Penn Nursing's Four New Term Chairs

Kathryn H. Bowles has been appointed the Ralston House Endowed Term Chair in Gerontology Nursing. This chair was founded in 1995 by a gift from Ralston House to support gerontology nursing. Dr. Bowles leads a research program in the use of information technology to improve healthcare for elders and support healthcare providers’ decision-making regarding hospital discharge referrals for elders. Her research also investigates tele-health technology, quality of life among frail elders, intervention research to close the healthcare racial divide, and the use of large databases in home care to support clinical decision-making. Dr. Bowles is also the Beatrice Renfield Visiting Scholar for the Visiting Nurse Service of New York, a senior fellow in the Leonard Davis Institute for Health Economics, a faculty member in the Ackoff Center for Advancement of Systems Approaches, and the director of the health informatics minor at the School of Nursing.

Patricia D’Antonio has been appointed the Killebrew-Censits Chair in Undergraduate Education. The Killebrew-Censits Term Chair was established in 1989 by a gift from Norma Killebrew, CW’61, and Richard Censits, W’58, to support a faculty member who makes outstanding contributions to education. Dr. D’Antonio is a nurse historian whose body of scholarship situates the profession’s work and worth in both American hospitals and healthcare agencies and in the fabric of families and communities. Her research is the first to call attention to nurses’ dual sources of power and her work analyzes how the profession can authoritative use them in constructing the new relationships and alliances that will strengthen nurses’ agency, voice, and presence in debates about issues affecting patients, families, communities, and healthcare systems in the United States and around the world. Dr. D’Antonio is the editor of the Nursing History Review, the official journal of the American Association for the History of Nursing; a senior fellow of the Leonard Davis Institute for Health Economics; a member of the Graduate Group in the History and Sociology of Science; and chair of the department of family and community health.

Eileen V. Lake has been appointed the Jessie M. Scott Endowed Term Chair in Nursing and Health Policy. Jessie M. Scott, a retired assistant surgeon general in the US Public Health Service and long-time leader of its nursing division, bequeathed funds to support study in nursing and health policy. Dr. Lake received a master’s degree in public policy studies from Georgetown University in 1986 and a master’s degree in nursing administration from the University of Pennsylvania School of Nursing in 1997. She is the associate director of the Center for Health Outcomes and Policy Research and is a recognized leader in healthcare services research. Her research program focuses on the contributions of the nurse’s work environment and clinical nursing expertise to patient outcomes. Her work advances the instruments and methods of outcomes research as she investigates nurse staffing, practice environments, and patient outcomes. She gained national recognition for the development of the Practice Environment Scale of the Nursing Work Index (PES-NWI) which is an instrument that measures the extent that the environment supports professional practice. Her interdisciplinary work reaches audiences in nursing, sociology, and health policy. Dr. Lake also holds a secondary appointment in the School of Arts and Sciences’ department of sociology.

Anne M. Teitelman has been appointed the Patricia Bleznak Silverstein and Howard A. Silverstein Endowed Term Chair in Global Women’s Health, newly created in June. Dr. Teitelman’s research focuses on HIV prevention among adolescents and in understanding intimate partner violence as an HIV risk factor. She is currently developing an HIV prevention intervention for adolescent girls with a history of partner abuse. Dr. Teitelman is interested in promoting health and equity of the girl child internationally and in the role of primary care providers in health promotion and advocacy. She is well known for her expertise in primary healthcare with underserved populations and has been teaching advanced practice nurses for over 15 years. She challenges students to integrate research on health and illness with an understanding of the community to hone their advanced clinical nursing expertise. She currently practices at the Hospital of the University of Pennsylvania in the Helen O. Dickens Center for Women’s Health.

Ceremonial Ground Breaking of New Penn Med Outpatient Facility at Pennsylvania Hospital

Embarking on one of the largest capital projects in the history of Pennsylvania Hospital, Penn Medicine celebrated the official ground breaking late last month of its new Penn Medicine Washington Square (PMWS) facility. The new facility, to be located at 8th and Walnut Streets in Philadelphia’s historic Society Hill section, will house outpatient services for Pennsylvania Hospital (PAH), the nation’s first hospital, founded in 1751 by Benjamin Franklin and Dr. Thomas Bond.

This new facility will help PAH continue its centuries-long tradition of bringing modern medical care to Philadelphia by increasing ease of access for patients to many of its outpatient services. During this time of economic uncertainty this new project will also provide jobs in the construction and related industries as well as supporting jobs in the healthcare industry once the facility opens in 2013.

This new 153,000-square-foot, $22 million facility consolidates Pennsylvania Hospital’s ambulatory and support functions in an ultra-modern, eco-friendly space. Medical practices and hospital departments currently housed in various buildings surrounding the hospital will come together in one location, including departments and divisions such as Orthopaedic Oncology, Foot & Ankle Surgery, Urology, Otorhinolaryngology, Urology, Obstetrics and Gynecology, Infectious Diseases, Endocrinology, General Internal Medicine and diagnostic patient services.

This additional building will allow Pennsylvania Hospital to reach its ultimate goal of an all-private room, acute care hospital at its main campus located at 8th and Spruce Streets. Currently the hospital is licensed for 519 beds.

Liberty Property Trust, a well-regarded and trusted company, headquartered in Malvern, whose most recent prominent project was the Comcast Center, was chosen as the developer for PMWS. This is the largest developer project undertaken by Penn’s Health System. Penn Medicine has signed a 20 year lease for the 153,242 square foot building. Liberty’s investment in the project will be $49.6 million and Penn Medicine will invest $22 million in the interior fit-out. The building is scheduled to open late in the summer of 2013.

See photos from the PMWS ceremonial ground-breaking on Almanac’s website.

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Faculty Senate Executive Committee Actions

Wednesday, November 16, 2011

Chair’s Report. Chair-Elect Susan Margulies reported that she will be the acting chair for this meeting due to Chair Camille Charles’ absence. Dr. Margulies stated that the Faculty Climate Survey will be going out to all Penn faculty November 17 and strongly urged SEC members to participate and encourage their colleagues to participate. Dr. Margulies reported that the Senate Committee on the Economic Status of the Faculty has the 2010-2011 faculty economic data and will be meeting November 22 to start work on their report. She reminded SEC members to forward faculty names for committees that Senior Vice Provost Steve Fluharty is populating for the following: Conflict of Interest, Human subject research, animal research, effort reporting, financial reporting, select agents and toxins, export controls, IT systems, and training.

Past Chair’s Report. Past Chair Bob Hornik reported that the Academic Planning & Budget Committee discussed issues and policy around funding the central costs for supporting the University’s research infrastructure.

University Response to the Economic Climate. Executive Vice President Craig Carnaroli gave SEC a brief overview of the 30-month cost containment initiative that saved the University $100.7 million starting in December 2009. He outlined how this was achieved by reducing Penn’s expenses for resources, supplies, capital improvements, and salaries. He explained that leveraging Penn’s purchasing power is an important ongoing improvement. He reported that Facilities is in the process of installing new meters in buildings to monitor energy usage in an effort to reduce consumption costs. He explained that Information Systems and Computing (ISC) is considering ways to consolidate IT systems such as email and telecommunications systems. Mr. Carnaroli reported that the cost containment phase ended this past June; however, the University remains cautious about increasing expense.

SEC discussion included the following concerns: cost containment measures that have presented hurdles for using unrestricted grant funds, lag time for travel reimbursements particularly for travel overseas, difficulty of getting reimbursement for goods and services bought outside the Penn purchasing system, facilities that are inefficient and in disrepair, and low levels of knowledge among many faculty about central resources to support their research including their ability to view grant statements online.

EVP Carnaroli welcomed the opportunity to sit down with a subset of SEC members to work on suggestions for reducing administrative burdens and for better ways to communicate effectively with faculty.

Discussion on the Academic Calendar. Vice Provost Andy Binns updated SEC on the status of the proposed changes to the academic calendar. He reported that there have been many alternative proposals that have generated intense discussion. He explained several top proposals in detail and the reasons why they cannot be implemented. He promised to send SEC members the links to the state curricular credit policy. He indicated that Provost Price would make a final decision on these changes soon.

Formulation of questions for the December SEC meeting presentations. Dr. Margulies encouraged SEC members to forward their questions for the December SEC meeting that will feature President Amy Gutmann and Vice Provost Andy Binns. Dr. Margulies noted that Dr. Binns will be talking about the upcoming Middle States Accreditation.

Ballots for the 2011-2012 Nominating Committee Chair. SEC members voted for the Chair. Follow up on the presentation of the Penn Action Plan for Faculty Diversity and Excellence. SEC members had a robust conversation about their schools’ efforts to draft their school plans. SEC members reported that schools appeared to vary in how much faculty were involved in this process. Dr. Margulies noted that the Chairs are working for a way to have the 12 schools collaborate and get faculty advice before their plans are finalized.

From the President, Provost & EVP

Ethical Standards and Principles of Responsible Conduct

A Message to the Campus Community

The tragic events at Penn State have saddened the hearts of people throughout the world. Amid the grief that we all feel for the victims, we think it is important for the Penn community to reflect on our University’s deeply held values, and our determined commitment to ensure an environment of ethical, honorable and legal conduct in every aspect of our campus life.

Everyone at Penn has an explicit obligation to adhere to the Principles of Responsible Conduct (www.upenn.edu/audit/oaoc/principles.htm). These principles set a tone for expected behavior, and serve as the underpinning of important University policies and regulations. If you have not looked at them recently, we urge you to do so.

As part of our ongoing efforts to ensure that we maintain the highest ethical and compliance standards, the University provides a hotline and website where people can anonymously report any violations of Penn policies. You can access the site (and the phone number) at the following link: https://secure.ethicspoint.com/domain/media/en/gui/22868/index.html

In the event of an emergency, you can find contact information for a broad spectrum of issues, ranging from suicide prevention to physical plant problems to police, fire and medical assistance at this link: www.upenn.edu/life-at-penn/emergency.php

We have the mechanisms as well as the procedures in place to assist when faculty, staff and students encounter a problem. What we cannot stress enough is the foundational importance of honoring ethical principles along with legal standards in all that we do, whether in research, patient care, classroom interactions or our personal conduct. This University stands at the apex of American higher education. To earn this standing on an ongoing basis, it is essential for everyone in the Penn community always to do things the right way—which we should all recognize as being the Penn way.

—Amy Gutmann, President
—Vincent Price, Provost
—Craig Carnaroli, Executive Vice President

Deaths

Dr. Hamburg, Wharton

Morris Hamburg, an emeritus professor of statistics and operations research at the Wharton School, died November 14 of natural causes at the age of 89.

Dr. Hamburg and his three brothers Nathan, Sidney and Charles, grew up in a tiny row house in the Strawberry Mansion section of North Philadelphia. His immigrant parents, who met while working next to one another in a sweatshop at age 16, did not even have a high school education. Dr. Hamburg went to Gratz High School and had no hope of higher education until he took a citywide test and scored number one in Philadelphia, which awarded him a full scholarship to the University of Pennsylvania. He commuted to Penn on three trolley lines and worked at night shoveling coal to pay for his books and expenses, earning $7.50 a week and a one-room apartment.

Dr. Hamburg earned his PhD at Penn in 1952 under Economics Nobel Laureate, Professor Simon Kuznets. At the Wharton School, where he served as a faculty member since 1946, Dr. Hamburg’s principal fields of research were: managerial decision analysis; forecasting and planning: economics; securities markets; and industrial basic and applied research. He also directed studies centered on both urban economic planning and the development of managerial information systems for universities and large public libraries. His extensive publications included two major statistics textbooks as well as hundreds of monographs and articles in professional journals. He also served as consultant and advisor to corporations, governmental agencies, non-profit foundations and universities.

Dr. Hamburg was an enthusiastic and energetic teacher, whose lectures were enlivened by his sense of humor and wry wit. He periodically referred to the lecture system as “the mysterious process to which the notes of the professor are transferred to the notes of the student without passing through the minds of either.”

His many teaching commendations included a 1956 special award for distinguished teaching granted to 20 Penn professors, he received the Lindback Award for Distinguished Teaching in 1983, and numerous awards for teaching excellence in Wharton’s MBA program. His other awards included a commendation from the US Secretary of Energy for his service as both chairman and member of an advisory committee to the US Department of Energy’s Energy Information Administration, 1981-1986.

Several generations of his students, many of whom had become professors themselves, stayed in touch with him until his death. In an interview with Dr. Hamburg that appeared in the Daily Pennsylvanian, five years before his 1992 retirement, he said: “I’ve enjoyed my entire academic life. I’ve always looked at it as a way of making a life as well as a way of making a living. One of the best rewards of academia has been the psychic income that I derive from my contacts with former students.”

He participated in Wharton’s executive education program as a faculty director, lecturer, and coordinator of seminars and courses in the US, Europe and Asia, and served as a visiting professor at Harvard’s School of Business Administration. He was a member of numerous professional
societies, was an elected Fellow of both the Inter-
national Statistical Institute and the American Sta-
tistical Association, and was an editor of the latter

During World War II, he was a First Lieuten-
ant serving as a meteorologist who advised the
US Army Air Force in the Asia-Pacific Theater
when the weather favored bombing runs and in-
vasions and was awarded a bronze star during his
service in China. After the war, he was stationed
briefly in Occupied Japan as a communications
officer at the Tokyo radio station from which To-
kyo Rose made propaganda broadcasts during the
war. He retained a fascination with Asia through-
out the rest of his life, returning to both China and
Japan numerous times, often in connection with
University of Pennsylvania programs.

After his retirement, Dr. Hamburg continued to
teach at Penn in a masters degree program for ex-
ecutives, coauthored a number of articles that ap-
ppeared in professional journals, and served on the
Executive Committee of the Penn Association of
Senior and Emeritus Faculty (PASEF), becoming
its president during the 2006-2007 academic year.

He is survived by his wife of 58 years, Joan
Hamburg; a son, Neil, W’77, L’80, formerly of
OGC, and his wife Shelli Alford; a daughter, Bob-
bie Weisbein, C’79, and her husband Paul; and
two grandchildren, Winston and Grace Alford-
Hamburg.

In accordance with his wishes, there will be no
funeral. Contributions can be made to the Uni-
versity of Pennsylvania in his memory.

Dr. House, Wharton

Robert J. House, professor emeritus of
management, died of heart failure on Novem-
ber 1 at the age of 79.

In 1998 he was ap-
nointed the Joseph
Frank Bernstein Pro-
essor Endowed Chair of Organization Studies
at the Wharton School. He retired in 2010.

Dr. House received
his PhD degree in man-
agement from Ohio
State University in 1960. Before coming to
Penn, he held faculty appointments there and at
the University of Michigan and City University
of New York. A native of Toronto, he joined the
University of Toronto in 1973 as Shell Professor
of Organizational Behavior, and was pivotal in
the establishment of the school’s PhD program.
From 1986 to 1988, Dr. House was the Secretary
of State Professor of Organizational Effect-
viveness at the Rotman School of Management at
the University of Toronto.

A prolific writer, he authored more than 130
journal articles and many book chapters. His ar-
ticles have been reprinted in numerous anthol-
gies. He is a co-founder of the premier leader-
ship journal, Leadership Quarterly, where he
also served as executive editor. Dr. House re-
cieved the Award for the Distinguished Scholarly
Contribution to Management, and four awards for
outstanding publications. The awards were con-
ferred by the Academy of Management and the
Canadian Association of Administrative Sci-
ences. He also authored two papers, which are
Scientific Citations Classics.

Dr. House was the principal investigator and
founder of the Global Leadership and Organiza-
tional Behavior Effectiveness (GLOBE) Re-
search Program at Wharton from 1993 through
2003. Among his major contributions is that he
recently founded a non-profit foundation to sus-
tain the GLOBE Project beyond his tenure in-
cluding a board of directors and a constitution.
While involved with GLOBE he visited univer-
sities in 38 countries. He had also been a visit-
ing scholar or visiting professor at 14 universi-
ties, most of which are in Europe or Asia.

He was a Fellow of the Academy of Manage-
ment, American Psychological Association, and
Society for Industrial/Organizational Psychology.
He served as chairperson of the Academy of Man-
agement Division of Organizational Behavior be-
tween 1972-73 and president of the Administra-

Dr. House’s major research interests were
the role of personality traits and motives as they
relate to effective leadership and organization-
al performance, power and personality in orga-
nizations, leadership, and the implications of
cross-cultural variation for effective leadership
and organizational performance.

He is survived by his wife, Tessa; his chil-
dren, Danny, Tim, and Mary; his five grandchil-
dren, Ken, James, Gabe, Jessica and Jared; and
his two sisters, Mary Lou and Diane.

A memorial will be held Saturday, December
3, at 2 p.m. at the University of Toronto.

Mr. Lee, Penn Senior

At press time, Almanac learned of the pass-
ning Nursing and Wharton senior Jeffrey Lee. He
died November 20 after running the Philadel-
phia Half Marathon at age 21. A full obituary will
appear in the next issue of Almanac on De-
cember 6.

Dr. Perlmutter, Wharton

A celebrated scholar of globalization, a long-
time professor at the University of Pennsyl-
vania’s Wharton School, a poet and a painter, Dr.
Howard Victor Perlmutter died November 8 at the
age of 86. The cause of death was brain trauma
from a fall.

Howard Victor
Perlmutter was born in Framingham, MA. He
received his bachelor’s degree in mechanical engi-
neering (Tau Beta Pi) from MIT, and his doctorate in social psychol-
gy from the University of Kansas. He retired
from Wharton Business School in 1996.

Dr. Perlmutter was considered a pioneer and a visionary, who more than 30 years ago
correctly mapped out the future development of multinational institutions, including corpora-
tions, governments and universities. His semi-
nal 1972 paper ‘The Multinational Firm and the Future,’ published in the Annuals of Political and Social Science, remains widely cited as the foundation for globalization scholarship. This
and other contributions earned Dr. Perlmutter a
spot in Wharton Alumni Magazine’s 2007 issue of 125 Influential People and Ideas.

Dr. Perlmutter took his readers on a voyage through various countries and emotions in the 2004 West-East Duet: I. Visions of Ihaka II. Not Quite Haiku, comprised of two books of poems. A review of the collection by Barnes & Noble reads, “...the reader is invited to search for the poetic tapestry underly-
ing what he [Perlmutter] considers to be the newly emergent First Global Civilization.” On May 11, 2011, Dr. Perlmutter was invited to talk about his poems and paintings at the Gallery at Norumbega Point in Weston, MA. A story in a Weston newspaper
described Dr. Perlmutter’s art as “bodily colored, abstract and allegorical images.”

Dr. Perlmutter is survived by his wife, Dr.
Fotini Perlmutter; his son, David and his wife,
Christie; two sisters, Bernice and her husband,
David and Lucille and her husband, Edward; two
granddaughters, Marika and Miranda; and nu-
merous nieces and nephews.

Dr. Pica, GSE

Shortly before press time, Almanac learned of the death of Teresa Pica, a professor in the
Graduate School of Education, who died on No-

dember 14 at age 66. A full obituary will appear
in the next issue of Almanac, to be published on
December 6.

To Report A Death

Almanac appreciates being informed of the
deaths of current and former faculty and staff
members, students and other members of the
University community. Call (215) 898-5274 or
e-mail almanac@upenn.edu
Penn IUR Games and the City Seminar Series

The Penn Institute for Urban Research is kicking off their Games and the City Seminar series with two events on Thursday, December 1.

In Ballparks as Urban Anchors they welcome CEOs and experts representing the Philadelphia Phillies, Cleveland Indians, Washington Nationals, and Florida Marlins to discuss the distinct challenges that baseball teams and ballparks face as urban anchor institutions. Earlier in the day they explore, in conjunction with the Center for Health Behavior Research, the impact of video games and recess on children’s health and well-being.

The Impact of Games and Play on Health. Amado Recital Hall, Irvine Auditorium, 9 a.m.-2 p.m.

Penn IUR, in partnership with the Center for Health Behavior Research and the Provost’s Office Year of Games is sponsoring the Center for Public Health Initiatives 2011 Forum. Programs from across the University will be highlighted that focus on using video games to collect information about nutrition and exercise as well as increase facial perception among children with Autism Spectrum Disorder, and the impact of recess on children’s performance, health and well-being.

Keynote presentation by Paul Tarini, senior program officer, Pioneer Portfolio, Robert Wood Johnson Foundation.

Panel discussions featuring the interdisciplinary perspectives of Amy Hillier, assistant professor, School of Design; Bob Schultz, director of the Center for Autism Research (CAR), Children’s Hospital of Philadelphia; and Mary Sumners, lecturer, political science/health and societies, SAS.

RSVP at www.ephi.upenn.edu/2011Forum.shtml

Ballparks as Urban Anchors, Bodek Lounge, Houston Hall, 5:30–7:30 p.m.

This public panel discussion kicks off the 3rd annual Penn IUR Roundtable on Anchor Institutions, a peer-to-peer exchange of anchor institution leaders on the opportunities and challenges they face in the urban landscape, and marks the first event in Penn IUR’s seminar series Games and the City.

Panelists will discuss how ballparks can anchor urban revitalization.

Speakers include: Edward L. Cohen, principal owner, Washington Nationals; Manny Diaz, former mayor or Miami; Diane Golun, chair and CEO, Cleveland Indians; David Montgomery, president and CEO, Philadelphia Phillies; and Irwin P. Raji, partner, Foley & Larnder.

Co-sponsored by the Provost’s Office Year of Games and PennDesign’s department of city and regional planning.

To register, email penniur@pobox.upenn.edu by November 29.

University-wide Teaching Awards: December 5

Nominations for Penn’s University-wide teaching awards are now being accepted by the Office of the Provost. Any member of the University community, past or present, may nominate a teacher for these awards. There are three awards:

The Lindback Award for Distinguished Teaching honors eight members of the standing faculty—four in the non-health schools (Annenberg, Design, Engineering and Applied Science, GSE, Law, SAS, Wharton, Social Policy & Practice) and four in the health schools (Dental Medicine, Medicine, Nursing, and Veterinary Medicine).

The Provost’s Award for Distinguished PhD Teaching and Mentoring honors two faculty members for their teaching and mentoring of PhD students. Standing and associated faculty in any school offering the PhD are eligible for the award.

The Provost’s Award for Teaching Excellence by Non-Standing Faculty honors two members of the associated faculty or academic support staff who teach at Penn, one in the non-health schools and one in the health schools.

The nomination forms are available at www.upenn.edu/provost/teaching_awards. The deadline for nominations by students and faculty colleagues is Monday, December 5, 2011. Departmental colleagues must submit the names of instructors they intend to nominate by Friday, December 16, 2011. Full nominations, with complete dossiers prepared by the nominees’ department chairs, are due Friday, February 3, 2012.

Criteria and Guidelines

1. The Lindback and Provost’s Awards are given in recognition of distinguished teaching. “Distinguished teaching” is teaching that is intellectually demanding, unusually coherent, and permanent in its effect. The distinguished teacher has the capability of changing the way in which students view the subject they are studying. The distinguished teacher provides the basis for students to look with critical and informed perception at the fundamentals of a discipline, and s/he relates that discipline to other disciplines and to the worldview of the student. The distinguished teacher is accessible to students and open to new ideas, but also expresses his/her own views with articulate and informed understanding of an academic field. The distinguished teacher is fair, free from prejudice, and single-minded in the pursuit of truth.

2. Skillful direction of dissertation students, effective supervision of student researchers, ability to organize a large course of many sections, skill in leading seminars, special talent with large classes, ability to handle discussions or structure lectures—these are all attributes of distinguished teaching, although it is unlikely that anyone will excel in all of them. At the same time, distinguished teaching means different things in different fields. While the distinguished teacher should be versatile, as much at home in large groups as in small, in beginning classes as in advanced, s/he may have skills of special importance in his/her area of specialization. The primary criteria for the Provost’s Award for Distinguished PhD Teaching and Mentoring are a record of successful doctoral student mentoring and placement, success in collaborating on doctoral committees and graduate groups, and distinguished research.

3. Since distinguished teaching is recognized and recorded in different ways, evaluation must also take several forms. It is not enough to look solely at letters of recommendation from students or to consider “objective” evaluations of particular classes in tabulated form. A faculty member’s influence extends beyond the classroom and individual classes. Nor is it enough to look only at a candidate’s most recent semester or opinions expressed immediately after a course is over; the influence of the best teachers lasts, while that of others may be great at first but lessen over time. It is not enough merely to gauge student adulation, for its basis is superficial; but neither should such feelings be discounted as unworthy of investigation. Rather, all of these factors and more should enter into the identification and assessment of distinguished teaching.

4. The Lindback and Provost’s Awards have a special focus on the recognition of individual merit. They should be used to advance effective teaching by serving as reminders to the University community of the expectations for the quality of its mission.

5. Distinguished teaching occurs in all parts of the University. Therefore, faculty members from all schools are eligible for consideration. An excellent teacher who does not receive an award in a given year may be re-nominated in some future year and receive the award then.

6. The Lindback and Provost’s Awards may recognize faculty members with many years of distinguished service or many years of service remaining. The teaching activities for which the awards are granted must be components of the degree programs of the University of Pennsylvania.

Year of Games Display at Penn Museum

A “Year of Games” two-case display in the Trescher Entrance atrium of the Penn Museum features objects from the Museum’s Asian, American, and Near East Collections. The “Games of Chance” case includes 3,300-year-old knucklebones, excavated at Beth Shean, Israel, which once served as an ancient dice for predicting the future, and a Totolospi board and game pieces of the Hopi people, collected in 1901. A variety of Native American playing balls, and a bamboo ball from Thailand used to play sepak takraw, that country’s official sport, are included in the “Games of Skill” case.

For those inspired, the Museum Shop and Pyramid Shop at the Penn Museum are selling games.
Summary Annual Report for the University of Pennsylvania Basic Plan

This is a summary of the annual report of The University of Pennsylvania Basic Plan (Plan No. 028) sponsored by the University of Pennsylvania, EIN: 23-1352685, for the period January 1, 2010 through December 31, 2010. This annual report has been filed with the Employee Benefits Security Administration, as required under the Employee Retirement Income Security Act of 1974 (ERISA).

Basic Financial Statement

Benefits under the plan are provided through unallocated insurance contracts and a trust fund. Plan expenses were $6,587,614. These expenses included $0 in administrative expenses, $6,574,185 in benefits paid to participants and beneficiaries and other expenses of $13,429. A total of 19,180 persons were participants or beneficiaries of the plan at the end of the plan year. The value of plan assets, after subtracting liabilities of the plan, was $367,477,927. This increase includes net unrealized appreciation in the value of plan assets; that is, the difference between the value of the plan’s assets at the end of the plan year and the value of assets at the beginning of the plan year or the cost of assets acquired during the plan year. The plan had total income of $374,544,650, including employer contributions of $47,733,895, employee contributions of $51,805,060, employee rollover contributions of $1,159,308 and earnings from investments of $273,866,387.

Your Rights to Additional Information

Under ERISA, you have the right to receive a copy of the full annual report, or any part thereof, upon request. The items listed below are included in that report for the University of Pennsylvania Basic Plan:
1. An accountant’s opinion;
2. Financial information;
3. Information regarding pooled separate accounts in which the plan participates;
4. Information on payments to service providers;
5. Insurance information; and
6. Information regarding pooled separate accounts in which the plan participates.

Summary Annual Report for the University of Pennsylvania Matching Plan

This is a summary of the annual report of The University of Pennsylvania Matching Plan (Plan No. 001) sponsored by the University of Pennsylvania, EIN: 23-1352685, for the period January 1, 2010 through December 31, 2010. This annual report has been filed with the Employee Benefits Security Administration, as required under the Employee Retirement Income Security Act of 1974 (ERISA).

Basic Financial Statement

Benefits under the plan are provided through unallocated insurance contracts and a trust fund. Plan expenses were $6,587,614. These expenses included $0 in administrative expenses, $108,683,774 in benefits paid to participants and beneficiaries and other expenses of $49,860. A total of 22,759 persons were participants or beneficiaries of the plan at the end of the plan year. The value of plan assets, after subtracting liabilities of the plan, was $77,446,267. This increase includes net unrealized appreciation in the value of plan assets; that is, the difference between the value of the plan’s assets at the end of the plan year and the value of assets at the beginning of the plan year or the cost of assets acquired during the plan year. The plan had total income of $81,065,541, including employer contributions of $39,762,740, employee rollover contributions of $2,985,511 and earnings from investments of $38,680,290.

Your Rights to Additional Information

Under ERISA, you have the right to receive a copy of the full annual report, or any part thereof, upon request. The items listed below are included in that report for the University of Pennsylvania Matching Plan:
1. An accountant’s opinion;
2. Financial information;
3. Information regarding pooled separate accounts in which the plan participates;
4. Information on payments to service providers;
5. Insurance information; and
6. Information regarding pooled separate accounts in which the plan participates.

Summary Annual Report for the University of Pennsylvania Supplemental Retirement Annuity Plan

This is a summary of the annual report of The Supplemental Retirement Annuity Plan of the University of Pennsylvania (Plan No. 002) sponsored by the University of Pennsylvania, EIN: 23-1352685, for the period January 1, 2010 through December 31, 2010. This annual report has been filed with the Employee Benefits Security Administration, as required under the Employee Retirement Income Security Act of 1974 (ERISA).

Basic Financial Statement

Benefits under the plan are provided through unallocated insurance contracts and a trust fund. Plan expenses were $20,382,275. These expenses included $0 in administrative expenses, $20,355,738 in benefits paid to participants and beneficiaries and other expenses of $26,537. A total of 24,996 persons were participants in or beneficiaries of the plan at the end of the plan year. The value of plan assets, after subtracting liabilities of the plan, was $528,851,445 as of December 31, 2010, compared to $451,405,178 as of January 1, 2010. During the plan year the plan experienced an increase in its net assets of $77,446,267. This increase includes net unrealized appreciation in the value of plan assets; that is, the difference between the value of the plan’s assets at the end of the plan year and the value of assets at the beginning of the plan year or the cost of assets acquired during the plan year. The plan had total income of $97,828,542 including employee contributions of $36,051,349, employee rollover contributions of $7,688,349 and earnings from investments of $54,088,844.

Your Rights to Additional Information

Under ERISA, you have the right to receive a copy of the full annual report, or any part thereof, upon request. The items listed below are included in that report for the Supplemental Retirement Annuity Plan of the University of Pennsylvania:
1. An accountant’s opinion;
2. Financial information;
3. Information on payments to service providers;
4. Assets held for investment;
5. Insurance information; and
6. Information regarding pooled separate accounts in which the plan participates.

To obtain a copy of the full annual report, or any part thereof, write or call the office of the Plan Administrator, c/o Joanne M. Blythe, Retirement Manager, University of Pennsylvania, 3401 Walnut Street, Suite 527A, Philadelphia, PA 19104-6228, (215) 898-9947. The charge to cover copying costs will be $5 for the full annual report or 25 cents per page for any part thereof.

You also have the right to receive from the Plan Administrator, on request and at no charge, a statement of the assets and liabilities of the plan and accompanying notes, or a statement of income and expenses of the plan and accompanying notes, or both for the University of Pennsylvania Basic Plan. If you request a copy of the full annual report from the Plan Administrator, these two statements and accompanying notes will be included as part of that report. The charge to cover copying costs given above does not include a charge for the copying of these portions of the report because these portions are furnished without charge.

You also have the legally protected right under ERISA to examine the annual reports in the offices of the Employer at the address for the Plan Administrator, above, and at the U.S. Department of Labor in Washington, D.C., or to obtain a copy from the U.S. Department of Labor upon payment of copying costs. Requests to the Department should be addressed to: Public Disclosure Room, Room N-1513, Employee Benefits Security Administration, U.S. Department of Labor, 200 Constitution Avenue, N.W., Washington, D.C. 20210.
Summary Annual Report for the University’s Retiree Health Plan

This is a summary of the annual report of the University of Pennsylvania Retiree Health Plan (Plan No. 530), sponsored by The Trustees of the University of Pennsylvania, EIN 23-1352685 for the period that began on January 1, 2010 and ended on December 31, 2010. The annual report has been filed with the Employee Benefits Security Administration as required under the Employee Retirement Income Security Act of 1974 (ERISA). Please note that not all employees are eligible to participate in the Plan. Please consult your Plan materials for specific eligibility information.

Retiree benefits were provided through a combination of self-insured payments from the University’s general assets, payments from a trust fund established for retiree benefits, and insurance contracts with third party insurance companies.

Medical, Dental and Prescription Drug Benefits Insurance Information

The Plan has contracts with Aetna Health, Inc., Keystone Health Plan East, AmeriHealth and Metropolitan Life Insurance Company to pay medical and dental claims incurred under the terms of the contracts. The total premiums paid for the plan year ending December 31, 2010 were $1,093,369.

Basic Financial Information

The five percent, after subtracting liabilities of the Plan, was $214,764,915 as of December 31, 2010, compared to $185,188,717 as of January 1, 2010. During the plan year the Plan experienced an increase in its net assets of $29,576,198. This includes net realized appreciation in the value of Plan assets; that is, the difference between the value of the Plan’s assets at the end of the year and the value of assets at the beginning of the year or the cost of assets acquired during the year. The Plan had total income of $47,225,421 including employee contributions of $3,539,651, employer contributions of $25,484,384 and gains from investments of $18,201,368.

Plan expenses were $17,649,223. These expenses included $1,995,565 in administrative expenses and $15,689,658 in benefits paid to participants and beneficiaries.

Get a Jump on Your Child Care Plans This Winter

Bad weather can lead to a dependent care dilemma when your child has a snow day but you need to get to work. “Who’s going to watch my children? How do I meet my family’s needs and still meet the demands of my job?” Well, rest assured—Penn has plenty of dependent care resources to help you do both.

Beginning December 6, take advantage of the Snow Day Child Care Program in preparation for winter weather. You have access to all-day care for your children, ages 12 weeks to 12 years old, when Philadelphia County public schools close because of inclement weather but Penn is open. Even if your child attends school in another district, you can still use the Snow Day Child Care Program as long as Philadelphia public schools are closed. Care is provided by the Penn Children’s Center. Keep in mind you need to pre-register in order to participate in the program. Because space is limited, child care is provided on a first-served basis.

You can also rely on Penn’s Backup Care Program if your child’s school closes because of inclement weather. You’re eligible for up to ten days of in-home backup child care per calendar year. Through a partnership with Parents in a Pinch Inc., care is available for children up to 17 years in age who reside in your household.

For more information about the Snow Day Child Care and Backup Care Programs, visit the HR website at www.hr.upenn.edu/quality/worklife

—Division of Human Resources

Life Insurance Benefits

The Plan has a contract with Aetna Life Insurance Company to pay life insurance claims incurred under the terms of the contract. The total premiums paid under this contract for the plan year ending December 31, 2010 were $278,941.

Your Rights to Additional Information

You have the right to receive a copy of the full annual report, or any part thereof, on request. The items listed below are included in that report:

1. An accountant’s opinion;
2. Financial information;
3. Information on payments to service providers;
4. Assets held for investment; and
5. Insurance information.

To obtain a copy of the full annual report, or any part thereof, write to the office of the Plan Administrator, c/o Joanne M. Blythe, Retirement Manager, University of Pennsylvania, 3401 Walnut Street, Suite 527A, Philadelphia, PA 19104-6228, (215) 898-9947. The charge to cover copying costs will be $5 for the full annual report or 25 cents per page for any part thereof.

You also have the right to receive from the Plan Administrator, on request and at no charge, a statement of the assets and liabilities of the Plan and accompanying notes of income and expenses of the plan and accompanying notes, or both. If you request a copy of the full annual report from the Plan Administrator, these two statements and accompanying notes will be included as part of the annual report.

The copying costs given above does not include a charge for the copying of these portions of the report because these portions are furnished without charge.

You also have the legally protected right under ERISA to obtain a copy of the annual reports in the offices of the Plan Administrator, at the address for the Plan Administrator, above, or at the U.S. Department of Labor in Washington, D.C., or to obtain a copy from the U.S. Department of Labor upon payment of copying costs. Requests to the Department should be addressed to: Public Disclosure Room, Room N-1513, Employee Benefits Security Administration, U.S. Department of Labor, 200 Constitution Avenue, N.W., Washington, D.C. 20210.

Volunteers Needed: Help Your Colleagues Resolve Employment Issues

When colleagues have concerns about the terms and conditions of their employment—such as disciplinary action or involuntary termination—you can help them address these tough matters by volunteering as a panelist for the Staff Grievance Program.

The Staff Grievance Program provides Penn staff with a fair and equitable process to resolve workplace issues. As a panel member, you’ll listen to the issues raised by those involved in the grievance, and then make a recommendation on how best to resolve the situation. This is an excellent opportunity to help with conflict resolution and give staff members an impartial forum to address their employment concerns. All regular full- and part-time Penn faculty and staff and retirees are eligible to apply.

We’re seeking a diverse group of volunteers to help make the panel as impartial as we can. If you’re interested in volunteering, complete the online application at www.hr.upenn.edu/staffrelations by January 27, 2012.

For more information, contact Human Resources at (215) 898-6093 or visit the Human Resources website at www.hr.upenn.edu/policy/policies/620.aspx

One Step Ahead

Security & Privacy

Made Simple

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

Is it Okay to Outsource Penn Data?

At Penn and everywhere, there is a growing interest in hiring vendors with specialized expertise to help us successfully deliver services. And sometimes, that means allowing those vendors access to confidential Penn data, including personal information of students, faculty, staff, and alumni. So, is it okay to let a third party use Penn data as part of an outsourcing arrangement? The answer is...you guessed it...it depends.

In general, from a privacy and security perspective, you may share Penn data with approved vendors if:

1. Any compliance issues have been considered and appropriately addressed.
2. Some compliance issues arise based on federal privacy laws such as HIPAA for health data and FERPA for student records. In such cases, it is critical to include specific language in the agreement to protect the data.
3. Regardless of compliance issues, your data is involved, the vendor must agree to baseline strong privacy and security language. Often this is accomplished through Penn’s Purchase Order Terms and Conditions which include Exhibit A—such language. In some cases, it is advisable to include that language—and add to it— in the agreement itself.
4. There are strong privacy and security protections in the agreement. Regardless of compliance issues, when confidential Penn data is involved, the vendor must agree to baseline strong privacy and security language. This is accomplished through the agreement itself.
5. There has been due diligence regarding the privacy and security practices of the vendor. For the most sensitive data, you may wish to ask the company to provide an external audit certifying a strong security environment for example. For less sensitive data, a less demanding review may be acceptable.
6. Other significant privacy and security risks have been considered and appropriately addressed. For example, is the amount and type of information being shared limited to what is necessary? Are there marketing issues that may cause concern?

Penn’s Office of Information Security and Privacy Office have produced guidance and tools on this topic including:

• Guidance on Cloud Computing: Opportunities Used Safely
• Data Sensitivity and Review Framework
• SPIA for Vendors
Visit www.upenn.edu/computing/securi
ty/cloud/index.html for these materials.

Our offices are also available to assist in the process of evaluating vendor privacy and security practices and to work with the Office of General Counsel and Penn Accounting Services for assistance with contracts. Contact security@isc.upenn.edu or privacy@upenn.edu

You have asked the right question (see title of this tip). Penn has tools and resources to assist in the answer. Take the time and get the comfort that you are doing what is right—and sleep better at night.
Update
November AT PENN

EXHIBIT
Now
Global Women’s Health; Center for Health Equity. Claire M. Fagin Hall (Penn Nursing Center for Nursing; Ben Singer, gender, sexuality and women’s studies; Erin Cross, LGBT Center; 1 p.m.; rm. 213, Claire M. Fagin Hall (Penn Nursing Center for Global Women’s Health; Center for Health Equity).

ATTENDANCES
30 Penn Book Club Meeting; Room by Emma Donoghue; noon; Penn Bookstore (Bookstore).

TALKS
28 Thoughts on Gender; Julie Fairman, nursing; Ben Singer, gender, sexuality and women’s studies; Erin Cross, LGBT Center; 1 p.m.; rm. 213, Claire M. Fagin Hall (Penn Nursing Center for Global Women’s Health; Center for Health Equity).

Double Take: Series, Multiples, and Prints from the University Collection

On Wednesday, November 30, there will be a Gallery Talk about the current exhibition at the Arthur Ross Gallery, Double Take: Series, Multiples, and Prints from the University of Pennsylvania Collection. This show explores issues of serialism and artistic process; it runs through January 15. A collaborative exhibition organized by the University’s Office of the Curator and the ARG, it features 58 prints, photographs, pastels, and sculptures drawn from the University of Pennsylvania’s diverse art collection. The earliest works represented are Albrecht Dürer’s Engraved Passion Series (1508-13) and two William Hogarth engravings from A Rake’s Progress, 1735. Several series of prints by 20th-century masters, including Salvador Dalí, Audrey Flack, Donald Judd, Henry Moore, Robert Motherwell, Louise Nevelson, Robert Rauschenberg, and James Rosenquist are also featured. At left: Audrey Flack (b. 1931), Queen, 1975; dye transfer photograph; gift of Seymour Passman.

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 7-13, 2011. Also reported are 15 crimes against the property (including 13 thefts and 2 cases of fraud). Full reports are available at: www.upenn.edu/almanac/volumes/v58/n13/crereport.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 7-13, 2011. The University Police actively patrol from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at (215) 898-4482.

18th District Report

The Crimes Against Persons from the 18th District for November 7-13, 2011 covering the Schuylkill River to 49th Street & Market Street to Woodland Avenue, were not released at press time. When available, they will be posted on Almanac’s website, www.upenn.edu/almanac/crimes-index.html. —Ed.

29 Out of Balance: How Uncertainty Figures in Risk Analysis and Regulatory Economics; Adam Finkel, Penn program on regulation; 4:30 p.m.; room G50, Jon M. Huntsman Hall (PPR).

30 Bringing Energy Closer to Home: Why Energy Efficiency and Distributed Resources are Needed Building Blocks to Really Benefit from a ‘Smart Grid.’ Jeff Bladen, Mark Group, Inc.; noon; Carolyn Hoff Lynch Auditorium, Chemistry Building (Institute for Environmental Studies; IGEL).

AT PENN Deadlines

The November and December AT PENN calendars are online at www.upenn.edu/almanac. The deadline for the January AT PENN calendar is Tuesday, December 6.

During the academic year, the deadline for the weekly Update is each Monday for the following week’s issue. Events are subject to change.

Information is on the sponsoring department’s website. Sponsors are in parentheses. For locations, call (215) 898-5000 or see www.facilities.upenn.edu

11/07/11 3:23 PM 51 N 59th St Threatening phone call received
11/07/11 2:44 PM 4000 Locust St Male in possession of weapon/Arrest
11/09/11 2:45 PM 3400 Spruce St Unauthorized male in building/Arrest
11/11/11 1:28 AM 4001 Walnut St Merchandise taken without payment/Arrest
11/11/11 2:44 AM 3800 Sansom St Disorderly male cited
11/11/11 12:58 AM 3959 Baltimore Ave Complainant struck by boyfriend/Arrest
11/11/11 8:53 PM 4095 Ludlow St Complainant assaulted/Arrest
11/11/11 9:40 PM 100 S 43rd St Male wanted on warrant/Arrest
18th District Report

The Crimes Against Persons from the 18th District for November 7-13, 2011 covering the Schuylkill River to 49th Street & Market Street to Woodland Avenue, were not released at press time. When available, they will be posted on Almanac’s website, www.upenn.edu/almanac/crimes-index.html. —Ed.

Penn’s Way 2012 Raffle Drawings

Week Six Winners

(week of November 7-11)


Happy Thanksgiving!

No Almanac November 29

There is no Almanac scheduled for November 29. Members of our staff will be on duty to assist contributors planning insertions for December. Breaking news will be posted to “Almanac Between Issues” if necessary. —Eds.

Almanac
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URL: www.upenn.edu/almanac

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

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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, color, sex, sexual orientation, gender identity, religion, creed, national or ethnic origin, citizenship status, age, disability, veteran status or any other legally protected class status in the administration of its admissions, financial aid, educational or athletic programs, or other University-administered programs or in its employment practices. Questions or complaints regarding this policy should be directed to Sam Starks, Executive Director of the Office of Affirmative Action and Equal Opportunity Programs, Sansom Place East, 3600 Chestnut Street, Suite 228, Philadelphia, PA 19104-6106; or (215) 898-6993 (Voices) or (215) 898-7923 (TDD).

www.upenn.edu/almanac

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ALMANAC November 22, 2011
Groups for Economic Applied Thinking (GREAT): a Collaborative Approach to Studying Microeconomics Principles

Rebecca M. Stein

Houston Hall’s Food Court is not empty after it closes on Sunday and Monday nights. In fact, it is full of activity as hundreds of undergraduate students work together to think through difficult, real world problems. The place is loud with student excitement and conversation.

Students are there to participate in the GREAT program, a program created to support student learning and retention in economics and other fields that require Principles of Microeconomics (Econ 001). There are approximately a thousand students enrolled in this course each year, most of them freshman and most have little background in economics. One of the most important issues I face is finding a way to help all students succeed.

What success means in my class and, I suspect, in many, quantitative courses includes helping students translate verbal reasoning into graphical and numerical formats. My hope is that my students can buck the national trend and feel ready to deal with the kind of thinking they will need to thrive in a quantitative field.

To address these issues, I worked with the Weingarten Learning Resource Center and the Center for Teaching and Learning to create the Groups for Economic Applied Thinking (GREAT) program. Funded by the Provost and SAS (and helped out by the incredibly supportive management of Houston Hall), GREAT is a program of directed study groups designed to help students in Econ 001 excel. Students who select to participate in the GREAT program meet once a week. They work in groups of four or five students to apply economic thinking to challenging, open-ended economics problems. These problem sets encourage students to tackle advanced problems in order to explore the implications of the week’s material and approach contemporary issues using the models they have learned in class.

Background

A central aim of the program was to increase the success of all students in “gateway” courses such as Microeconomics. Throughout the nation, institutions of higher education have reported what has been called the “leaky pipeline” in quantitative fields. Many students, even those who have strong Math SAT I scores and have indicated an interest in studying these fields, leave them at high rates. While the reasons for their departure are complex, there is some evidence that showing students real world applications of the field and giving them an opportunity to work through challenging problems together has been shown to help students connect with the discipline.

The framework for the GREAT program is based on a similar approach used in mathematics courses. In these cases students were organized into “workshops” that involved solving problems and developing basic science skills (like graphing). These workshops were expressly designed to challenge students. There is some evidence that these programs significantly increased the GPA of minority students though there is a suggestion that students who took advantage of this program may have been more likely to do well anyway. In economics, similar programs have been implemented and shown promise at Lehigh University and Indiana University. Though each program is different, their aims are to enhance student learning through active engagement in a group setting with real world applications.*

Implementation here at Penn

Critical to the program is the group-centered, problem-solving approach. Students are assigned into groups at the beginning of the semester and continue as a team. Because the problems that students work through are open-ended, written questions, they encourage discussion among all participants. For every four groups there is one mentor, a student who did well in Econ 001 previously and who is able to talk about economic concepts clearly. The mentor does not provide answers, but rather guides the groups and assists them in analyzing the problems. The collaborative, problem-solving focus of the program, set in a comfortable atmosphere, helps students excel in class, and better understand how to thrive in college by focusing on the process of solving a problem, not only on getting the right answer.

Another critical factor is the real world application of the material. These problem sets ask students to place themselves in the role of a policy expert, industry consultant or CEO. Students have to use the most basic economic models in a meaningful way to link theory and practice. In one assignment students play the role of a White House staffer, who is trying to convince President Obama of the importance of including high-deductible health insurance as one of the health insurance options provided by the state run health insurance exchanges. In this exercise they must think through the implications of a downward sloping demand and the existence of insurance for the quantity of health care consumed as they encounter the concept of ex post moral hazard.

How great is GREAT?

Student feedback about the program has been positive. In an end of semester survey, almost all agreed or strongly agreed with these statements: “The GREAT program helped me understand microeconomics principles.,” “The GREAT program encouraged me to apply economic thinking outside of class,” and “The group tasks in GREAT were challenging.” Students thought that the most important aspects of the program were working in a group and the challenging nature of the problems. Interestingly, they ranked “designated study time” as a relatively unimportant characteristic of the program. It was the nature of the program that was appreciated, not just the existence of more study opportunities.

Evaluating such a program as measured by learning outcomes is difficult as it is a voluntary, opt in program: selection into it is not random. But an intriguing analysis of the first year shows that the racial gap in course grades in prior years (a gap that remained even when adjusted for SAT I scores) among all students who took the course, disappeared the year the program was implemented.

It is gratifying to hear students’ enthusiasm about the program. The times I have stopped by it was a thrill to see students focused and conscientiously working together. It is certainly encouraging to know students are studying systematically throughout the semester rather than cramming just before exams.

Nonetheless GREAT is very much still a work in progress. The biggest challenge the mentors and I still face is getting students to concentrate on the process as opposed to finding the right answer to a specific question. While I want them to focus on the translation from the verbal to the quantitative rather then on solving problems in arithmetic, students are frustrated that there is no one “right” answer that they will find out in the end. To meet students’ desires for some sense of a final product, we asked each group to draw a graph that summarizes the core issue in the exercise and to compare their graph to that of another group. This fall I have started posting these graphs outside my office door, both to motivate groups to do their best work and to give students an opportunity to evaluate their answers relative to their peers.

GREAT has taken time to develop and work to implement. But the early returns are positive. The structured groups and challenging problems have given my students new ways to grapple with a field that feels unfamiliar to many of them. My hope is that this will encourage them to pursue other quantitative courses with less anxiety and more comfort.

* For a list of references, please contact Dr. Stein.

Rebecca M. Stein is a Senior Lecturer of Microeconomics Principles in the Economics Department. She won a Provost’s Award for Teaching Excellence by Non-Standing Faculty in 2011.

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.