Penn Medicine’s New Center for Personalized Diagnostics

Just like a massive iceberg jutting out of the ocean, many of cancer’s genetic underpinnings remain hidden under the surface, impossible to predict or map from above. The foreboding shadows and shapes that appear on CT scans and MRIs—and even in the field that doctors see when they zoom in to look at cancer cells under a high-powered microscope—are just the tip of the iceberg.

Penn Medicine’s new Center for Personalized Diagnostics (CPD), a joint initiative of the department of pathology and laboratory medicine and the Abramson Cancer Center, is diving deeper into each patient’s tumor with next generation DNA sequencing. These specialized tests can refine patient diagnoses with greater precision than standard imaging tests and blood work, all with an aim to broaden treatment options and improve their efficacy.

“We’re using the most advanced diagnostic methods to unlock cancer’s secrets,” said David B. Roth, chairman of the department of pathology and laboratory medicine. “A tumor’s genomic profile is the most critical piece of information for an oncologist to have when they’re deciding what therapy to recommend. The results of tests in the Center for Personalized Diagnostics reveal a genetic blueprint of each patient’s tumor that is as discrete and singular as a fingerprint.”

The Center for Personalized Diagnostics unites top experts in genomic analysis, bioinformatics and cancer genetics—who use the most sensitive data analysis tools available to identify the rarest of mutations—with oncologists who treat patients and design clinical trials to test new therapies. Together, their efforts will provide cancer patients with cutting-edge diagnostic and therapeutic options.

The first group of patients who are undergoing testing through the CPD includes those with blood cancers and solid tumors of the brain, melanoma and lung. Throughout 2013, the tests will be expanded for a wider range of cancer patients. Results are available within two weeks—twice as fast as most commercially available testing panels. All new and relapsed Abramson Cancer Center patients will receive this testing—conducted via simple blood tests and/or biopsy of tumor tissue or bone marrow—as part of their evaluation and diagnostic process. Interpretation of results is communicated one-on-one to patients and their caregivers by physicians and genetic counselors.

In contrast to the CPD’s offerings, individual genetic tests—which now proliferate in the marketplace, even for healthy people who may be interested in going on a spelunking expedition through their DNA—are time consuming and expensive to conduct, and they often yield information that is not clinically actionable. When these tests are offered for cancer patients, patients are often left with only a veritable al}

(continued on page 3)
Nominations for University-wide Teaching Awards

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:

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

2. 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.

3. 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 http://provost.upenn.edu/education/teaching-at-penn/teaching-awards. The deadline for nominations by students and faculty colleagues is Monday, December 9, 2013. Departments nominating a member of the faculty must also submit the names of instructors they intend to nominate by Monday, December 16, 2013. Full nominations, with complete dossiers prepared by the nominees’ department chairs, are due Monday, February 3, 2014.

Note: For the Lindback and Non-Standing Faculty awards, the health professional schools—Dental, Veterinary, Nursing and Medicine—have a separate nomination and selection process. Contact the Dean of the school in which to nominate a faculty member from one of these schools.

There will be a reception honoring all the award winners in spring of 2014. For more information, please email provost-ed@upenn.edu or call (215) 898-7225.

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 and quietly stimulate lectures—these and 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 courses. 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 symbolic importance that transcends 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, full faculty members from the non-health 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.

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 constituent bodies and their representatives. Please communicate your comments to Vicki Hewitt, executive assistant to the Senate Office, either by telephone at (215) 898-6943 or by email at senate@pobox.upenn.edu

Faculty Senate Executive Committee Actions

Wednesday, October 23, 2013

Chair’s Report: Faculty Senate Chair Dwight Jaggard reported that the Faculty Senate committees have been meeting. The Senate Committee on Faculty and the Academic Mission (SCOF) has been asked to review four track change proposals from the School of Arts & Sciences, the School of Design, the School of Engineering & Applied Science and the four health schools combined. The proposals from Design and SEAS will be brought to SEC for discussion and a vote at the November meeting. He reminded the committee that the November meeting will also have three guests: Executive Vice President Craig Carnaroli, Vice President for Public Safety Maureen Rush and Associate Ombudsman Marcia Martinez-Helfman. He asked committee members to contribute suggestions for topics for their presentations. Suggestions can also be emailed to senate@pobox.upenn.edu. He reported that a proposal for University divestment from tobacco products will be discussed at the University Council meeting on January 29, 2014.

Past Chair’s Report: Faculty Senate Past Chair Susan Margulies reported that she has been attending Capital Council meetings and reminded the Senate Executive Committee that she is bound by a confidentiality agreement not to disclose the work of Capital Council outside of the committee. She noted that one of the issues that arose in the Academic Planning and Budget committee meetings was increased federal requirements for documenting conflicts of interest in research funding, and the burden these requirements make on faculty time.

Vote on the 2013-2014 Senate Nominating Committee Ballots: SEC members voted for the members of the 2013-2014 Senate Nominating Committee.

Update from the President: President Amy Gutmann updated SEC on the Penn Compact 2020 and its three core values of inclusion, innovation and impact. She reiterated the University’s commitment to inclusion by increasing financial aid at all levels, expanding faculty diversity and excellence and encouraging open learning initiatives. Under the priority of innovation, she noted Penn’s commitment to the Penn Integrates Knowledge (PIK) initiative and other endowed professorships, interschool programs and plans for a new Pennovation Center. As part of impact, she noted the Penn Connects 2.0 plan for Penn’s campus, new knowledge-based public policy initiatives and global initiatives like Perry World House and the Penn Wharton China Center. She explained that the Penn Compact was enabled by: development and alumni engagement; strong endowment performance; collaboration between administrators and staff; communications efforts, including social media and cost containment and revenue enhancement measures. She reviewed the Making History campaign achievements and priorities, and shared her concerns about the anticipated decrease in federal funding for research.

SEC members and the President then discussed the following topics: spending priorities for the Making History campaign funds, research into the effectiveness of online learning and other topics around Open Learning Initiatives, plans for the Pennovation Center and the question of equity for non-tenured, non-standing faculty.

The Middle States Reaccreditation Self-Study Report: Vice Provost for Education Andy Bruns informed SEC about the Middle States Commission on Higher Education’s reaccreditation review process that is currently underway at Penn. The six major recommendations of the Self-Study report constitute a plan of action for undergraduate education at Penn for the next few years. These were: to further increase the diversity and excellence of Penn’s applicants through admissions outreach; to increase the endowment income available to fund financial aid; to strengthen coordination of national and regional/national initiatives for undergraduates; to encourage cross-school study for undergraduates; to strengthen research opportunities for undergraduates; and to lead instructional innovation using new methods of active classroom learning and open learning initiatives. Penn will report on its concrete achievements towards meeting these goals in the Periodic Review Report in 2019.

SEC members and the Vice Provost then discussed how global initiatives such as Perry World House and Penn Wharton China Center will contribute to undergraduate education and sub-matriculation programs at Penn.

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Death

Dr. Klein, Nobel Laureate in Economics

Dr. Lawrence R. Klein, the Benjamin Franklin Professor of Economics Emeritus at the University of Pennsylvania and recipient of the Nobel Prize in Economic Sciences in 1980, passed away on October 20 at age 93. Dr. Klein taught in the economics department of the University of Pennsylvania from 1958 until his retirement in 1991. He continued as an active researcher and valued colleague long after his formal retirement.

Born in Omaha, Nebraska, Dr. Klein held degrees from MIT (PhD), Oxford University (MA), and UC, Berkeley (BA).

In referencing his early years, he stated “Although I was not aware of it at the time, the experience of growing up during the Great Depression was to have a profound impact on my intellectual and professional career. Collegiate life subsequently gave me a basis for understanding this experience and to develop some analytical skills for dealing with the important economic aspects of this era, as well as the exciting times that were to come—World War II, postwar reconstruction and expansion.”

Prior to joining the Penn faculty as an associate professor in 1958, he was affiliated with the University of Chicago, the University of Michigan and the National Bureau of Economic Research. He held honorary degrees, including one from Penn in 2006 (Almanac February 28, 2006) and honorary professorships from more than 30 universities worldwide.

He served as president of the American Economics Association and the Econometrics Society, was founder of Wharton Econometric Forecasting Associates, of Project LINK and of the International Economic Review (Almanac October 28, 1980). He was a member of the American Philosophical Society, the American Academy of Arts & Sciences, the National Academy of Sciences and a corresponding member of the British Academy. In addition, he was a founding trustee of Economists for Peace and Security.

Dr. Klein was one of the pioneers in building macroeconometric models. One of his earliest successes was in forecasting business fluctuations and economic policy at the end of World War II. The time many economists predicted that the end of the war would bring another depression, but Dr. Klein predicted an unsatisfied demand for consumer goods during the war, combined with the purchasing power of returning soldiers, would prevent a depression. His prediction proved to be right. His research produced a series of increasingly detailed and sophisticated models of economic activity that were used to forecast fluctuations including national product, exports, investments and consumption and to study the effect on them of changes in taxation, public expenditure, oil price, etc.

In 1959, Dr. Klein won the prestigious John Bates Clark Medal from the American Economic Association, which was awarded biennially to “that American economist under the age of forty who is adjudged to have made a significant contribution to economic thought and knowledge.”

Dr. Klein advised many US and foreign governments. In 1976 he was the coordinator of Jimmy Carter’s Economic Task Force in a successful bid for the Presidency of the United States. In 1980, Dr. Klein won the Nobel Prize in Economic Sciences (Almanac October 21, 1980) for the creation of econometric models and the application to the analysis of economic fluctuations and economic policies. His Nobel citation states that “few, if any, research workers in the empirical field of economic science have had so many successors and such a large impact as Lawrence Klein.” The Nobel Prize website contains a detailed biographical profile, www.nobel-prize.org/nobel-prizes/economic-sciences/laureates/1980/klein-bio.html

Here at Penn, Dr. Klein was an eminent teacher who not only led the intellectual activity of the Graduate Group in Economics for more than 20 years but also for many years actively taught undergraduates in the General Honors Program. While on the faculty, he mentored more graduate students and directed more doctoral theses per year than any other departmental member.

In 1993, Dr. Klein created the Penn Institute for Economic Research (PIER), to foster an environment for research and teaching that enhances the University’s role as one of the leading institutions in the world of the study of economics. He was extremely generous with his time, helping the institute to grow and become an important part of Penn Economics.

Dr. Klein is survived by his wife, Sonia; daughters, Hannah, Rebecca and Rachel; a son, Jonathan; seven grandchildren; and four great-grandchildren.

Contributions may be made to the economics department in honor of Dr. Klein at https://giving.upenn.edu/giving/jsp/fast.do?program=SAS&fund=650008

To Report A Death

Almanac appreciates being informed of the deaths of current and former faculty and staff members, students and other members of the University community. Call (215) 898-5274 or email almanac@upenn.edu

However, notices of alumni deaths should be directed to the Alumni Records Office at Room 517, Franklin Building, (215) 898-8136 or email record@ber.upenn.edu

PASEF-ASEF Emeritus Reception: October 30

Penn faculty are invited to a reception honoring newly PASEF-ASEF emeritus faculty on Wednesday, October 30, from 4:30 to 7 p.m. at Sweeten Alumni House, 3533 Locust Walk. Come celebrate with your colleagues as they move to emeritus status. Please check the ASEP www.med.upenn.edu/asef/ or PASEF www.upenn.edu/emeritus websites for more details.

PennKey Administration Station Transition

As of November 1, 2013, the central PennKey Administration Station, serving all University faculty and staff, will be located at the PennCard Center on the second floor of the Penn Bookstore (3601 Walnut Street). Hours will be from 8:30 a.m.–5 p.m. Monday–Friday.

For more information about this or other PennKey Administration Stations, visit www.upenn.edu/computing/penkey/help/admin.html

Center for Personalized Diagnostics (continued from page 1)

phaget soup detailing genetic information, with few plans for how to use those findings to conquer their cancer.

Since the CPD began operating in early 2013, however, tests in 80 percent of patients revealed genetic mutations that may be used to alter their treatment course or clarify their prognosis. The results are playing a role in:

• Matching patients with existing therapies designed to target mutations previously associated only with different cancers. For instance, some lung cancer patients exhibit mutations of the BRAF gene, which is targeted by drug Vemurafenib, initially developed and approved for melanoma. Testing in the CPD is helping clinicians make new connections that will expand the indications for existing drugs.

• Helping physicians determine which treatments a patient will respond to, or how well they will tolerate a particular treatment. Patients with the blood cancer acute myelogenous leukemia who express a mutation known as DNMT3A, for instance, are known to respond to higher doses of the drug daunorubicin. Learning this type of information prior to beginning treatment can help oncologists select and dose drugs in a way that will reduce side effects and boost patients’ quality of life during treatment—and increase their chance of identifying patients who are likely to have a poor prognosis if treated with first-line therapies, which allows them to set up a cascade of alternative therapies or, in the case of some blood cancer patients, expedite the search for a matching bone marrow donor.

• Detecting resistance mutations that could slow or halt patients’ response to targeted drugs, allowing for custom-designed combination therapies to attack tumors through multiple pathways.

The Center’s research agenda operates in parallel with its clinical care mission. Each patient’s test results will add to an enormous repository of genomic mutation profiles that, combined with the ability to follow patients over time, will help clinical researchers identify new markers and mutation profiles to better predict the course of an individual patient’s treatment response and suggest new targets for therapy.

As new mutations are detected and novel treatment options are identified, the gene testing panels for custom-designed combination therapies will be revised. Scientists are working to develop a model that will reduce side effects and boost patients’ quality of life during treatment—and increase their chance of identifying patients who are likely to have a poor prognosis if treated with first-line therapies, which allows them to set up a cascade of alternative therapies or, in the case of some blood cancer patients, expedite the search for a matching bone marrow donor.

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SENATE

Faculty Senate Committees, 2013–2014

Senate Executive Committee

Officers:

Chair Dwight Jaggard, SEAS/Electrical & Systems Engineering

Chair-Elect Claire Finkelstein, Law

Past Chair Susan Margulies, SEAS/Bioengineering

Secretary Stephen Phipps, SAS/Earth & Environmental Science

Secretary-Elect Susan Yoon, GSE

Past Secretary Lisa Lewis, Nursing

At-Large Members:

Gustavo Aguirre, Veterinary Medicine

Paulo Arratia, SEAS/Mechanical Engineering and Applied Mechanics

Christine Bradway, Nursing

Charles Branas, Medicine/Biostatistics & Epidemiology

Delphine Dahai, SAS/Psychology

Salimah Meghani, Nursing

Angela Mills, Medicine/Emergency Medicine

Reed Pyeritz, Medicine/Translational Medicine and Human Genetics

Philipp Rea, SAS/Biology

Florian Schwarz, SAS/Linguistics

Marilyn (Lynn) Sommers, Nursing

Peter Struck, SAS/Classical Studies

Members Elected by Constituency:

1. Annenberg: Guobin Yang
2. Arts & Sciences (History): Robert St. George
3. Arts & Sciences (Art, Music): Carol Muller
4. Arts & Sciences (Mathematics): Jim Haglund
5. Arts & Sciences (Biology): Brent Helfiker
6. Arts & Sciences (Chemistry, Earth and Environmental Science, History and Sociology of Science): Patrick Walsh
7. Arts & Sciences (Classical Studies, Germanic Languages and Literatures, Romance Languages, Slavic Languages and Literatures): Ilyá Vinitsky
8. Arts & Sciences (Economics): Kenneth Burdett
10. Arts & Sciences (Linguistics, Philosophy): Rolf Noyer
11. Arts & Sciences (East Asian Languages and Civilizations, Near Eastern Languages and Civilizations, Religious Studies, South Asia Studies): Justin McDaniel
12. Arts & Sciences (Physics and Astronomy): Masao Sako
13. Arts & Sciences (Political Science): Brendan O’Leary
14. Arts & Sciences (Psychology): Russell Epstein
15. Arts & Sciences (Sociology): Melissa Wilde
16. Dental Medicine: Kathleen Boesze-Battaglia
17. Education: Doug Frye
18. Engineering (Bioengineering, Chemical Engineering, Materials Science and Engineering, Mechanical Engineering and Applied Mechanics): Ravi Radhakrishnan
20. Design: Jackie Tileston
21. Law: Tobias Wolff
22. Medicine (Biochemistry and Biophysics, Cell and Developmental Biology, Biostatistics and Epidemiology, Center for Bioinformatics, Cancer Biology, Bioinformatics, Physiology, Neuroscience, Neurosurgery): John Holmes
23. Medicine (Anesthesia, Obstetrics & Gynecology, Radiation Oncology): Sydney M. Evans

Senate Committee on Faculty and the Academic Mission (SCOF)

Nancy Hanrahan, Nursing
Ron Harty, Veterinary Medicine
Amy Sepinwall, Wharton
Mindy Schleifer, Medicine/Infectious Diseases
Tom Sollecito, Dental Medicine
Santosh S. Venkatesh, SEAS/Electrical and Systems Engineering, Chair
Jeff Winkler, SAS/Chemistry

Ex officio

Senate Chair, Dwight Jaggard, SEAS/Electrical and Systems Engineering
Senate Chair-Elect, Claire Finkelstein, Law

Senate Committee on Students and Educational Policy (SCSEP)

Paulo Arratia, SEAS/Mechanical & Applied Mechanics
Emily Blumberg, Medicine/Emergency Medicine
Ivan Dmochowski, SAS/Chemistry, Chair
Emma Meagher, Medicine/Experimental Therapeutics
Carol Muller, SAS/Music
Jorge Santiago-Aviles, SEAS/Electrical and Systems Engineering
Michael Weisberg, SAS/Philosophy

Ex officio

Senate Chair, Dwight Jaggard, SEAS/Electrical and Systems Engineering
Senate Chair-Elect, Claire Finkelstein, Law

Senate Committee on Faculty and the Administration (SCOA)

Sigal Ben-Porath, GSE
Gregory Bisson, Medicine/Infectious Diseases
Brenda Casper, SAS/Biology
Ken Drobatz, Veterinary Medicine
Jonathan Korostoff, Dental Medicine
Anne Norton, SAS/Political Science, Chair
Ted Simno, SEAS/Chemical and Biomolecular Engineering, Mechanical Engineering and Applied Mechanics
R. Polk Wagner, Law

Ex officio

Senate Chair, Dwight Jaggard, SEAS/Electrical and Systems Engineering
Senate Chair-Elect, Claire Finkelstein, Law

Senate Committee on Publication Policy for Almanac

Tobias Wolff, Law (replacing Terry Richmond who is on sabbatical)

Ex officio

Senate Chair, Dwight Jaggard, SEAS/Electrical and Systems Engineering
Senate Chair-Elect, Claire Finkelstein, Law

Senate Committee on Academic Freedom (SCAFR)

Fran Barg, SAS and Medicine
John Bassani, SEAS/Mechanical Engineering and Applied Mechanics, Chair
Peter Dodson, Veterinary Medicine
Nader Engheta, SEAS/Electrical and Systems Engineering, Bioengineering, Materials Science and Engineering
Alan T. Charlie Johnson, Jr., SAS/Physics & Astronomy
Gary Koretzky, Medicine/Cancer Biology
Edward T. Lally, Dental Medicine
James Serpell, Veterinary Medicine
Tobias Wolff, Law (replacing Terry Richmond who is on sabbatical)

Ex officio

Senate Chair-Elect, Claire Finkelstein, Law

Senate Committee on Economic Status of the Faculty (SCSEP)

Julie Blenkey, Medicine/Pharmacology
Peter Fader, Wharton
Erika Holzbaur, Medicine/Physiology, Chair
Sarah H. Kagan, Nursing
Janice Madden, SAS/Sociology
Lorraine Tufman, Nursing

Ex officio

Senate Chair, Dwight Jaggard, SEAS/Electrical and Systems Engineering
Senate Chair-Elect, Claire Finkelstein, Law

Senate Past Chair, Susan Margulies, SEAS/Bioengineering

Faculty Grievance Commission

Martha Curley, Nursing, Chair
Robert Hollebeck, SAS/Physics, Past Chair
Rogers Smith, SAS/PollSci, Chair-Elect
John Reps Prize: Dr. Ammon
Francesca Ammon, assistant professor of city and regional planning in PennDesign, won the John Reps Prize from the Society for American City and Regional Planning History (SACRPH) for her dissertation, "Culture of Clearance: Waging War on the Landscape in Postwar America" (Yale 2012).

The award is given to the best doctoral dissertation in American city and regional planning history completed in the past two years.

Service Award: Ms. Wilson
Fatou Wilson, a chef at Houston Market, was recognized by the Bon Appétit Management Company for her customer service as part of its Star One Program. Chef Wilson was singled out from among all employees at the over 500 accounts in 32 states including corporate campuses such as Google and Starbucks and universities such as John Hopkins. A native of Senegal who is credited with creating many of the recipes now served in the Hemispheres section of Houston Market, Chef Wilson was recognized on October 17 in Orlando, Florida. For more about her visit: www.upenn.edu/dining

Institute of Medicine Elects Seven New Members from Penn Medicine
Seven professors from the Perelman School of Medicine have been elected members of the Institute of Medicine (IOM), one of the nation’s highest honors in biomedicine. In addition to their appointments in the Perelman School of Medicine, the new inductees also hold positions within the School of Arts & Sciences (SAS), the School of Nursing, the Wharton School, the Leonard Davis Institute of Health Economics (LDI) and The Children’s Hospital of Philadelphia (CHOP).

The new members bring Penn Medicine’s total to 68.

Established in 1970 by the National Academy of Sciences, IOM has become recognized as a national resource for independent, scientifically informed analysis and recommendations on health issues. With their election, members make a commitment to volunteer their service on IOM committees, boards and other activities.

The new Penn IOM members:

Charles L. Bosk is professor of anesthesiology and critical care, Perelman School of Medicine; professor of sociology, SAS; and senior fellow, LDI. His research areas are medical sociology and the professionalization, deviance and social control and field methods of research. His current projects focus on the ethics of research and on medical mistakes in the guise of patient safety.

Phyllis A. Demeny is professor of pediatrics; director, Newborn Services, HUP; and chief of the Division of Neonatology and Newborn Services at CHOP. She holds the Werner and Gertrude Henle Endowed Chair in Pediatrics. Her research is focused on oxidative stress-mediated neonatal lung gene regulation and on the biology of lung injury and repair. Her clinical interests are in neonatal jaundice, bronchopulmonary dysplasia and the long-term consequences of prematurity.

Jeffrey A. Dreyfus is chair of the department of surgery at Penn Medicine, and the John Rhea Barton Professor of Surgery. Dr. Dreyfus’s research has contributed significantly to the understanding of the genetic origins of cancer. His many clinical interests include pancreatic cancer, acute and chronic pancreatitis, the use of new technologies to manage liver tumors, disorders of the bile ducts and management of gallbladder disease.

Gideon Dreyfuss is the Isaac Norris Professor of Biochemistry & Biophysics and Howard Hughes Medical Institute Investigator. Dr. Dreyfuss’ laboratory is interested in post-transcriptional gene regulation and its central mediators, RNA-binding proteins and non-coding RNAs. The Dreyfuss laboratory is also pursuing its recent surprising discovery of a fundamental new step in gene expression—protection of nascent gene transcripts from premature termination, a U1 snRNP function (named telescripting), and its potential role in cancer, cell proliferation and activation of immune cells and neurons.

Karen Glanz is a Penn Integrates Knowledge (PIK) Professor and George A. Weiss University Professor, professor of epidemiology and nursing in the Perelman School of Medicine and in the School of Nursing, and director of the Center for Health Behavior Research. She is also a senior fellow in LDI. Dr. Glanz’s research focuses on public health education, science disciplines and focuses on nutrition and obesity, skin cancer prevention, tobacco control and cancer screening. Her pathbreaking work integrates theory and research methods from social and behavioral sciences into public health and medicine.

Joan M. O’Brien is the George E. de Schweinitz and William F. Norris Professor of Ophthalmology, chair of the department of ophthalmology and director of the Scheie Eye Institute at the Perelman School of Medicine. Her research focuses on the genetics of eye disease, including retinoblastoma, melanoma and glaucoma.

George M. Shaw is professor of medicine and microbiology. His investigative work focuses on the transmission and immunopathogenesis of HIV-1 and hepatitis C virus (HCV), human pathogens that infect more than 200 million individuals worldwide. Dr. Shaw is recognized for having developed the first molecular clones of HIV-1, which led to the development of antibody and nucleic acid tests to protect the blood supply and diagnose and monitor HIV-1 infections.

Undergraduate Research Prize
The 2013 Electrical and Systems Engineering (ESE) Senior Design team—consisting of Sam Lim, Fred Abhiprabowo, Palm Harinsuith and Willis Zhang—is the recipient of the 2013 INFORMS Undergraduate Operations Research Prize presented by the Institute for Operations Research and the Management Sciences (INFORMS). Their paper “Designing a Simulation Tool for Commercial Cross-Docking Application” was selected by INFORMS to be presented by the team at the 2013 INFORMS Annual Meeting held earlier this month in Minneapolis, Minnesota.

Peter Hahn, adjunct associate professor in ESE and Monique Guignard, professor of operations and information management in the Wharton School, advised the students.

For their project, the team developed a discrete-event simulation model, using ExtendSim software to dynamically replicate the operations of a large cross docking facility. Working closely with a large multinational transportation company, they constructed a prototype model to determine the impact of resource assignments on the cost of shipping per inbound container. Their simulation model depicts the operational processes executed at a fully operating cross dock and includes metrics such as facility throughput, total cost, resource utilization and idle time. They validated the accuracy of their model by comparing model performance measures against actual historical data provided by the company. The prototype simulation model serves as a tool that enables cross dock operators to evaluate assignment strategies in a risk-free, costless environment.

INFORMS is the largest professional society in the world for professionals in the field of operations research, management science and analytics.

Undergraduate Research Prize
Karen Glanz is a Penn Integrates Knowledge (PIK) Professor and George A. Weiss University Professor, professor of epidemiology and nursing in the Perelman School of Medicine and in the School of Nursing, and director of the Center for Health Behavior Research. She is also a senior fellow in LDI. Dr. Glanz’s research focuses on public health education, science disciplines and focuses on nutrition and obesity, skin cancer prevention, tobacco control and cancer screening. Her pathbreaking work integrates theory and research methods from social and behavioral sciences into public health and medicine.

Joan M. O’Brien is the George E. de Schweinitz and William F. Norris Professor of Ophthalmology, chair of the department of ophthalmology and director of the Scheie Eye Institute at the Perelman School of Medicine. Her research focuses on the genetics of eye disease, including retinoblastoma, melanoma and glaucoma.

George M. Shaw is professor of medicine and microbiology. His investigative work focuses on the transmission and immunopathogenesis of HIV-1 and hepatitis C virus (HCV), human pathogens that infect more than 200 million individuals worldwide. Dr. Shaw is recognized for having developed the first molecular clones of HIV-1, which led to the development of antibody and nucleic acid tests to protect the blood supply and diagnose and monitor HIV-1 infections.
Membership of University Council, 2013–2014

Steering Committee
The Steering Committee shall consist of the president of the University, the provost, the chair, the chair-elect and the past chair of the Faculty Senate, the chair of the Undergraduate Assembly, the chair of the Graduate and Professional Student Assembly, the chair of the Penn Professional Staff Assembly and the chair of the Weekly-Paid Penn Professional Staff Assembly. Drawn from the Council membership there shall be in addition four faculty members, one graduate/professional student and one undergraduate student elected by the respective governing bodies, as well as one additional member of the Penn Professional Staff Assembly and one additional member of the Weekly-Paid Penn Professional Staff Assembly, each elected by their representative assemblies. The chair of the Faculty Senate shall be the chair of the Steering Committee. The Council moderator will be the chair, or at the request of the chair, the chair-elect shall serve as chair of the Steering Committee. The Council moderator will be an official observer at meetings of the Steering Committee. The secretary of the Council shall serve as secretary of the Steering Committee. Members of the Steering Committee may attend the meetings of Council committees.

—Council Bylaws

Members of Council

Faculty: Forty-five members of the Executive Committee of the Faculty Senate. The Faculty Senate shall insure that each faculty is represented and that at least three assistant professors serve on the Council. The members of the Faculty Senate Executive Committee who are members of the Council shall otherwise be chosen in accordance with the rules of the Faculty Senate.

One full-time lecturer and one full-time member of the research faculty to be selected to serve two-year terms by vote facilitated by the Office of the Secretary in consultation with the Steering Committee of the full-time lecturers and research faculty, respectively, from a slate consisting of the five lecturers and the five members of the research faculty receiving the largest number of nominations by lecturers and members of the research faculty. If the Steering Committee receives fewer than five nominations for either group, additional nominations shall be solicited from the constituency representatives of the Senate Executive Committee.

Administrative and Staff: Eleven administrative officers, including the president, the provost and nine members of the administration to be appointed annually by the president, at least five of whom shall be deans of faculties.

Two elected representatives of the Penn Professional Staff Assembly. One elected representative of the Librarians Assembly. Two elected representatives of the Weekly-Paid Penn Professional Staff Assembly.

Students: Fifteen graduate and professional students elected as members of the Graduate and Professional Student Assembly. The Graduate and Professional Student Assembly shall insure that, to the extent possible, each school is represented. The members of the Graduate and Professional Student Assembly who are members of the Council shall otherwise be chosen in accordance with the rules of the Graduate and Professional Student Assembly.

Fifteen undergraduate students elected as members of the Undergraduate Assembly. The Undergraduate Assembly shall insure that, to the extent possible, each undergraduate school is represented. The members of the Undergraduate Assembly who are members of the Council shall otherwise be chosen in accordance with the rules of the Undergraduate Assembly.

One elected representative of the United Minorities Council.

—Council Bylaws

Members of Council

Richard Gelles
Amy Gutmann
William Gipson
Denis Kinane
Anita Mastroieni
Andrew Porter
Vincent Price
Thomas Robertson
Maureen Rush
Valarie Swain-Cade McCollum
Marilyn Jordan Taylor

Elected by Faculty At Large

Claire Finkelstein, Chair-Elect
Dwight Jaggard, Chair
Susan Margulies, Past Chair
Susan Yoon, Secretary-Elect
Stephen Phipps, Secretary

Penn Association for Senior & Emeritus Faculty

Martin Pring, PASEF Representative

Elected by Faculty Constituency

Term Expires May 2014

1. Robert St. George
2. Jim Haglund
3. Brent Helliker
4. Patrick Walsh
5. Kenneth Burdett
6. Rolf Noyer
7. Russell Epstein
8. Kathleen Boese-Battaglia
9. Ravi Radhakrishnan
10. Jackie Tilestone
11. John Holmes
12. Falk Lohoff
13. Mindy Schuster
14. Ian Krantz
15. Eun-Ok Im
16. John Wolfe
17. Robert A. Stone
18. Bilge Yilmaz

Term Expires May 2015

1. Guobin Yang
2. Carol Muller
3. Ilya Vinitsky
4. Bob Perelman
5. Justin McDaniel
6. Masao Sako
7. Brendan O’Leary
8. Melissa Wilde
9. Doug Frye
10. Alejandro Ribeiro
11. Tobias Wolff
12. Sydney Evans
13. Jon Lindstrom
14. Michael McGarvey
15. Richard Shlansky-Goldberg
16. Torejo Ghose
17. Erika Krick
18. Georgette Phillips

Lecturers and Research Faculty Members

Term Expires May 2015

Theresa Basch
Christina Frei

Graduate/Professional Students

Pratik Agarwal
Abimbola Dairo
Jiaqi Ge
Rajatesh R. Gudibande
Lauren Kelley-Chew
Steven Lin, GAPSA Chair

Graduate Students

Catherine Maleki
Steve Mong
Helen Reed
Scott Sakowitz
Justine S. Sefcik
Shyam Sivakumar
David Sun
Britney Thornton
Andrew Wang

Undergraduate Students

Dawn Androphy, Lambda Alliance
Elizabeth Britton, PCUW
Josh Chilcote, UA
Justin Cho, AFS
Gabe Delaney, UA Vice President
Muhsa Eltigani, MSA
Christina Hardison, UMOJA
Curtis Lee, APSC
Alefiyah Lokhandwala, CHAC
Jessica Curry, UA
Urja Mittal, Penn PoCo
Alex Rodrigues, LC
Michael Shostek, SSAP
Abe Sutton, UA President
Cruz Vargas, UA

Penn Professional Staff Assembly
Utsav Schurmans, Chair
Emma Grigore, Chair-Elect

Weekly-Paid Penn Professional Staff Assembly
Marcia Dotson, Chair
TBD, Chair-Elect

Librarians Assembly
Doug McGee

Parliamentarian
Lauren Steinfeld*?

ROTC Representative
Colonel Andrew G. Wilcox, USMC*

Vice President and Secretary
Leslie Laird Kruhy *?

Moderator
Reed Pyeritz*

For more information regarding University Council, including Status Reports and Resolutions, see the Council website: www.upenn.edu/secretary/council/index.html

University Council Committees 2013-2014 are on the next page, along with the schedule of Council Meetings and discussion topics for the remainder of the 2013-2014 academic year.
University Council Committees, 2013–2014

Standing Committees

Diversity and Equity:
Chair: Joe Libonati
Liaison: Lubna Mian
Staff: Iris Leon
Faculty: Regina Austin
James Cornish
Ezekiel Dixon-Roman
Chenoa Flippin
Wei Guo
Jonni Moore
Reshma Munmbodh
Graduate Students:
Paul Joseph
Joanna Marcus
Undergraduate Students:
Thando Ally
Joyce Kim
PPSA:
Tia Dreher
Kristin Field
WPPSA:
Ashley Gripper

Facilities:
Chair: Stephanie Weirich
Liaison: David Hollenbeck
Staff: Taylor Berkowitz
Faculty:
Faizan Alawi
Zahra Fakhir
Eun Ok Im
Eric Marsh
Ann Moyer
James Palmer
Domenic Vitello
Graduate Students:
Benjamin Chrisinger
Kejia Rui
Undergraduate Students:
James Fangmeyer
Daniele Golub
PPSA:
Nikola Sizgorich
Marcy Weif
WPPSA:
Steven Hauber
Linda Satchell

Personnel Benefits:
Chair: Tom Baker
Liaisons:
Jack Heuer
Susan Sproat
Staff: Sheila Hall
Faculty:
David Balamuth
Anthea Butler
Carolyn Cannuscio
Daniel Polsky
Lorraine Tulman
Tess Wilkinson-Ryan
Rakesh Vohra
PPSA:
Heather Frattone
Emma Grigore
Jared Susco
WPPSA:
Joe Mellon, Jr.
Peter Rockett
Joyce Woodward-Jones

Committee on Committees:
Chair: Claire Finkelstein
Staff: Vicki Hewitt
Joe Gasiewski
Faculty:
Eun Ok Im
Dwight Jaggard
Ian Krantz
Erika Krick
Susan Margules
Stephen Phipps
Graduate Student:
George Maliha
Undergraduate Student:
1 TBD
PPSA:
Emma Grigore
WPPSA:
Loretta Hauber

Independent Committees

Honorary Degrees:
Chair: Harvey Rubin
Liaison: Lynne Sniffen
Faculty:
Larry Gladney
Fernida Handy
Daniel Raff
Michele Richman
Paul Sniegowski
Deborah Thomas
Christopher Yoo
Undergraduate Students:
Akemi Arzouman
Yun Li

Open Expression:
Chair: Matt Hartley
Liaison: Karu Kozuma
Faculty:
Stephanos Bibas
Stefan Both
J. Margo Brooks Carthon
Bruce Giantonio
Saurabh Jha
Lauren Ristvet
Bernard Shapiro
Graduate Students:
Thomas Brinkerhoff
Danielle Hall
Hui Hui
Undergraduate Students:
Sam Gersten
Duncan Hamilton
Sebastian Negron-Reichard
PPSA:
Eisha Moore
WPPSA:
Donna Gladstone

University Council Meetings

The following are the dates for meetings of the University Council, which are open to observers who register their intention to attend by calling the Office of the University Secretary in advance at (215) 898-7005.

October 30, 2013
December 4, 2013
January 29, 2014
February 19, 2014
March 26, 2014
April 30, 2014

All meetings are held on Wednesdays at 4 p.m. in Bodek Lounge, Houston Hall. The agenda will be announced in Almanac prior to each meeting. Council meeting coverage is also published in Almanac in the issue following the meeting.

2013-2014 Schedule of Council Discussions

October 30, 2013
• State of the University.
• Open Forum: including the following topics—1. Opportunities for enhancing Penn’s already strong anti-hazing policies and programs.
2. Concerns regarding the safety of employees at factories operated by Penn licensees.
3. Proposal to use Penn Course Review and the Center for Teaching and Learning as a metric for teacher improvement.

December 4, 2013
• Discuss Penn’s current efforts and future plans to combat climate change.

January 29, 2014
• Review campus security and emergency procedures.

February 19, 2014
• Review and discuss the findings of the Commission on Student Safety, Alcohol and Campus Life.
• Open Forum

March 26, 2014
• Diversity at Penn.
• Reports on Budgets and Plans for the Next Academic Year.

April 30, 2014
• Presentation of Final Committee Reports.
• Discussion of Potential Focus Issues for the 2014-2015 Academic Year.
• Discussion of Potential Committee Charges for the 2014-2015 Academic Year.
The Division of Public Safety is committed to enhancing the quality of life for the campus community by integrating the best practices of public and private policing with state-of-the-art technology. A critical component of a comprehensive security plan using state-of-the-art technology is Closed Circuit Television (CCTV). As prescribed by the University Policy “Closed Circuit Television Monitoring and Recording of Public Areas for Safety and Security Purposes,” (Almanac April 13, 1999), the locations of all outside CCTV cameras monitored by Public Safety are to be published semi-annually in Almanac. The location and descriptions of these cameras can also be found at the Division of Public Safety website, www.publicsafety.upenn.edu/TEC/closed-circuit-televisioon-cctv/. The following existing cameras meet those criteria:

### University of Pennsylvania Cameras

1. 4040 Chestnut St. (front)
2. 4040 Sansom St. (rear)
3. 3110 Chestnut St.
4. 40th & Locust Walk
5. 40th & Spruce Sts.
6. 41st & Spruce Sts.
7. 39th & Spruce St.
8. 39th & Walnut Sts.
9. 38th & Walnut Sts.
10. 38th & Spruce Sts.
11. 36th & Chestnut Sts.
12. 36th & Walnut Sts.
13. 37th & Spruce Sts.
14. 38th & Spruce Sts.
15. 33rd St. & Smith Walk
16. 34th & Walnut Sts.
17. 100 Block of S. 37th St.
19. 37th & Walnut Sts.
20. SEAS Courtyard
22. 40th & Walnut Sts.
23. 33rd & Chestnut Sts.
24. 36th & Sansom Sts. (Franklin Bldg.)
25. Bennett Hall (Overseeing Levine Bldg.)
26. 1920 Commons (Spruce 38 Rooftop)
27. 33rd & Walnut Sts.
28. 42nd & Locust St.
29. 36th St. & Locust Walk
30. 38th St. & Hamilton Walk
31. 31st & Chestnut Sts. (Left Bank)
32. 31st & Walnut Sts. (Left Bank)
33. 43rd & Locust Sts.
34. Schattner, Coffee Shop area
35. Rave Cinema
36. 4119 Walnut St.
37. Franklin Field
38. 40th & Market Sts.
39. Levy Dental (loading ock)
40. Left Bank (loading dock)
41. 34th & Chestnut Sts. (Chestnut 34)
42. 39th & Locust Walk
43. 38th & Locust Walk
44. 37th St. & Locust Walk
45. 38th & Sansom Sts.
46. Penn Tower Hotel (rooftop)
47. Jon M. Huntsman Hall (NE corner)
48. 34th & Spruce Sts.
49. WXP/NWorld Cafe, 31st & Walnut Sts.
50. WXP/NWorld Cafe, SW side (lower level)
51. Translational Research Labs, 31st St.
52. Translational Research Labs, 31st St. (upper level)
53. Translational Research Labs, 30th St. (lower level South)
54. Translational Research Labs, 30th St. (faciasing north)
55. Levy Tennis Pavilion
56. Mod 7 (West)
57. Mod 7 (North)
58. Mod 7 (Southeast)
59. Hollenback (lower level rear parking)
60. Hollenback (rooftop)
61. 40th & Pine Sts.
62. 41st & Pine Sts.
63. 42nd & Pine Sts.
64. 38th & Chestnut Sts.
65. 38th & Market Sts.
66. 34th & Market Sts.
67. 36th & Market Sts.
68. 39th St. & Baltimore Ave. (Vet School-Hill Pavilion)
69. Stellar Chance, Roof (rear)
70. Stellar Chance, Roof (front)
71. Stellar Chance, loading dock
72. Blockley Hall, roof
73. BRB II, loading dock (exterior)
74. Center Circle Courtyard
75. BRB II Roof (rear)
76. BRB II Roof (front)
77. CRB Roof
78. BRB Bridge (main entrance hall)
79. CRB Stenmler Hall (main entrance)
80. Museum, loading dock (exterior)
81. Museum, 33rd St. (exterior)
82. Museum, Kress Entrance (exterior)
83. Museum, Kress Entrance, interior
84. Museum, upper loading dock (exterior)
85. Warden Garden (Museum main entrance)
86. Stoner Courtyard (Museum lower courtyard)
87. 40th St. & Baltimore Ave.
88. 41st St. & Baltimore Ave.
89. 42nd St. & Baltimore Ave.
90. 43rd St. & Baltimore Ave.
91. College Green
92. Steinberg Hall-Dietrich Hall (Joe’s Field)
93. Tandem Accelerator
94. 40th & Chestnut Sts.
95. 40th St. & Ludlow Sts.
96. 39th & Ludlow Sts.
97. 36th & Bridge St.
98. Weave Bridge Hobblenack
99. Weave Bridge Bower
100. 46th & Chestnut Sts.
102. Van Pelt, Button
103. Van Pelt, Ben Statue
104. Ring Square Parking
105. Caster, rear entrance
106. Caster Bike Cam 1
107. Caster Bike Cam 2
108. GSE on Plaza 62
109. GSE Plaza Cam 1
110. Palestra 1
111. Palestra 2
112. College Hall (exterior basement)
113. Harwell 1
114. Harrison 1
115. Harrison 2
116. Psychology 1
117. Psychology 2
118. Psychology 3
119. Psychology 4
120. Steinberg Conference Center Rooftop
121. Stainless, bike rack

### University of Pennsylvania Hospitals

- **Hospital of the University of Pennsylvania Cameras**
  - **1. 34th St. Pedestrian Bridge**
  - **2. Spruce St. White Building courtyard**
  - **3. Spruce St. between 34th and 36th Sts. (faciasing west)**
  - **4. Spruce St. between 34th and 35th Sts. (faciasing east)**
  - **5. Spruce St. west fire tower door**
  - **6. Spruce St. Maloney entrance & morgue driveway**
  - **7. Rhoads Basement (dock ramp)**
  - **8. Rhoads 1st floor (Patio)**
  - **9. Rhoads 1st floor (Hamilton Walk)**
  - **10. Bike rack at the Lookout**
  - **11. Hospital side of Penn Tower Bridge**
  - **12. Penn Tower/HUP Bridge/ Civic Center**
  - **13. Emergency Department Driveaway-4 cameras**
  - **14. Radvlin Driveway**
  - **15. William Street Bridge**
  - **16. LifeBike Building Entrance (Spruce St.)**
  - **17. Gates Bridge, Fire Exit Door (Spruce St.)**
  - **18. Maloney Building, Entrance (36th and Spruce Sts.)**
  - **19. Rhodes Loading Dock Ramp (36th and Spruce Sts.)**
  - **20. Morgue-Maloney Ground**
  - **21. Miller Plaza (Adjacent to 36th)**

### Penn Tower

- **1. Penn Tower (front)**
- **2. Penn Tower (lower near Motor Lobby)**
- **3. Motor Lobby Driveaway**
- **4. Motor Lobby Employee Entrance**
- **5. Entrance of garage (outside)**
- **6. Entrance of garage (inside)**
- **7. Olive Plank on Convention Ave.**
- **8. Lot 7 Entrance camera**
- **9. Driveaway camera facing east**
- **10. Driveaway camera facing west**
- **11. Old Student Health (door)**
- **12. Walkway between Penn Tower and Museum**

### Perelman and TRC

(A All PTZ-Pan, Tilt, Zoom)

- **1. Civic Center Blvd. at East Service Drive**
- **2. Perelman (front door)**
- **3. Surface parking lot rear of Perelman**
- **4. Perelman Loading dock**
- **5. East Service Drive at Health Science Drive**

### Penn Presbyterian Medical Center

- **1. Powelson (dock)**
- **2. Wright-Saunders (roof)**
- **3. PHI (front entrance)**
- **4. PHI (rear entrance)**
- **5. MRI Lot/CO2 Tank**
- **6. CUPP Operating Room (roof)**
- **7. Hospital (dock)**
- **8. CUPF (dock)**
- **9. Powelson Lot**
- **10. 3910 Lot**
- **11. Powelson Street**
- **12. Davita Circle**
- **13. Scheie Eye Institute (North door)**
- **14. Mutch Roof**
- **15. CUPF Dock (extension)**
- **16. Garage Mach (front)**
- **17. Garage Mach (rear)**
- **18. CUPF Lobby (entrance)**
- **19. 3910 Building (entrance)**
A Reimbursement for Healthcare Benefits

If you were a participant in a Penn medical, dental and/or vision care plan at the end of the plan year ending June 30, 2013, you will receive a reimbursement of your June 2013 health-care benefits in your paycheck this week.

Effective July 1, 2013, Penn made some policy changes to prepare for upcoming requirements under the Affordable Care Act (health care reform). Our initial method of administering these changes proved to be more complex than expected, so — after discussion with key members of the University community — we’ve decided to make adjustments. And that means you may receive a reimbursement for the cost of one month of your healthcare benefits.

If you were a participant in a Penn medical, dental and/or vision care plan as of June 30, 2013, you’ll receive a reimbursement equal to your June 2013 payroll healthcare deduction. The reimbursement will be provided to faculty and staff who were still employed as of September 30, 2013. Faculty and staff who left employment prior to that time are eligible for one month of continued benefits at no cost under COBRA.

If you’re monthly paid, you’ll see the reimbursement in your October 31st paycheck. If you’re weekly paid, you’ll see it in your November 1st paycheck (pay end date of 10/25/13); this will include all of your weekly June 2013 deductions in one paycheck.

The reimbursement will be administered as a credit to your existing deduction. That means your pay stub will display the net difference for each line item of medical, dental and/or vision coverage.

You do not need to take any action to receive your reimbursement; it will be processed automatically. If you want to verify the amount of your June payroll healthcare deductions, log into the U6 Penn portal and click on “My Pay.” Select June 2013 and you’ll be able to view your June 2013 deductions for medical, dental and/or vision coverage.

Affected faculty and staff will receive a communication with additional details. If you have questions, please contact Human Resources at benefits@hr.upenn.edu
—Division of Human Resources

Penn Bookstore’s Benefits for Faculty & Staff

Get a 10% discount everyday: The Penn Bookstore is pleased to announce that all Penn faculty and staff will now receive a 10% discount when they show their PennCards at the time of the purchase. This offer is exclusive to the Bookstore and will now apply to any product or service. The Bookstore is located in the center of campus and offers a wide variety of food and increased daily dining options beyond the dining cafés.

To develop custom events, lectures and discussions, please contact Michelle DiMarino at mdimar@upenn.edu

Support for Penn Faculty Authors: To celebrate and promote Penn Faculty authors, the Penn Bookstore invites all faculty members to take advantage of the newly renovated events area to hold a book signing. Through the store’s “Guest Author Series,” faculty authors will be highly publicized on campus and in the community. The Bookstore’s Penn Author section already contains a vast selection of faculty works, but faculty are encouraged to reach out to the Bookstore to discuss ways in which they can be included.

• For questions about stocking or displaying a book, please contact Emma Castrege, book buyer at (215) 898-4343 or castrege@pobox.upenn.edu
• To develop custom events, lectures and discussions, please contact Michelle DiMarino at mdimar@upenn.edu

For additional questions and support, contact Lew Claps, director at (215) 898-4880 or claps@pobox.upenn.edu

New Mexican Café to Open in the ARCH Building

Penn Dining and Bon Appetit are pleased to announce that acclaimed Chicago chef Rick Bayless is opening a Tortas Frontera location on the first floor of the newly renovated ARCH Building in the center of Penn’s campus. The café, which plans to feature quick service Mexican fare, will be the chef’s first establishment on a college campus.

The café, which will be operated in partnership with Penn’s food service provider Bon Appétit, will be located in The Arts, Research and Cultural House (ARCH), which is currently under renovation. The ARCH has a long history of incorporating food and fellowship, between the Palladium restaurant and Gold Standard cafeteria. The new ARCH café will build on this history. Beyond the sustainable practices in the kitchen, Tortas Frontera will also satisfy appetites by adding a greater variety of breakfast, lunch and dinner offerings to the existing campus dining scene. Tortas Frontera’s menu will include Mexican delicacies such as fresh guacamole, moletes (open-faced quick sandwiches), caldos (soups) and cazuelas (hearty Mexican casseroles), salads, special seasonal dishes and gluten-free options. A wide variety of grab-and-go options will also be available in the space similar to the Hemispheres section found in Houston Market. With Tortas Frontera accepting cash, credit, Dining Dollars and Penn Cash, faculty, students and staff will have access to a greater variety of food and increased daily dining options beyond the dining cafés.

Chef Bayless, a culinary icon in Mexican cuisine who started in the late 1970s, He’s hosted several cooking shows including “Mexico: One Plate at a Time” on PBS and authored many cookbooks. He was the champion in the first season of “Top Chef Masters.” Chef Bayless chose Penn’s campus because he wanted to bring his food to the college population as he wants to introduce students to unique palates not typically offered to them.

The café will open at the start of next semester. More information regarding the grand opening will be made available as the ARCH Building renovations near completion.

—Division of Business Services

October: Work and Family Month

It’s not always easy to keep your life in balance. It can be challenging to juggle family needs, personal goals and work responsibilities. That’s why Penn offers a variety of work and life resources to help you manage the competing demands of your personal and professional lives.

During National Work and Family Month, learn how Penn can help you balance your priorities at home and in the workplace.

Adoption Assistance — Eligible faculty and staff may be reimbursed for up to $5,000 in qualified expenses.

Backup Care — Through a partnership with Parents in a Pinch, Inc., you have access to temporary in-home backup care services for children and adults — seven days a week — 24 hours a day to help meet your family’s needs while you work.

Employee Assistance Program — Access free, confidential counseling and support for a variety of personal and professional life issues.

Flexible Work Options — We offer guidance on how to set up flexible work arrangements that can help you balance your work and family priorities.

New Child Benefits — Penn offers a full array of family-friendly benefits to help get your family off to the right start, including adoption assistance and a nursing mothers program.

Nursing Mothers Program — If you’re nursing a child, Penn’s Nursing Mothers Program helps you manage your lactation needs at work.

Paid Time Off — From sick and vacation leave to holidays and the special winter vacation, you have access to a wide array of time off benefits to help you manage all your responsibilities.

Worklife Resources — Take advantage of free and confidential support for your everyday needs — from parenting help to financial assistance to legal support.

More info on worklife balance programs at Penn at www.hr.upenn.edu/myhr/worklife/workandlife

—Division of Human Resources

Providing Students with ISBNs and Price Information for Books

The Higher Education Opportunity Act requires universities to make available to students, for each course, the International Standard Book Numbers (ISBNS) and price information for required/recommended books and supplemental materials.

To comply with this requirement, the University of Pennsylvania has worked closely with Barnes & Noble, managers of the Penn Bookstore, to develop a simple and cost-effective process to provide ISBNS to our students. Through the Bookstore’s online system, students will have access to a complete list of materials for all their courses, along with the ISBNS for each listed text.

As in the past, textbook information can be provided to other vendors, and students are in no way required to purchase their books at the Penn Bookstore.

Faculty support will be a critical factor in the University’s efforts to act in accordance with this new regulation. To that end, we encourage all Penn faculty members to work with the Bookstore as it communicates with you in the near future about this important resource for our students.

—Vincent Price, Provost
—Andrew Binns, Vice Provost for Education

Almanac On-the-Go: RSS Feeds

Almanac provides links to select stories each week there is an issue. Visit Almanac’s website www.upenn.edu/almanac for instructions on how to subscribe to the Almanac RSS Feed.
A public art work was recently installed on the plaza near Meyerson Hall, in front of the Fisher Fine Arts Library, as part of the Mellon Artist Residency. The installation, DS2, by Knut Åsdam, complements the other components of this multi-part project, Edgelands, an installation at Slought Foundation, now through November 27 as well as events that included a screening and a talk by the artist on this installation which will be on site until November 30. The artist utilizes film, video, sound, photography and architecture to investigate the power of space and the boundaries of subjectivity. He is centrally concerned with place and placelessness in all of its contemporary forms, as well as experimental narrative.

DS2 is a chain link wire fence and steel fence structure measuring approximately 3.5m x 8m x 7m. The fences are interwoven and threaded through each other at graphic angles. The chain link fencing creates a visual sheer effect over the background and a physical obstruction to the space.

The residency was organized by Kaja Silverman, the Keith L. and Katherine Sachs Professor of Contemporary Art, with collaboration from PennDesign and the Slought Foundation. It is one of several cultural events and conferences Dr. Silverman has organized at Penn as the recipient of the Mellon Foundation Distinguished Achievement Award (Almanac May 3, 2011).

Volunteer Opportunities

Dear Penn Community,

Your generosity during the holiday season has made a huge difference in the lives of many members of our community. We look forward to working with you again this year as we strive to make a difference in the lives of our many deserving neighbors.

Below is a list of current opportunities. Next month there will be a Coat Drive and the Penn Volunteers In Public Service (PennVIPS) Adopt A Family for the Holidays Program.

These opportunities are special in that they are designed to bring joy during the holiday. I look forward to working with you as we strive to be good neighbors. Contact me at (215) 898-2020 or send an email to sammapp@pobox.upenn.edu for additional information and/or to volunteer.

Thank you for all you do.
—Isabel Mapp, Associate Director, Netter Center for Community Partnerships

Annual Holiday Food Drive: November 1-18

Let’s take a bite out of hunger! In the season of Thanks and Giving, please contribute to the Annual Food Drive at the University coordinated by Penn VIPS. We are collecting non-perishable foods (cans and boxed foods) as well as turkeys (call ahead if donating a turkey). Donations will re-stock the pantry at Baring House and the People’s Emergency Shelter as well as help many serving families in the area. Please take donated items to one of our conveniently located drop sites listed below:

- President’s Office
- Provost’s Office
- Museum Reception Desk
- At-Faf Resource Center
- Human Resources
- Van Pelt-Dietrich Library
- Netter Center
- Wharton
- School of Nursing
- ISC
- SAS External Affairs
- LIFE
- Research Services
- Student Health
- Abramson Cancer Research
- Comptroller’s Office
- Gift Planning
- FRES

President’s Office: 100 College Hall
Provost’s Office: 393B 3401 Walnut St.
Museum Reception Desk: Near Kress Gallery
At-Faf Resource Center: 3537 Locust Walk
Human Resources: 538A 3401 Walnut St.
Van Pelt-Dietrich Library: Cataloging & Metadata Dept.
Netter Center: 133 S. 36th St., Rm. 504
Wharton: 1000 SH-DH
School of Nursing: 202 Claire Fagin Hall
ISC: 203A Sansom West
SAS External Affairs: 3615 Market St., Fl. 2
LIFE: 4508 Chestnut St.
Research Services: P-221 Franklin Bldg.
Student Health: 3535 Market/Suite 100
Abramson Cancer Research: 400 BRRB/III
Comptroller’s Office: 312 Franklin Bldg.
Gift Planning: 3535 Market St., Suite 500
FRES: 3101 Walnut St.

Brenda Gonzalez
Susan Curran
Bonnie Crossfield
Rob Carter
Syreeta Gary
Rachelle Nelson
Isabel Mapp
Doris Pate
Jennifer O’Keefe
Donna Milici
Kathie Ritchie
Juliana Walker
Cherry Sturdivant
Lauren Oshara
Jay Effreze
James Riley
Celestine Silverman
Kim Clark
Carole Mercaldo
898-0447
898-6841
898-4001
898-0104
898-6018
898-9048
898-2020
573-6803
898-1092
753-0747
573-3561
746-8250
573-7202
573-6710
746-1010
746-5895
746-5520
898-6171
573-8795

Food for Fines: Penn Libraries Food Drive & Fine Amnesty Program

Through the month of November, patrons can help feed our community while paying off their library fines. The Penn Libraries are sponsoring a food drive and fine amnesty program to benefit Philabundance. For each food item donated, $1 will be credited towards a patron’s account, up to a maximum of $20. Please note that credit cannot be applied to lost book replacement fees.

Food donations will be collected at the Van Pelt Circulation Desk. Items should be non-perishable and packaged in boxes, cans or plastic bottles. We cannot accept items in glass containers or past their expiration date.

Please consider donating the following high priority items:

- Canned/Shelf Stable Tuna
- Macaroni & Cheese
- Canned Pasta
- Canned Beef Stew
- Canned Chili
- Creamy Peanut Butter (Plastic Containers)
- Jelly (Plastic Containers Only)
- Canned Green Beans
- Canned Corn
- Canned Fruit
- Breakfast Cereal or Hot Cereal

For more information about Philabundance please go to www.philabundance.org.

For more information: library@pobox.upenn.edu, Van Pelt Circulation (215) 898-7566.

CPR Training for Parents at Penn

CPR Training will be conducted on Saturday, December 7, 9 a.m.-noon, in the Common Room, at the Grad Center, 3615 Locust Walk. The Penn Women’s Center, Family Resource Center and Division of Public Safety are partnering with the Parents @ Penn group to offer a CPR Certification training course for members of the Penn Community who identify as parents. This three-hour training will cover infant, child and adult CPR and will be conducted by members of Penn’s Medical Emergency Response Team. Participants will be charged $10 each, limit of two tickets per PennCard and must be paid ahead of time to reserve space (additional costs are being subsidized by the collaborating departments).

To register, visit the Family Resource Center during operating hours (M-F, 10 a.m.-3 p.m.) and pay in full using cash or check payable to “Trustees of the University of Pennsylvania.” Only 20 spots are available so don’t wait to reserve your spot for this important training. For registration questions contact Jessica Bolker at the Family Center at kids@gsc.upenn.edu.

—Jessica A. Mertz, Associate Director
Penn Women’s Center

Portable 3-Year Academic Calendar

Did you know that Penn’s new 3-year academic calendar is available on Almanac’s website, Penn’s mobile website and as a printable PDF?

You can also get the calendar to sync with MS Outlook, Apple iCal, Google calendar and your mobile devices by visiting www.upenn.edu/almanac/academic and following the instructions from the link at the top of the page.

ALMANAC October 29, 2013
**Update**

October AT PENN

**CHANGE**

30 The talk by Charles Daaght, Jr., FAIA, *Roots of American Architecture*, will be held at 6:30 p.m. in the Upper Gallery, Meyerson Hall (Architecture).

**CONFERENCE**

31 Queer Method: 11 a.m.-9 p.m.; Penn Museum. Also November 1, 5:30-9 p.m. (Gender, Sexuality and Women’s Studies Program, Alice Paul Center).

**ON STAGE**

31 A Midsummer Night’s Dream: 7 p.m.; Class of ’49 Auditorium, Houston Hall: $10, $7/ PennCard sold on Locust Walk and at the door. Also November 1, 5 p.m.-November 2, 2 p.m. and 9 p.m. (iTutios).

**SPECIAL EVENT**

30 PASEF-ASEF Emeritus Reception; honor or newly PASEF-ASEF emeritus faculty; 4:30-7 p.m.; Sweeten Alumni House (PASEF).

**TALKS**

30 Tweeting from the Cloakroom: Reporting on Politics in Modern Washington; Robert Costta, CNBC political analyst; noon; Kelly Writers House (Povich Journalism Program).

31 Improving Health Care Quality While Reducing Costs for Individuals; Mitchell J. Blutt, entrepreneurship and medicine; 2 p.m.; Arthur H. Rubenstein Auditorium, Smlow Center (Perelman School of Medicine).

**AT PENN Deadlines**

The November AT PENN calendar is online at www.upenn.edu/almanac: The deadline for the December AT PENN calendar is Tuesday, November 12.

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

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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 October 14-21, 2013. Also reported were 24 Crimes Against Property (14 thefts, 8 other offenses, 1 liquor law violation and 1 vandalism offense). Full reports are available at: www.upenn.edu/almanac/volumes/v69n11/report.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 October 14-21, 2013. The University Police actively patrol from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at (215) 898-4482.

**18th District Report**

Below are the Crimes Against Persons from the 18th District: 6 incidents with 3 arrests (4 robberies and 2 assaults) were reported between October 14-21, 2013 by the 18th District covering the Schuylkill River to 49th Street & Market Street to Woodlawn Avenue.

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Description</th>
<th>Suspect Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/15/13</td>
<td>2:28 PM</td>
<td>1 S 41st St</td>
<td>Complainant’s wallet taken by two unknown males</td>
<td>Assault/Arrest</td>
</tr>
<tr>
<td>10/14/13</td>
<td>5:33 PM</td>
<td>4000 Chestnut St</td>
<td>Assault/Arrest</td>
<td></td>
</tr>
<tr>
<td>10/15/13</td>
<td>3:25 PM</td>
<td>1 S 41st St</td>
<td>Robbery</td>
<td></td>
</tr>
<tr>
<td>10/15/13</td>
<td>5:22 PM</td>
<td>48 S Farragut</td>
<td>Robbery</td>
<td></td>
</tr>
<tr>
<td>10/16/13</td>
<td>11:26 PM</td>
<td>309 S 49th St</td>
<td>Assault/Arrest</td>
<td></td>
</tr>
<tr>
<td>10/13/13</td>
<td>12:30 PM</td>
<td>4806 Market St</td>
<td>Robbery</td>
<td></td>
</tr>
<tr>
<td>10/20/13</td>
<td>3:23 AM</td>
<td>1333 S 49th St</td>
<td>Robbery</td>
<td></td>
</tr>
</tbody>
</table>

**Penn’s Way—2014 Raffle**

**Week 5 Prizes (Drawing November 4)**

- Wilma Theatre: Two tickets
- Penn Ice Rink: Two Free Admissions
- Penn Restaurant & Wine Bar: $75 gift certificate
- Beau Monde: $40 gift certificate
- Penn Business Services: Photo essay book
- Avis Car Rentals: $25 off a rental
- Philadelphia Downtown Courtyard by Marriott: Two night week senior inn
- Embassy Suites City Center: One night stay for two adults

See www.upenn.edu/pennsway for more information about the Penn’s Way campaign.

Prizes valued at over $100 are subject to local, state & federal incomes taxes.

**Week 3 Winners (Drawing October 21)**

- Philadelphia 76ers: Player signed photo—Tonya Thomas, Pennsylvania Hospital
- Penn Ice Rink: Two free admissions—Laura Buzby, HUP
- Penn Restaurant & Wine Bar: $75 gift certificate—Sarah Matthews, CPUP
- Camden Riversharks (2014 Season): Four tickets—Janice Ames, Presbyterian Medical Center
- Ritz-Carlton Philadelphia: One night stay, including valet parking—Nina Restivo, Pennsylvania Hospital
- Budget Car Rentals: $25 off a rental—Taneko Young, HUP
- Le Meridien: One night deluxe weekend hotel stay—David Klinkuson, HUP
- Penn Business Services: Photo essay book—Ernest Allmond, Public Safety
- Penn Business Services: Nook Simple Touch—Christin Salemno, CPUP

**Penn’s Way 2014—Raffle**

**Ed Note:** The following question & answer, which appeared in a prior issue, should have read 2014 not 2013.

**Q:** How do I appropriately deduct my 2014 Penn’s Way contribution from my taxes?

**A:** Penn’s Way 2014 contributions made via payroll deduction will occur in 2014 and should, therefore, be considered deductions for 2014 taxes. Please consult your accountant or tax advisor regarding contributions made via cash, check or credit card.

**Q:** What credit cards are accepted using the online pledge form and what are the associated processing fees?

**A:** We accept VISA, MasterCard and Discover using the online pledge form. Unfortunately, due to high processing fees and poor reporting capabilities, we do not accept American Express. Penn covers all processing fees associated with credit card contributions in order to maximize your contribution.

**Q:** What do I need in order to contribute and/or participate online?

**A:** You will need your PennKey and password to login to our online system. Once logged in, you will be prompted for the organization code(s) to direct your gift, or asked to provide a keyword to search for relevant organizations.

**Almanac on Penn Mobile Website**

*Almanac* is available on Penn’s mobile website, in addition to Almanac’s other familiar paper-free options such as the website, RSS Feed and weekly *Express Almanac* email. Users can access the complete issue of *Almanac*—the University’s official journal of record, opinion and news—from their mobile devices by choosing “Almanac” under the category of “News” from the mobile site’s homepage, http://m.upenn.edu

The University of Pennsylvania’s journal of record, opinion and news is published Tuesdays during the academic year, and as needed during summer and holiday breaks. Its electronic editions on the Internet (accessible through the Penn website) include HTML, 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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Balancing Passion By Cultivating Curiosity to Create Engagement

Sarah H. Kagan

Interested learners are what teachers wish for, right? Well, yes. And no. While teaching someone who is passionate about a subject offers early rewards, I find challenges emerge as the teacher-learner relationship evolves. Passion often translates into a premature and sometimes over-reaching confidence in knowledge about the subject at hand. Such intensity on the part of the learner may actually block rather than enhance learning. Even worse, a truly passionate student could become disaffected before becoming engaged.

I think a lot about passion and engagement as I work with a wide variety of students. I teach a capstone course for senior undergraduates in our Nursing Honors Program; a student-run, advanced qualitative research methods collective for PhD students; and a comparative elder care course that includes students from Penn and the University of Hong Kong—an entire semester in Hong Kong in seven days. Along with these “bricks and mortar” courses, I recently taught Penn Nursing’s first MOOC “Growing Old Around the Globe”—OldGlobe for short—with my colleague, Anne Shoemaker. In addition, I give several lectures each year on aging, cancer, and qualitative research to nurses and students across the country and in places around the world as far flung as Oxford, England and Yerevan, Armenia.

What I teach and where I teach tells you something about the learners with whom I work. Learners whom I teach run the gamut from Penn undergraduates and healthcare providers to public health students and now MOOC participants from around the globe. All come to our initial encounter in real-time or virtual classrooms with interest—no matter how limited or passionate—and experiences—in which they always find relevance for the subject matter at hand. I’ve learned that passion may turn into blinders if I am not cautious. The relevance they find is not always useful, unless I find means to engage them and overcome presuppositions.

What learners bring to a subject varies widely and relates through tangents and circumstance. Think about it this way: if most learners knew as much as they espouse knowing, they wouldn’t really need much of what is being taught. Nevertheless, interest and passion often translate into a way of knowing and a sense of knowledge possessed. A good example came up frequently in OldGlobe. Dedicated interest and even fervor drove those who signed up on Coursera for our global conversation on aging people, communities and societies. Some of them considered themselves old—and had lived the experience—and others possessed academic and professional background in aging. Many declared they knew about aging. How to get learners thinking in new ways without putting them off is the challenge prior interest and experience sets up.

To be honest, Anne and I didn’t deliberately and actively set out to meet that challenge of engaging without being off putting. In the end, though, OldGlobers—or Globers as they came to call themselves—reported learning more than they expected and being surprised about how much they learned despite feeling their prior knowledge was strong. This realization occurs quite often when I teach qualitative research methods to students in nursing or public health: “I thought I knew these methods but you showed me how much more I had to learn.” What catalyzes such self-reflection for a learner? Teaching so many different kinds of classes and courses, the chance to ask a question that posits what the learner knows in opposition to what you are teaching holds the learner long enough to incite critique and helpful dissonance. The mechanism of curiosity is generally individual. However, principles for cultivating curiosity feel constant to me. Here are those on which I rely most often:

• I show my passion. Frankly, I cannot teach anything for which I don’t have passion. So I let it out and hope that learners resonate with my passion. Occasionally, I tire of comments which most commonly come after a lecture: “I’ve never heard anyone so passionate speak” or “I admire your passion.” Always said with some dubiousness, I figure I at least left a lasting impression.

• I show my own learning. In my world, there is always more to learn. Whether in aging, any of my clinical specialties, or in qualitative research methods, I love to teach mostly because I love to learn and relish watching others find the same joy. Modeling love and joy by confessing when I don’t know and daring those learning with me to teach me works well.

• I remain visible and available. Having to seek out a teacher might make the more fragile learner—often the one with the greatest swagger—more reticent. Teaching in places where asking questions is seen as disrespectful or in institutions where English is the language of instruction but is a second or third choice for all but me reminds me again and again that visible and available is generally simple. I walk around when I teach class, moving around from student to student so that we all feel more connected. I remember personal details about learners in seminars in the hope that each feels noticed, not called out. And, most recently in OldGlobe, I spoke to the camera and responded in the discussion forum as though I was in a small group tutorial. Several OldGlobers said they felt that Anne and I created an “intimate learning environment”—aim achieved!

• I model engagement. I’ve always thought one of the best ways to receive what you wish is to give it. I show learners how to disagree in civil and respectful terms instead of talking about it. I communicate in the respectful and engaged manner I believe is necessary in all inquiry and especially that of sensitive topics like aging. Again, some of this engagement is simple. If I want to read electronic communication about the topic that are respectful and considerate, then I write emails that invariably include a personal salutation, express gratitude for what the other brings to learning, and a closing that sets the stage for the next step.

Fundamentally, I believe my four principles advance curiosity by valuing passion and creating engagement. My application of them is fairly constant at this point in my career, but their results are not entirely consistent. I may misread a learner’s intent, judge the teachable moment imprecisely, or even just be plain tired. Engagement takes energy—now and then I become tired. More often, though, engagement returns energy. The moments where curiosity is almost palpable and learners are truly engaged show me that my teaching is actually held together with passion and curiosity.

Sarah H. Kagan is the Lucy Walker Honorary Term Professor of Gerontological Nursing in the School of Nursing and is the recipient of a 1998 Lindback Award for Distinguished Teaching as well as a 2001 School of Nursing Teaching Award.

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.

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