expenses while traveling. Professor Mooney stated that he would look into it and report back to SEC.

Trustees' Winter Board Meeting Coverage

On Friday, the Trustees' Meeting began with Chairman James Riepe noting that a year ago the Trustees approved electing Dr. Amy Gutmann as president and that in the ensuing 12 months she "affirmed our wisdom," and is off to a great start.

The Trustees passed a resolution adding Penn's vice president for finance and treasurer to the Penn Medicine Board and adding Penn's EVP to the Penn Medicine Executive Committee, instead of the vp for finance; both are *ex officio*.

Before beginning the President's Report, Dr. Gutmann took a moment to remember "a distinguished alumna of the Wharton School and a truly beloved member of the Penn community who passed away."

"Kathryn Engebretson never met a challenge she couldn't handle—and handle well. She left a lucrative career on Wall Street to become the Treasurer for the City of Philadelphia in 1992, where she led one of the most dramatic financial turnarounds in the history of city government. As vice president for finance at Penn and later its chief financial officer, Kathy helped navigate the University through tough financial waters with intelligence, collegiality, and superb judgment. She remained a devoted advocate for Penn in her role as president of the William Penn Foundation.

Kathy confronted her illness and death with the same intelligence, courage, and concern for others that she displayed throughout her life. She was a remarkable human being whom we shall miss. Please join me in a moment of silence to remember our beloved friend and colleague Kathryn Engebretson.

Then, Dr. Gutmann noted that Penn is taking "appropriate action" to keep mass transit affordable in light of SEPTA funding crisis. She also expressed "gratitude and pleasure to the entire Penn community" for getting behind the Penn Compact. She announced several multimillion dollar gifts (*more next week*).

GSE Dean Susan Fuhrman will coordinate Penn's efforts to help rebuild the educational infrastructure in the Tsunami-devastated areas.

Resolutions were passed appointing Dr. Rebecca Bushnell as dean of SAS; John H. Zeller as vice president for development and alumni relations; and Scott R. Douglass as vice president for finance and treasurer.

Dr. Peter Conn, interim provost, spoke about the recently announced ranking of architecture and landscape architecture. He also mentioned that the appointment of Joann McCarthy as assistant provost for international programs signifies the "increased importance of international initiatives." Dr. Janice Bellace is overseeing the NCAA recertification process, a rigorous self-study that must be completed by January 2006.

EVP Craig Carnaroli reported that he is pleased with the University's fiscal year-to-date financial report; the total endowment value as of December 31, 2004 is \$4.218 billion, an increase of \$200 million since June 30, 2004. The Academic Component's total net assets increased \$246.3 million driven by investment performance, non-operating contributions and increased operating revenue. Total contributions increased 63.5 % led by gifts to the endowment. The Health System Component continues "favorable performance" with total unrestricted net assets up 36% due to positive operating performance and gain on the sale of the Phoenixville Hospital.

In the Penn Medicine Report, Dr. Arthur Rubenstein noted that students can now go to their computer rather than their mailbox for the 'March Madness' news. He also stated that two of the seven start-ups getting money from the Greenhouse Fund are from Penn Medicine.

Three new masters programs in SAS were approved; a master of urban spatial analytics; a master of integrated science education; and a master of applied positive psychology.

The name of the School of Social Work has been changed to the School of Social Policy and Practice, to reflect the school's new vision and mission.

The Trustees adopted the *Revised Patent and Tangible Research Property Policies and Procedures*, effective retroactively to January 1, 2005.

The expenditure of \$8.1 million to outfit space at 126 South 30th Street for the School of Medicine's Psychiatry/Sleep project was approved; along with a total revised budget of \$5.28 million for the design and construction of the McNeil Center for Early American Studies; \$4.9 million for the installation of sprinkler and fire alarm systems in Sansom Place West; \$2.36 million to outfit space for the Penn Center for Educational Leadership; and \$1.8 million for the design and construction of Wharton's Vance Hall 3rd floor External Affairs renovation project.

CGS: Dr. Billmyer (continued from page 1)

offerings. During her seven months as Interim Director of CGS, Kristine has been extremely effective in engaging faculty, staff, and students in thinking afresh about CGS's challenges and opportunities and has demonstrated a keen understanding of the place of continuing education in the context of both the liberal arts and a major research university."

Dr. Billmyer, a nationally recognized scholar in her field, earned her Ph.D. in educational linguistics from GSE, where she is an adjunct associate professor. She holds a B.A. from Vassar College and M.Ed. in English Education (TESOL) from Temple. Her research interests are sociolinguistics and second language acquisition. She has published widely on the acquisition of pragmatic competence among second language learners. She has been an advocate on matters of international education and is president of the American Association of Intensive English Programs.



Britton Harris

Britton Harris, A Pathfinder in City and Regional Planning

Britton Harris, emeritus professor of city and regional planning, died February 8 from complications of pneumonia at the age of 90.

Professor Harris received a B.A. from Wesleyan University in 1935, and an M.A. from the Planning Program at the University of Chicago in 1951. Prior to coming to Penn in 1954, his planning work included service with the Chicago Housing Authority and the government of Puerto Rico. He became UPS Professor of Planning, Transportation, and Public Policy in 1972.

Professor Harris served Penn in many capacities: as chairman of the department of city and regional planning, 1970-73, and of the graduate group, 1972-75; as dean of Penn's now-defunct School of Public and Urban Policy, 1977-81, and through joint appointments in several other departments and graduate groups. He became emeritus professor in 1984.

After his retirement, he continued to write and lecture, taught in the program in Appropriate Technology and in the Liberal Studies program, and spent a year as visiting professor at Stanford University, 1986-87. From the vantage point of more than 30 years at Penn, Professor

Kathryn Engebretson, Finance



Kathryn Engebretson

Dr. Kathryn J. Engebretson, president of the William Penn Foundation, and former vice president for finance and chief financial officer at Penn, died on February 10, at the age of 48.

Dr. Engebretson earned her B.A. in 1977 from Luther College in Iowa, and a M.S. in statistics from the University

of Minnesota in 1981. She earned her M.B.A. in 1983, and her Ph.D. in 1996 at Wharton.

Dr. Engebretson was vice president of Lehman Brothers, 1984-91 and then served as City Treasurer of Philadelphia, 1992-94, where she turned around the city's financial ratings and refinanced its debt. In 1994, she was recruited to Miller Anderson & Shepherd, a Conshohocken-based institutional assets arm of Morgan Stanley where she went on to become a principal.

She joined Penn in 1997, and left in 1999 to become CFO of BET.com. In 2001 she was named president of the William Penn Foundation. Among her proudest accomplishments were efforts to advance the competitiveness of Pennsylvania through the Campaign to Renew Pennsylvania.

Dr. Engebretson is survived by her daughter, Emma; father, Conrad; mother, Joanne Leistikow Groettum; brother, Tom; and sister, Maria. Donations may be sent to the Abramson Cancer Center at Penn, 3535 Market St., Suite 750, Philadelphia, PA 19104-3309.

Harris felt that his most productive contributions came from his work on the Penn Jersey Transportation Study, which led to a significant special issue of the *Journal of the American Institute of Planning* (May 1965) and to a conference on transportation planning, published in an influential volume (*Special Report no. 97*, Highway Research Board, Washington D.C.).

Among his later writings, Professor Harris continued to pursue the use of computer technology, especially geographic information systems, in planning support applications to explore urban form. Representative are an essay written with the eminent British modeler, Michael Batty, "Locational Models, Geographic Information and Planning Support Systems," in *Planning Support Systems* (2001) edited by Richard Brail and Richard Klosterman and "Accessibility: Concepts and Applications," in *Journal of Transportation and Statistics* (2001).

Dr. Eugenie L. Birch, professor and chair, department of city and regional planning, notes, "Britton Harris was an intellectual giant whose students were not only Penn graduates but all who were interested in advancing the art and science of the field through rigorous and thoughtful analysis of the dynamic processes of spatial interaction that shape urban places."

In 2000, in recognition of his work, the American Institute of Certified Planners inducted Mr. Harris, FAICP, into its College of Fellows citing him as "a pathfinder [who] over 40 years ago, foresaw the importance of computer simulations in planning, the need for applied location theory, and the salience of human values and behavior in urban development. His basic research and tireless advocacy have spurred the advance of new methods in planning. This work, despite its

Bob McKee, Palestra Scorekeeper

Robert E. McKee, the Palestra's official scorekeeper for the past 47 years, died on February 6 at the age of 73.

Mr. McKee was a sales representative for L.G. Balfour for 17 years and then for Spatola Wines for ten years before retiring in 1984.

At last week's men's basketball game against Princeton, the following tribute to Mr. McKee was read; it was written by Carla Zighelboim, director of Athletic Communications.

"At this time, we would like to take a moment of silence to remember Penn alumnus, Philadelphia Big 5 Hall of Famer and long-time scorekeeper Bob McKee who passed away this week at age 73. Bob was a 1953 graduate of Penn (Col '53) and was inducted into the Big 5 Hall of Fame in 1990. Bob's name was forever etched into the landscape of this historic building with a plaque at the scorers table when he retired in 2001 as the official scorekeeper here in The Palestra after witnessing thousands of men's and women's college basketball games. The University of Pennsylvania athletic department, its basketball programs and the hundreds of student-athletes and coaches who came in contact with Bob will always remember his never-ending smile."

Mr. McKee is survived by his wife, Dorothy Wibberley McKee; sons, Bruce R., and Gary N.; daughters, Gayle M. Alderman and Bonnie M. Bogush; and 12 grandchildren.

Memorial donations may be made to the Lionville Youth Association, 715 N. Ship Rd., Exton, PA 19341 or the American Heart Association, 625 W. Ridge Pike, Suite A-100, Conshohocken, PA 19428.

admitted limitations, has helped pave the way for a new generation of advances in the scientific support of planning for the 21st century."

Professor Harris pursued many fields during his career at Penn. His interest in developing countries was expressed in his work in Puerto Rico as a member of the Ford Foundation Delhi Master Planning Team, and in other consultancies. He was an early and consistent advocate of the use of computers and models in urban planning; he was a member and past president of the Regional Science Association, and made many contributions to land use and transportation modeling. Most recently he related the use of microcomputers and geographic information systems to his other interests. Throughout his career at Penn, Mr. Harris wrote widely on these topics and participated in the work of organizations concerned with them.

In 1991 the Association of Collegiate Schools of Planning awarded Professor Harris its Distinguished Educator Award.

He is survived by his wife, Ruth; his son, Jared, two daughters, Katherine and Ellen; his granddaughter, Laurel Martin-Harris and his sister, Margaret Zorach.

Donations in his memory may be made to Penn's Department of City and Regional Planning, Meyerson Hall, 210 S. 34th Street, Philadelphia, PA 19104. The Department of City and Regional Planning at PennDesign will arrange a memorial gathering sometime late spring.

Michael Murray, Alumni Relations



Michael Murray

Michael P. Murray, CGS '04, assistant director of classes and reunions in Development and Alumni Relations, died on February 9 from cancer; he was 29 years old.

A native of Staten Island, New York, Mr. Murray came to Penn to pursue an undergraduate degree in CGS after attending City University of

New York (CUNY). He had previously worked on Wall Street working his way up from the mail room to a position in international finance.

While working on his degree, Mr. Murray founded the CGS Student Advisory Board in the spring of 2003. He believed that non-traditional students were lacking a voice and clear presence on campus. He was also a student worker in Wharton's MBA Career Management office. In 2004 he joined the Alumni Relations office as an alumni officer, a position he held until his death. Bob Alig, assistant vice president of Alumni Relations, said, "Michael's primary role in Alumni Relations as a member of our Classes and Reunions team was to support the Alumni Weekend programming and engagement of both our old guard and young alumni. Michael's responsibilities clearly reinforce his deft touch with the diversity of Penn's alumni, but his warmth, commitment and enthusiasm for Penn will be his legacy."

Mr. Murray is survived by his mother, Diane; father, Philip; sister, Zandra, brother, Philip Jr.; his grandparents, George and Ruby Royal, and Philippa Murray; and nephew, Michael. Memorial donations may be sent to the American Cancer Society, www.cancer.org.

This release, issued by the U.S. Department of Justice on February 9, 2005, and the statements from Penn and Dr. Wilson that follow, come some five years after Penn's Institute for Human Gene Therapy responded to the FDA Review (Almanac Between Issues February 14, 2000). A lawsuit had been filed by Jesse Gelsinger's family in September 2000 and an agreement was reached in that case (Almanac November 7, 2000). Jesse Gelsinger died on September 17, 1999 (Almanac October 5, 1999).

U.S. Settles Case of Gene Therapy Study That Ended With Teen's Death

United States Attorney Patrick L. Meehan announced last Wednesday that the government has reached civil settlements stemming from a University of Pennsylvania gene therapy study that ended with the death of a participant, Arizona teenager Jesse Gelsinger. The settlements cover alleged false statements and claims made between July 1998 through September 1999.

The Justice Department called this "a model enforcement action because it includes both individual researchers as well as research institutions in a civil fraud matter." In this case, the University of Pennsylvania (Penn) has agreed to pay \$517,496 and Children's National Medical Center (CNMC) has agreed to pay \$514,622 to the government to resolve the government's allegations. In addition, the three named investigators, Drs. James Wilson, Mark Batshaw, and Steven Raper, will have restrictive controls on their clinical research activities as set forth in the settlement agreements. The restrictions applicable to Dr. Wilson are more severe given his pivotal role as sponsor in the clinical trial in which Jesse Gelsinger participated.

"Perhaps most significant is the impact that these settlements will have on the way clinical research on human participants is conducted throughout the country," said Mr. Meehan. "This action covers two major research centers which have instituted important changes in the conduct and monitoring of clinical research on human participants. We hope that these settlements will now serve as a model for similar research nationwide."

The settlement arises out of human research participants' involvement in the development of an investigational new drug to treat a certain deficiency in an enzyme called ornithine transcarbamylase (OTC). The urea cycle, located in the liver, detoxifies nitrogen and changes it to urea which is nontoxic and can then be excreted as urine. Some individuals are unable to convert nitrogen (ammonia) to urea because they are born with deficient or absent activity of OTC, an essential enzyme for making urea. A high level of ammonia is toxic to the central nervous system, and as a result hyperammonaemic coma and death may occur with OTC deficiency (OTCD).

The Phase I safety study focused on the use of a genetically engineered adenovirus being inserted into human subjects to address OTCD. The OTC gene was placed inside a virus called adenovirus, and the virus was injected into the liver through blood vessels. The virus then carried the OTC gene into the research participant's liver cells and once in the liver cells, the OTC gene was to produce the OTC enzyme that is missing in OTCD.

Investigation

The government has alleged, among other allegations, that the study had produced toxicities in humans that should have resulted in termination, but the study continued. Reports were submitted to FDA, NIH and to the Institutional Review Boards (IRBs) charged with oversight of this study that misrepresented the actual clinical findings associated with the study. Additionally, the consent form and process did not disclose all anticipated toxicities.

The government allegations contained in

the settlements with Penn, CNMC, Wilson, Batshaw and Raper address several violations of the civil False Claims Act that occurred between July 1998 through September 1999. The government contends that the individuals and their institutions (as the recipients of federal funding) submitted and/or caused to be submitted: (1) false statements and claims in connection with the submission of grant applications, progress reports, and annual reports to, and receipt of federal funds from, the NIH; (2) false statements and claims in connection with submissions to the FDA; (3) false statements and claims in connection with the failure to obtain properly informed consent from human research participants; and (4) false statements made to IRBs charged with oversight of this research.

As set forth in the Agreements, Penn, CNMC, and Drs. Wilson, Batshaw and Raper do not admit to the government's allegations and contend that their conduct was at all times lawful and appropriate.

Settlements

The terms of the agreement for Dr. Wilson are as follows:

1. Dr. Wilson will not serve as a sponsor of an FDA-regulated clinical trial for a five-year period starting today. He has not been involved with human research participants since January 2000.

2. Dr. Wilson must meet imposed training/educational requirements applicable to human research participant protections and clinical research.

3. Dr. Wilson must conduct restricted clinical activity with a Medical Monitor (approved by the government and paid for by sponsor or grantee) and/or a Contract Research Organization (paid for by sponsor or grantee) for a period of three years to gain practical experience. Dr. Wilson may only conduct restricted clinical activity in one study at a time only after he completes the educational requirement.

4. A Special Monitor (SM) will be utilized to oversee Dr. Wilson's research when, as part of a larger clinical research grant, his animal research could influence the safety of human research participants. The SM will oversee Dr. Wilson's activities to: a) ascertain whether his involvement constitutes Restricted Clinical Activity, b) ensure information related to the safety of humans is communicated to the IRB, sponsor and grantee, and c) ascertain Dr. Wilson's compliance with regulatory requirements. The SM will be required to submit semi-annual reports to NIH and FDA.

5. If Dr. Wilson submits a grant application to the NIH that involves human participants, he must notify the Office of Policy for Extramural Research Administration (OPERA). OPERA will ensure that the NIH Institute and/or Center extramural staff is informed regarding the special terms and conditions that will be imposed throughout the five-year period.

6. Dr. Wilson will not be eligible to participate without restriction in human participants' research for five years from the date of the agreement, i.e., February 9, 2005. If Dr. Wilson does not complete the training and three year supervised research requirements, he will remain restricted.

7. Dr. Wilson has agreed to lecture and author an article on the lessons learned from this study. Dr. Wilson has agreed to advocate for the inclusion of any statements from those affected by the study, e.g., the Gelsinger family. This statement will be at the discretion of the Gelsingers.

For three years, commencing on dates as set

forth in their respective Agreements, the following restrictions will be imposed on Drs. Batshaw and Raper:

1. Educational and training requirements applicable to human research participant protections and clinical research must be completed.

2. Conduct restricted clinical activities with a Clinical Research Organization (CRO) and/or Research Administrator (RA) to oversee compliance with applicable regulations. Semi-annual reports will be provided to the federal government by the CRO and/or RA when conducting human subjects research activities.

3. Conduct restricted clinical activities with a Medical Monitor (M/M) to review performance of human clinical research projects to ensure the protection of human research participants in clinical activities. Semi-annual reports will be provided to NIH and FDA by the M/M to ensure compliance throughout the three-year period.

The Institutions are settling the monetary component to the government's allegations and have implemented meaningful corrective action plans to address the protection of human research participants. These systemic changes include:

University of Pennsylvania

- Increased Institutional Review Board (IRB) oversight of clinical research and a comprehensive program to ensure research participant safety

- Mandatory training for all investigators and clinical coordinators who participate in clinical research—training topics include regulatory requirements, conflict of interest, Good Clinical Practices, Informed Consent, Adverse Events, Data and Safety Monitoring

- Policy that ensures that an IRB will not review a protocol without submission of certification that training was completed

- Strengthened Standard Operating Procedures (SOPs) to provide a clearer delineation of roles and responsibilities of sponsors and investigators

- Initial monitoring and oversight of clinical research through an independent Contract Research Organization (CRO) and the creation of the Office of Human Research (OHR) under the Vice Dean for Research and Research Training. OHR's mission is to promote human research while ensuring the highest level of research participant safety

- Established internal monitoring function of high risk studies. OHR reviews informed consent, adverse event reporting and compliance with protocols

Children's National Medical Center

- IRB staff has been increased—two to five including Administrative Director

- Financial commitment to compliance by a 50% increase in the IRB budget between 2001-2004

- The addition of an RN Quality Improvement Coordinator hired in 2003

- New Research Subject Advocate—bilingual pediatrician/medical ethicist to review all Pediatric Clinical Research Center protocols and consent forms prior to IRB submission and to:

- Assist investigators in formulating and reviewing data and safety monitoring plans

- Observe research consent process periodically (at least once per protocol) and provide feedback to the Principal Investigator

- Obtain feedback from families and research participants regarding recruitment and informed consent process and provide it to the Principal Investigator

- Monitor adverse event reporting

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Government's Regulatory Response Regarding Gene Therapy

"Today's settlements restricting the research of key investigators in a gene therapy trial illustrates FDA's commitment to enforce regulations designed to protect research subjects," said Acting FDA Commissioner Dr. Lester M. Crawford. "Although gene therapy has tremendous potential to benefit patients, the tragic death of Jesse Gelsinger reminds us that sponsors who conduct clinical trials must take seriously their responsibility to make these trials as safe as possible."

In an effort to provide greater protection for people participating in clinical research, FDA's Center for Biologics Evaluation and Research (CBER) took steps following the revelations in the gene therapy study to enhance the surveillance of clinical research by increasing inspections of gene therapy clinical investigators. Inspections of ongoing studies have been expanded to cover clinical studies for all biological products regulated by CBER.

The case was investigated by the FDA's Office of Criminal Investigations and the HHS-Office of Inspector General. In addition, representatives from the NIH and FDA were instrumental in resolving this matter. The case was handled by Assistant United States Attorney David R. Hoffman.

Statement from Penn

February 9, 2005

Today's announcement marks the conclusion of the federal investigation into events surrounding the unexpected death of Jesse Gelsinger, a participant in a gene therapy clinical trial at Penn. As this settlement recognizes, over the last five years Penn has established what is now a national model for the conduct of research, including the mandatory training of investigators and staff coupled with a comprehensive internal monitoring program for research involving volunteers. As part of the resolution of this matter, Penn faculty members Dr. James M. Wilson and Dr. Steven Raper may continue to make ongoing contributions to medical research. Out of this tragedy has come a renewed national effort to protect the safety of those who help to advance new treatments and cures through clinical research. As this investigation closes, we reaffirm our commitment to the safe conduct of research, strengthening our resolve to continue to set the highest standards possible in this important area.

Statement from James M. Wilson, M.D., Ph.D.

February 9, 2005

In the last few years, I have focused my research on the discovery and design of new gene transfer vectors for gene therapy and genetic vaccines. Reaching this agreement means that I may continue to devote myself fully and without restriction to my laboratory research and that I may conduct clinical research when it would be appropriate for scientific advancement.

Correction: In last week's piece on the new Regan Professor of English, Professor Charles Bernstein's name should not have had *Dr.* in front of it. We apologize for the error. —Ed.

Call for Nominations for Penn ProWomen's Awards: March 1

The Penn Professional Women's Network solicits nominations for its three major annual awards to be given on April 13, 2005 at the Penn ProWomen Annual Awards Breakfast.

The *Alice Paul Awards*, named for the famous suffragist leader and Penn alumna who founded the National Women's Party and authored the Equal Rights Amendment, are awarded to students, regardless of gender, who have demonstrated outstanding service to women in the Penn community. The *Lenore Williams Award*, named in honor of the wife of former provost Edwin B. Williams, is given to a distinguished female scholar or leader whose contributions extend within and beyond our campus. The *Robert E. Davies Award*, in honor of the late feminist and distinguished Penn scholar, recognizes any individual(s) for their work for social change.

Letters should include:

1. Nominee's name, school, position, address and telephone number;
2. The nature of the nominee's achievement and why it is extraordinary;
3. Nominator's name, position, campus address and telephone number.

Nominations should be sent by *March 1* to: Colleen M. Becht, Awards Committee Chair, Center for Bioethics, 3401 Market Street, Suite 320/3319; cbecht@mail.med.upenn.edu.

For more information about the awards or the Penn Professional Women's Network, see their web site, www.vpul.upenn.edu/pwc/prowomen/.

Summer Research Support for Junior Faculty: March 4

The Trustees' Council of Penn Women offers three \$5,000 summer research stipends to female faculty, or faculty members whose research is centrally concerned with the role of women in society, science, or arts and letters.* These awards are given to assist in the promotion of standing faculty to the permanent rank of Associate Professor. Those who have previously applied and did not receive an award are encouraged to apply again. (Faculty who have already won an award are eligible to apply again.)

If you are interested in applying for the stipend, please submit a 2-page summary of the research you wish to undertake, an explanation of how the stipend will facilitate the research, a curriculum vitae, and the name of a University reference. In your application please describe how you will use the award and why it would be particularly useful to you at this time. The summary should be sent to: Summer Research Award, The Alice Paul Research Center, 411 Logan Hall, 249 S. 36th Street, Philadelphia, PA 19104-6304, no later than *Friday, March 4, 2005*.

Research proposals will be reviewed, and the stipend awarded, through a peer review process. It is expected that the research, or a significant subset thereof, will be concluded during the summer of 2005, and a written report will be submitted to the review panel and to the Trustees' Council. Any subsequent publication of the research results should acknowledge the support of the Council.

***Note:** The amount of the award varies according to whether the recipient chooses to receive it as salary or to use it for research expenses.

University Research Foundation Conference Support: March 15

The conference support program is designed for scholarly meetings that will be convened on the Penn campus, thereby providing enrichment opportunities to interested faculty, students, and staff, most frequently in the format of a 1-2 day colloquium. The intent is to support meetings that are designed to enhance existing research and scholarly programs, particularly in disciplines where external funding is difficult to obtain. Funding will be limited to no more than \$3,000 per event, and should be dedicated to reimbursing the speakers for travel and accommodations, but not for meals and entertainment. It is expected that funding from the University Research Foundation will supplement funding from other sources and will not be the sole source of funding for the meeting. Grants will not become "entitlements" and cannot be renewed in successive years.

Applications for the Conference Support Program will be processed twice each year, *November 1* and *March 15* deadlines, which are same cycles that are used for URF project applications, and will be reviewed by the same committees. Applications should be brief, usually no more than 3 pages, and should include:

- Name and contact information for the applicant, who must be a faculty member (tenure track, research track, or clinician-educator track)
- A description of the purpose of the meeting
- A proposed program agenda (appendix)
- A proposed list of presenters (appendix)
- The number of Penn students and faculty expected to attend
- An explanation of the benefit to Penn students and faculty
- An explanation of the benefit to scholarly or research programs at Penn
- Relationship of the meeting to department, institute or center programs
- The names of faculty who are organizing the meeting
- Identity and contact information for the business administrator who would be responsible for administration of the funds
- A budget, itemizing the types of proposed expenditures (appendix)
- Evidence of matching funding from institutional or external sources
- Evidence of institutional support in the form of no cost facilities and AV support
- Proposed URF review committee (humanities, social sciences, natural sciences, or biomedical)

Please submit applications in electronic format, Word for Windows, plus a single hard-copy to vpr@pobox.upenn.edu, Office of the Vice Provost for Research, 118 College Hall, 19104/6303, (215) 898-7236.

University Research Foundation Guidelines: March 15

Statement of Purpose

The University Research Foundation (URF) is an intramural resource to support faculty research for a variety of purposes, including:

- Helping junior faculty undertake pilot projects that will enable them to successfully apply for extramural sources of funding, and aid in establishing their careers as independent investigators.
- Helping established faculty perform exploratory research, particularly on novel or pioneering ideas, to determine their feasibility and develop preliminary data to support extramural applications.
- Providing support in disciplines where extramural support is difficult to obtain and where significant research can be facilitated with modest funding.
- Providing modest institutional matching funds that are awarded contingent upon a successful external peer-reviewed application that requires an institutional match.
- Under compelling circumstances, established investigators may be funded to support a *well-justified* brief gap extramural support or a *documented unanticipated* short-term need.

Scope

Disciplines—The URF supports research in all disciplines, including international research. For purposes of review, applications are assigned to four broad disciplinary areas: humanities, social and behavioral sciences, natural and engineering sciences, and biomedical sciences.

Term—Grants are given for a single year only. Applications for a second year of funding may be submitted but usually receive low priority. Funds must be spent within 12 months of the beginning of the grant, and may not be “banked” for future use. Unexpended funds must be returned to the Foundation.

Budget—Applications up to \$50,000 will be entertained, but most grants are for no more than \$25,000. Because the total cost of meritorious requests exceed available funds by several fold, applicants are encouraged to request only absolutely essential resources.

Eligibility—Eligibility is limited to University faculty, in any track, at any professorial level. Instructors and Research Associates may apply but need to establish (by letter from the Department chair) that they will receive appointment as Assistant Professors by the following July 1st.

Application Process

Dates—Applications are accepted twice each year, for *November 1* and *March 15* deadlines. If the date falls on a weekend or holiday, the deadline is the next working day. Every effort will be made to process applications and notify applicants of the outcome within 10 weeks after the deadlines.

The Application—Brevity and clarity will enhance the likelihood of success. All applications should be limited to 10 pages (applications for >\$25,000 can be up to 15 pages) and should include:

1. A Research Foundation Proposal Cover Sheet, which can be downloaded from the URF website, www.upenn.edu/research/FoundationGuidelines.htm.

2. An abstract, no more than 200 words, written for the educated non-specialist. The application should also be classified *under one of the five priorities* listed above.

3. A description of the research proposal, which should be no more than 5 single spaced pages for grants up to \$25,000 and no more than 10 pages for grants >\$25,000. Proposals should provide background, hypothesis or purpose of the research, significance of the research, methods used, work to be undertaken, and outlook for future extension of the research and its potential for external funding (see also criteria for evaluating proposals, below).

Note: An application formatted for another sponsoring agency or failing to conform to the guidelines *will not be reviewed*.

4. A single page biographical sketch.

5. A budget, with justification for each item requested. Items that can be requested include research travel expenses, supplies, minor equipment specifically designed for the proposed research. Items that are usually excluded include renovations of the physical facilities, major equipment, and extension of projects that are already well funded. Faculty summer salaries or release time are usually not funded, since priority is given to the actual costs of the research project itself. Because it may not be possible to fully fund meritorious proposals, the budget should *prioritize items in order of their importance to the project*.

6. Other research support, including *current* funding with a list of titles, amounts, sources, and grant periods, expired funding for the prior three years, plus pending applications. Applicants with “start up packages” should provide detailed dated budgets. If applicable, prior grants from the University Research Foundation should be itemized, with dates, title, and amount of funding, plus a statement whether external funding was received as a result of the URF grant.

7. *Assistant Professors* in all tracks (including tenure track, CE track, and research track) are required to include a *letter from their department chair* indicating their career plans within the department, and listing all department funding, including startup packages and the like. In addition, the letter should establish that the applicant will be working as an independent investigator or scholar. *Instructors and Research Associates* are eligible only if it is planned to appoint them as Assistant Professors by the following July 1st, as certified in a *letter from their department chair*. This letter should also document the department plans for their career, future commitments of independent space and of department or school resources, and convincing evidence of their independent status as investigators or scholars. Additional documentation can be

provided as an *appendix* and will not be included within the page count.

8. **Regulatory issues.** If research involves human subjects, animals, bio-hazards, or other regulatory issues, the application should identify those concerns and provide documentation that they will be addressed. *Please note that IRB approval may be required for human subject research in all disciplines, including the sociobehavioral sciences and humanities as well as in the biomedical disciplines.* If IRB or IACUC or Environmental Safety review and approval is required, it may be obtained after the application has been approved, but before funds are expended or research has been initiated. It should be emphasized that Research Foundation grants must meet the same standards applied to larger extramural applications. Regulatory documentation can be provided as an appendix to the body of the application and will not be included in the page count. For advice please consult the Office of Regulatory Affairs.

9. **Conflict of interest.** The applicant should explicitly make a statement whether or not the application involves any potential conflict of interest, and any such conflicts should be described. For instance, if the research could forward the interests of a company in which the applicant has a pecuniary interest, this should be disclosed. Conflict of interest documentation (if required) can be provided as an appendix to the body of the application and will not be included in the page count.

Submission—An original and ten copies of the complete proposal with the cover sheet should be submitted to the Office of the Vice Provost for Research, 118 College Hall/6303.

Review Process

Applications are reviewed by one of four faculty committees, in the four disciplinary areas mentioned above. Every attempt is made to spread funding equitably across the major disciplines. Each application is reviewed for a variety of attributes, including:

- scholarly merit, creativity and innovation
- feasibility
- appropriateness for the modest funding provided
- significance of the research
- time-limited opportunities that require immediate funding
- prospects for future extramural funding
- matching support from other sources
- availability of alternate funding sources
- career development of young researchers
- evidence that junior applicants will be working as independent investigators
- forwarding of school or institutional objectives, such as interdisciplinary research

Certain frequently found weaknesses should be avoided, such as:

- “Re-inventing the wheel” due to ignorance of prior published work, often in cognate fields
- A fishing expedition without a focused hypothesis
- Requests for equipment, such as computers, that could be funded by the School
- Requests for faculty salary that exceed the scale of URF grants
- Repeated requests for research projects that are eligible for but have failed to garner external peer-reviewed support

Since meritorious requests exceed available funds, reviewers often reduce budgets to extend the number of applications that can be supported. The review committees make their recommendations to the Vice Provost for Research, who makes the final decisions about funding, based on year-to-year availability of resources. Decisions will be made shortly after review committees have met and should be distributed by email within 10 weeks of the date of submission.

Critiques of applications are not provided for successful or failed applications, since this would place an excessive burden on the faculty who volunteer their time as peer reviewers. Applicants are welcome to consult the chair of the review committee for any informal information that may be available.

Questions should be directed to: vpr@pobox.upenn.edu, Office of the Vice Provost for Research, 118 College Hall/6303, (215) 898-7236.

Procedures for Approved URF Grants

1. **Transfer of funds.** Within one month following notice of award, recipients are required to arrange a transfer of award funds from the Provost’s Administrative Office to their home department. This transfer should be arranged by the Business Administrator for the home department. *All PI’s must have a Penn 26-digit account to access funds.* The process is initiated by submitting the financial form, which accompanies the award letter to: Stacy Fletcher, Provost Admin Affairs, Suite 353B, Walnut/6228, FAX (215) 573-2227, stacynf@pobox.upenn.edu.

Regulatory approvals—If regulatory approvals (IRB, IACUC, and the like) are required and have not been obtained at the time of the award, they must be obtained prior to the utilization of funds or initiation of the research. Failure to comply would be considered a serious transgression of the policies of the University of Pennsylvania.

2. **Report.** A brief (1-2 pages) report is required to be submitted to the Office of the Vice Provost for Research one year after the date of the award. This should describe the work accomplished, the planned date of completion, and whether there are residual unused funds in the budget. In general, it is expected that the scope of research would be completed within one year of the date of award. Also, if alternative funding has been obtained, recipients are expected to return unexpended funds.

Update

February AT PENN

FILMS

- 17** *Harlan County, USA*; 6:30 p.m.; 4th floor, Van Pelt-Dietrich Library (GET-UP).
20 *NextFrame Film Festival*; 1 p.m.; International House; \$6/\$5 student (Temple University).
21 *Malcolm X*; 6 p.m.; followed by discussion with Amiri Baraka; International House (I-House).
23 *La Règle du Jeu (The Rules of the Game)*; French with English subtitles; 8 p.m.; 4th floor, Colledge Hall (Philomathean Society).

READING/SIGNING

- 16** *Samantha Daniels—Matchbook: The Diary of a Modern-Day Matchmaker*; noon; Penn Bookstore.

TALKS

- 17** *Dialogues Across Indian Country: Native Americans in the 21st Century: Demographic and Tribal Survival*; Russell Thornton, UCLA; 4 p.m.; Rainey Auditorium, Penn Museum (Museum).
22 *Rethinking the Digital Age*; Faye Ginsburg, NYU; David Kriser, anthropology; 6 p.m.; rm. 110, Annenberg School; RSVP dwilliams@asc.upenn.edu by February 17 (Annenberg).
Structural Basis for the Autoinhibition of c-Abl Tyrosine Kinase; Bhushan Nagar, University of California, Berkeley; 10 a.m.; Grossman Auditorium, Wistar Institute (Wistar).
23 *Multi-Site Studies and Clinical Trials: NIH Requirements and Penn Resources*; Terri Weaver, nursing; noon; rm. 216, NEB (Nursing Research).
Linking Protein Flexibility to Catalysis; Judith Klinman, University of California, Berkeley; 4 p.m.; BRB II/III (Biochemistry and Biophysics).

Deadline: The deadline for the April AT PENN calendar is Tuesday, March 15. For information see www.upenn.edu/almanac/calendar/caldead-real.html.

EHRS Training

The next live training program is: *Introduction to Laboratory and Biological Safety at Penn*, February 24, 9:15 a.m.–noon, Stemmler Hall, Dunlop Auditorium (*sign-in 9–9:15 a.m. No admittance to the course after 9:15 a.m. Penn ID is required. A Certificate of Completion will be granted at the end of the session. Only those individuals who sign-in and receive the Certificate will be given credit.*)

This combined training program provides a comprehensive overview of safe work practices in the biomedical laboratory and meets the U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) requirements for employees who work with hazardous substances including chemicals, human blood, blood products, fluids and human tissue specimens. All faculty, staff and students at the University who work in a laboratory and have not previously attended a live training presentation must attend this training.

The Office of Environmental Health & Radiation Safety (EHRS) develops and presents a variety of required training programs in live presentations or online formats. To determine which training programs you are required to take, review the section "Training Requirements" on the EHRS website www.ehrs.upenn.edu/training/index.html.

CLASSIFIEDS—PERSONAL

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For information call (215) 898-5274.

CLASSIFIEDS—UNIVERSITY

RESEARCH

Is your Blood Pressure Borderline High? Would you like to control it naturally with lifestyle changes such as diet or yoga? Researchers at the University of Pennsylvania are beginning a new research study examining the effects of yoga and nutrition on lowering blood pressure. Qualified participants will receive at no cost:
• Study related exams and lab tests
• Study related classes and instruction
• Compensation will be provided for time & effort
If you are not currently on a blood pressure medication and over 18 years of age please call the Study Coordinator, Carl Shaw at: (215) 898-4516.

Volunteers Needed for Osteoporosis Study. The University of Pennsylvania Health System/Department of Radiology seeks women 60 years or older. Eligible volunteers would receive a magnetic resonance (MRI) and a dual energy X-ray exam (DEXA) to measure bone density. Participants will be compensated. Please contact Louise Loh or Helen Peachey at (215) 898-5664 for more information.

PMS? PMDD? Do your premenstrual symptoms interfere with daily activities? Women between ages 18-45 needed to participate in research studies in the PMS Program, University of PA. Compensation available to eligible candidates. Call (215) 662-3329.

Want to lose weight? The University of Pennsylvania's Weight and Eating Disorder Program is looking for men or women who will receive 2 years of weight loss treatment using either a low-carbohydrate or a low-calorie weight loss program. Call now to see if you are eligible to start. Overweight men and women aged 18-65 are encouraged to call The Carbohydrate Study at (215) 746-1747 ext 4.

Researchers at The Children's Hospital of Philadelphia are seeking **families/individuals with high myopia** (nearsightedness) for a study to identify the hereditary factors that may cause the condition. To participate in this study, participants must have had onset of myopia before 12 years of age, and a refractive prescription of 5.00 diopters or more. A free eye examination for glasses may be provided. We will compensate you for travel and parking expenses. For more information about the study, contact Valerie Savage at savagev@email.chop.edu or (267) 426-5380.

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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 **January 31-February 6, 2005**. Also reported were 6 Crimes Against Property (including 5 thefts and 1 auto theft). Full reports are on the web (www.upenn.edu/almanac/volumes/v51/n21/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 **January 31-February 6, 2005**. 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.

01/31/05	7:38 AM	3700 Ludlow St	Male in violation of court order/Arrest
02/01/05	4:18 PM	200 34th St	Complainant robbed/Arrest
02/03/05	11:06 AM	3900 Walnut St	Male obstructing highway/Cited
02/03/05	3:49 PM	4200 Walnut St	Complainant harassed by unknown males
02/05/05	1:11 AM	4002 Walnut St	Disorderly female in theater/Arrest
02/06/05	10:32 PM	100 39th St	Unauthorized male in possession of weapon/Arrest

18th District Report

10 incidents and 2 arrests (including 6 robberies, 3 aggravated assaults and 1 rape) were reported between **January 31-February 6, 2005** by the 18th District covering the Schuylkill River to 49th St. & Market St. to Woodland Ave.

01/31/05	1:00 AM	4300 Chestnut St	Rape
01/31/05	2:30 AM	4600 Chestnut St	Aggravated Assault
01/31/05	11:00 PM	4335 Spruce St	Robbery
02/01/05	4:18 AM	200 34th St	Robbery/Arrest
02/01/05	10:04 AM	31 52nd St	Aggravated Assault/Arrest
02/01/05	8:50 PM	4400 Kingsessing Ave	Robbery
02/02/05	12:47 AM	4636 Walnut St	Aggravated Assault
02/04/05	9:08 PM	5200 Market St	Robbery
02/05/05	3:00 AM	261 46th St	Robbery
02/05/05	9:45 PM	210 Melville St	Robbery



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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).

Motivating and Managing Large Classes

Rebecca Stein

Large classes at Penn are generally introductory survey courses taken by students with no prior knowledge of the subject. Students take these courses for various reasons: simple curiosity, fulfilling a general requirement or as the first step to completing a degree program. They accordingly have a wide range of interests and abilities. In addition, the instructor often has true expertise on only some of the topics covered. The size of the class in itself requires different methods of communicating and interacting with students. Some of us are natural orators who can effortlessly enthrall and motivate large audiences. The rest of us need to find tools that allow us to motivate and manage a large class. Here are a few techniques I have found that work in the introductory course I teach on microeconomics. Their goal is to make lectures more effective, to extend learning beyond lecture time and to allow the students to focus on study rather than course logistics.

Changing the Atmosphere in Class

A colleague once suggested to me that an instructor is like a coach who must inspire the team to greatness rather than telling the players which plays to run. An instructor is a facilitator of learning as well as a source of expertise.

In-Class Activities. Each semester I run a few “experiments” in class, such as a pit market to demonstrate the power of the invisible hand or a voluntary contribution game as an example of the free-rider problem. These are active rather than passive demonstrations; the students physically and verbally participate. These activities cut into lecture time, but they are not wasted time. An activity that allows students to “talk and listen, read, write, and reflect” (Meyers, C. and T.B. Jones. 1993. *Promoting Active Learning: Strategies for the College Classroom*. San Francisco: Jossey-Bass. p.6) facilitates their learning, and can even lead to better performance on exams (Stein R., Cohen, M. and Robbins L.M. “Evaluating In-Class Active Learning in a Principles of Microeconomics Course”). But the benefit goes beyond the specific model or example: students who step out of their note-taking role are taking responsibility for their own learning.

Connecting with Students. Relating the course material to the students’ own lives engages them. This is not always easy, although in economics we illustrate ideas with current news events and show students how their everyday choices are (sometimes!) predicted by economic models. Occasionally it pays to do something that at first impression may seem frivolous. For example, last spring I started to play songs on the loudspeaker as the students drift in and take their seats. The song relates to the topic at hand. The Rolling Stones’ song, “You Can’t Always Get What You Want,” is a great introduction to the topic of scarcity. The Beatles’ song “Taxman” is quite a comment on tax burden. Does this make a difference? It certainly brings a smile to my face (and theirs!), which makes the lecture go better. The students comment favorably (or unfavorably) about my choices. Some make their own contributions (quite a few brought in “Supply and Demand” by the Hives).

Motivating Students to Study Outside of Class

Learning comes from practice and application. The lecture may present a method of thinking, but students who limit their coursework to attending lectures will lose an opportunity to learn.

Stretching Them Beyond the Lecture. In lecture, I frequently discuss an idea in a particular setting. I then mention extensions that the students should think about on their own. For example, I might ask them to think about minimum wages from the perspective of the ideas we developed for rent control or to think about what a model of taxes has to say about subsidies.

Motivating with Exams. We can use the grade consciousness of most Penn students to our advantage. Since they will devote serious effort to studying for exams, giving them frequently is a way to insure that the students keep up with the material. For the same reason, and because so many of my students are freshmen, I also give several short quizzes in class. Exams should be set at a logical point in the course to give students the opportunity to organize their thoughts. Since I want students to spend their energy on studying rather than on worrying, I am clear about the chapters covered, and each exam has a similar format.

Using Electronic Resources. Although the course web program Blackboard is not perfect, it does help instructors to connect with students outside class. I use it to post weekly homework and lecture outlines. I also direct students to electronic resources that are linked to the textbook: these provide opportunities for practice, and I especially recommend them for my weaker students.

Managing the Class

A well-organized course sets a calm and studious tone. Course management is itself a tool for teaching. Good management also allows us to balance our teaching with family and research.

Getting Organized. Do not underestimate the value of a well thought-out syllabus. When students receive a clear outline of each upcoming lecture topic, they know what to expect in class and how to prepare. Sometimes deviation is necessary, but with a lot of students involved a core structure must be in place. Similarly, organizing electronic files and student e-mails is important in order to refer to student requests and our responses that pile up over the course of a semester.

Communicating with TAs. I am fortunate to have recitations given by Teaching Assistants, but the recitations must be integrated into the course for the students to get the most out of them. I do this in several ways: 1) I discuss a list of duties in an introductory meeting with the TAs; 2) we hold weekly meetings throughout the semester; 3) I make sure at least one TA takes notes at each of my lectures and distributes them to the other TAs; 4) we meet (over pizza) after each exam. These periodic activities allow me to share with the TAs my expectations for the course in a timely way and to learn quickly from them of any difficulties they are having. I also sit (quietly) in a recitation every week. The TAs appreciate my feedback, and I find out whether the students are understanding the material. It is also important to let TAs know that they have my full support. If a conflict arises with a student, I am there to help.

Planning Outside Interactions. Most students do not want to interact with their professors outside of class—luckily for me since I have hundreds of students each semester! But I encourage those who wish to see me to do so. I come to the classroom early, and I hover in the hallway after class. I cannot give one-on-one tutoring, but I lead small review sessions before exams. Answering all student e-mail promptly is important for keeping communications open. (I do not, however, check e-mail on weekends, and I let my students know this.) I also recommend going to lunch with your students (support is available through the President’s Fund for Student-Faculty Interaction). Spending an hour hosting students at the Faculty Club is a wonderful way to remember that they are fun and full of energy. There is more to college life than receiving—and assigning—grades.

In a course of any size I try to provide a variety of assignments and experiences that stimulate learning both inside and outside of the classroom. However, the strategies outlined here have helped me motivate large classes to participate actively in their own education.

Rebecca Stein is a senior lecturer in economics and director of introductory microeconomics, in the department of economics, in SAS.

This essay continues the series that began in the fall of 1994 as the joint creation of the College of Arts and Sciences and the Lindback Society for Distinguished Teaching.

See www.upenn.edu/almanac/teach/teachall.html for the previous essays.

If you would like to submit an article for this series, contact Larry Robbins, director of the Center for Teaching and Learning, robbinsl@sas.upenn.edu.