

Almanac

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Raymond Markowitz Faculty Fellow



Pedro Ponte

Pedro Ponte Castañeda has been named the Raymond S. Markowitz Faculty Fellow.

Dr. Ponte joined Penn Engineering in 1986 in the department of mechanical engineering and applied mechanics after starting his career at Johns Hopkins University. He received his bachelor's degree from Lehigh University in 1982 and a master's degree in 1983 and a doctoral degree in 1986, both from Harvard.

Dr. Ponte is a member of the Laboratory for Research on the Structure of Matter and the Penn Center for Energy Innovation.

Dr. Ponte's research is in the areas of nonlinear composite materials, microstructure evolution and localization in manufacturing processes, low-symmetry polycrystals and thermoplastic elastomers. In the area of nonlinear composite materials, Dr. Ponte addresses nonlinear constitutive and kinematical effects as observed in low-temperature plasticity and high-temperature creep of metal-matrix composites, as well as in the large-deformation behavior of black-filled and porous elastomers. In microstructure evolution and localization in manufacturing processes, his lab is concerned with the theoretical development of constitutive models for porous materials, accounting for the evolution of the microstructure, which will be useful in assessing the effect of porosity on localization. In 2007, Dr. Ponte was awarded the School's prestigious Heilmeier Award for Excellence in Faculty Research.

The Raymond S. Markowitz Faculty Fellow was established by Amy Markowitz Stavis, W'84, and Robert M. Stavis, EAS'84, W'84, in tribute to Mrs. Stavis's father, Raymond S. Markowitz.

Towerbrook Foundation Faculty Fellow



Karen Winey

Karen Winey has been named the Towerbrook Foundation Faculty Fellow. Dr. Winey joined Penn Engineering in 1992 in the department of materials science and engineering. She received a bachelor's degree in 1985 from Cornell University and a master's degree in 1989 and a doctoral degree in 1991, both from the University of Massachusetts, Amherst.

Dr. Winey holds a secondary appointment in the department of chemical and biomolecular engineering and is a member of the Nano/Bio Interface Center, the Laboratory for Research on the Structure of Matter (LRSM), the Penn Center for Energy Innovation and currently serves as the Director of the Nanotechnology Institute.

Dr. Winey's research group designs and fabricates polymer nanocomposites containing carbon nanotubes and metal nanowires with the aim of understanding how to improve their mechanical, thermal and especially electrical properties. More recently she has expanded her work to include simulations of electrical conductivity and polymer dynamics in the presence of nanoparticles. Dr. Winey pioneered the use of HAADF STEM to probe the nanoscale morphology in ion-containing polymers. Now her group focuses on correlating the structures in these materials, including block copolymers, with transport properties. She is the 2012 recipient of the School's prestigious Heilmeier Award for Excellence in Faculty Research.

The Towerbrook Foundation Faculty Fellow was established by Jennifer Ternoey Glassman, W'92, and Michael A. Glassman, CHE'85, through the Towerbrook Foundation.

Shearer Endowed Term Chair in Healthy Community Practices:

Janet Deatrick



Janet Deatrick

Janet A. Deatrick has been appointed to the Shearer Endowed Term Chair in Healthy Community Practices.

Dr. Deatrick's research focuses on families caring for children with chronic conditions, ethical aspects of care and decision making processes of children and qualitative research methods.

She has achieved national and international recognition for her work related to advancing the understanding of family dynamics and responses to children's chronic conditions. In addition, Dr. Deatrick's conceptual model considers a variety of influences within the environment and the family. She developed tools which created the framework for studies in the field, which are considered a template for family research and are translated and used in many countries. Hence, her work has made substantial contributions to the field of family research.

Dr. Deatrick has a distinguished publication record that includes publication in scholarly journals such as *Journal of Pediatric Oncology Nursing*, *Journal of Community Health*, *Journal of Pediatric Psychology* and *The American Journal of Maternal-Child Nursing*.

Dr. Deatrick's national and international reputation is further evidenced by the number of conferences, panels, boards and professional societies to which she is invited or on which she serves. Dr. Deatrick serves as Co-Director of the Center for Health Equity Research, is a Fellow of the American Academy of Nursing and is a member of the Child and Adolescent Expert Panel for the American Academy of Nursing.



Photos by Minji Kwak



*Wishing All
Almanac Readers a
Wonderful Holiday
Season and a
Bright New Year*

IN THIS ISSUE

- 2 Senate: SEC Actions; Integrating Sustainability Across the Curriculum; 2013 W-2 Forms; Death Honors & Other Things; Award for Excellence in Promoting One Health Initiatives
 - 3 Report of the Office of the Ombudsman
 - 4 ISC: Telephones—Clean Sweep; Burrison Gallery Call Update; CrimeStats; Pre-Tax Eligibility for Penn's Commuter Choice Program; WCL Trip to Iceland
 - 8 Research Roundup
- Pullout: January AT PENN**

SENATE From the Senate Office

The following is published in accordance with the Faculty Senate Rules. Among other purposes, the publication of SEC actions is intended to stimulate discussion among the constituencies and their representatives. Please communicate your comments to 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, December 11, 2013

Chair's Report: Faculty Senate Chair Dwight Jaggard gave a brief update on the activities of the Faculty Senate committees. He reported that SEC member Peter Struck was elected Chair of the Senate Nominating Committee by vote at the November SEC meeting. He reminded the committee that Provost Vincent Price and Vice Provost for Faculty Anita Allen will attend the January SEC meeting, and he asked SEC members to submit any questions for them in advance. He notified the committee that the issue of University divestment from tobacco companies will be discussed at the January meeting of University Council. He encouraged SEC members who are also members of UC to canvas their constituents on the subject and participate in the discussion at the January University Council meeting.

Past Chair's Report: Faculty Senate Past Chair Susan Margulies reported that she attended an Academic Planning and Budget Committee meeting and reminded the Senate Executive Committee that she is bound by a confidentiality agreement not to discuss the work of the Academic Planning and Budget Committee outside of the committee.

Update from the Vice President for Public Safety: Vice President for Public Safety Maureen Rush and Deputy Chief of Police Michael Fink returned to discuss their presentation at the November SEC meeting. They further advised faculty on how to deal with an active shooter situation on campus. They described the training and duties of the first responders and the medical emergency response teams. They advised faculty to be mindful of the rooms they teach in and to develop possible exit strategies for an emergency situation. They recommended faculty members save the Penn emergency phone number, (215) 573-3333, to their favorites list so their cell phones can easily dial it and sign up for UPenn Alert and the Penn Guardian services.

SEC members and the Vice President for Public Safety then discussed the training of public safety officers on diversity and sensitivity issues, bicycle safety on campus, pedestrian safety at campus intersections and further opportunities for information and training on these issues.

Update from the Vice Provost for Research: Vice Provost for Research Dawn Bonnell discussed three topics: an overview of research funding trends, an update on the Penn Center for Innovation and plans for Pennovation at South Bank and measures to reduce the research burden on faculty. She described funding trends at the federal level and trends at Penn in particular. Although the funding environment is challenging, she highlighted the fact that research funding at Penn has held steady for the past few years without decreasing and that Penn ranks third in the country for receiving National Institutes of Health (NIH) funding. She believes the recently proposed federal budget bill will not have as negative an effect as anticipated on future NIH funding. She described other funding challenges at the state level, particularly the loss of funding from the Tobacco Master Settlement Agreement. To meet the difficult funding environment, Penn plans to create a Penn Center for Innovation (PCI) to merge together areas of the University focused on sponsored research, corporate relations, licensing and entrepreneurship. A new Pennovation space on South Bank will house research and incubation space for many kinds of innovation projects. Vice Provost Bonnell also described new efforts to decrease the research burden on faculty through the reorganized PCI and new technology solutions.

SEC members and the Vice Provost for Research then discussed how these plans affect non-commercial areas of scholarship and the ethics of increased corporate involvement in University research.

Integrating Sustainability Across the Curriculum (ISAC): February 3

Integrating Sustainability Across the Curriculum (ISAC) program was established in 2012 to help Penn faculty introduce environmental sustainability into existing and new courses. Faculty participants explore sustainability concepts at a one-day workshop in the late spring, and then are partnered with an undergraduate student research assistant to work over the summer to integrate sustainability into course syllabi, lectures, assignments, reading material and tests. The research assistants work 40 hours a week for eight weeks starting in June and are paid with funds made available by the Academics Subcommittee of Penn's Environmental Sustainability Advisory Committee.

The deadline for faculty applications for the Summer 2014 ISAC program is *February 3, 2014*. Application materials can be found online: www.upenn.edu/sustainability/programs/integrating-sustainability-across-curriculum The website has profiles of past course descriptions and student-produced posters for those interested in learning more.

The deadline for ISAC student research assistant applications is *March 7, 2014*. Questions may be directed to Sarah Fisher at sustainability@upenn.edu

2013 W-2 Forms

The Tax Office at Penn has announced a new way of viewing W-2 information: through ADP, the University's W-2 provider, they will be able to offer:

- secure access
- single sign-on capabilities
- easy registration process
- access to your W-2 forms 24 hours per day, 7 days a week
- ability to opt out of printing your W-2 (*must elect by December 31*)
- upload your payroll tax information directly into tax software like TurboTax
- online help and FAQs

For further information visit www.finance.upenn.edu/comptroller/Tax_International_Operations/Payroll_Tax/W-2_Services.shtml

Death

Dr. Kefalides, Medicine

Dr. Nicholas A. Kefalides, professor emeritus of medicine in the Perelman School of Medicine, passed away on December 6 from pulmonary fibrosis at age 86.

Beginning his career at Penn in 1970, Dr. Kefalides was a pioneer in the study of the extracellular matrix—components of the body that fill the space between structured cells. He identified three novel components of the matrix, including a new subtype of collagen, which he labeled Type IV.

Dr. Kefalides was born and raised in Greece. He lived through the invasion and occupation of Greece by German and Italian armies and survived a period in a concentration camp. He emigrated to the United States in 1947 and pursued a career in medicine and biochemistry.

He earned his bachelor's degree in chemistry from Augustana College in 1951 and both his master's degree (in biochemistry) and medical degree from the University of Illinois in 1956.

In 1957, as a new physician at the University of Illinois, Dr. Kefalides was drafted into the US Public Health Service, for which he directed a research project in Lima, Peru on the treatment of burn patients. At the time, the US government was seeking to develop treatment plans for casualties in the event of nuclear war.

After returning to Chicago, he pursued studies that led to a doctorate in biochemistry while simultaneously completing his medical training in internal medicine and infectious diseases. He worked as an academic physician and scientist at the University of Chicago before coming to Penn.

In 1977, with the closure of Philadelphia General Hospital, Dr. Kefalides' research labs moved to the University City Science Center. He was director of the Center's Connective Tissue Research Institute and a principal investigator. When the institute closed in 2002, Dr. Kefalides became a mentor and consultant for the Science Center. He led an advisory committee and helped launch an interdisciplinary lecture series, "Lunch for Hungry Minds," which still exists.

He became a professor emeritus in 1996.

In later years, Dr. Kefalides wrote two memoirs—*Echoes From the Cobblestones* and *Finding Aesculapius Across the Atlantic*. The volumes chronicle his childhood in Greece and his experiences pursuing his education, becoming a naturalized American citizen and starting a research career. A video of his presentation of his memoirs to the Penn Association of Senior and Emeritus Faculty (PASEF) in 2010 is online, www.youtube.com/watch?v=Hws5m5XgOWY

Dr. Kefalides had served on the boards of PASEF and ASEF (Association of Senior and Emeritus Faculty for faculty in the Perelman School of Medicine) and the University Club at Penn.

Dr. Kefalides is survived by his wife, Jane; daughter, Dr. Patricia Theodosopoulos, C'87, M'95 and son, Dr. Paul Kefalides, C'89, M'95; grandchildren, Alex, Effie and Eugenia; and his brother, Chris.

Memorial contributions may be made to the American Lung Association in Pennsylvania, National Processing Center, PO Box 7000, Albert Lea, MN 56007-8000.



Nicholas Kefalides

Honors & Other Things

Fulbright Award: Ms. Bhattacharjee

Ms. Shikha Bhattacharjee, L'13, has been awarded a Fulbright US Student Program scholarship to India in Law. For the nine month duration of her grant, which began in November, Ms. Bhattacharjee is going "to work at a systemic level to advance human rights for vulnerable communities." She returned to India to use legal strategies to strengthen and support grassroots movements for social justice.

Awards for Dr. Fagin

Dr. Claire M. Fagin, professor and dean emerita in Penn Nursing, recently received two honors. The New York Academy of Medicine honored her with the Academy Plaque for Exceptional Service to the Academy at its 166th Anniversary Discourse and Awards. Dr. Fagin is a fellow of NYAM. Dr. Fagin is also the recipient Lillian D. Wald Award from Visiting Nurse Service of New York (VNSNY), which she received at its annual benefit gala at Manhattan's Waldorf Astoria Hotel. Dr. Fagin is a long-time member of the Board of VNSNY.

Two Professors: "90 Nurses for 90 Years"

Penn Nursing professors Dr. Martha Curley and Dr. Anne Teitelman have been selected by their alma mater, Yale School of Nursing, as part of a select group among its alumni—to be honored during the "90 Nurses for 90 Years" program celebrating one alumnus from each graduation class of Yale nursing. Drs. Curley and Teitelman were nominated by their colleagues and former classmates for their excellence in teaching and scholarship, clinical practice, leadership, research in clinical nursing and impact on Yale's growth and development. Dr. Curley is the Ellen and Robert Kapito Professor in Nursing Science and Dr. Teitelman is the Patricia Bleznak Silverstein and Howard A. Silverstein Endowed Term Chair in Global Women's Health Associate Professor of Nursing.

Award for Excellence in Promoting One Health Initiatives and Interprofessional Education: January 31

The deans of the health schools of the University of Pennsylvania (Perelman School of Medicine, School of Nursing, School of Dental Medicine and School of Veterinary Medicine) announce an Award for Excellence in promoting One Health Initiatives and Interprofessional Education.

The terms "One Health Initiative" (OHI) and "Interprofessional Education" (IPE) describe efforts across healthcare professions to forge co-equal, all-inclusive collaborations. OHI arose from veterinary medicine with the goal of sharing knowledge of healthcare and preventive measures to improve the health of animals and society. Therefore, OHI explicitly includes wildlife and the environment. IPE focuses on providing an interdisciplinary approach aimed at shared learning and collaborative practices that build a more flexible healthcare workforce, thereby maximizing resources. OHI and IPE have gained momentum recently. Government, professional and academic institutions around the world have committed to promoting these important efforts to improve global health.

The 4-School One Health Committee invites nominations for candidates who are full-time staff or faculty members engaged in professional education that bridges two or more of the schools with outreach/innovation in training,

Annual Alumni Awards of Merit Creative Spirit Award

The 79th Annual Alumni Award of Merit Gala honored, among others, renowned photographer *Mary Ellen Mark*, who received the Creative Spirit Award for her lifelong commitment to and excellence in the arts. Known for her powerful portraits and photo essays on the human condition, her subjects have included homeless children and their families in America, circus performers in India, transvestites in New York and heroin addicts in London. She has published 18 books, completed assignments for *Rolling Stone*, *Vanity Fair* and *The New Yorker* and her work has been the subject of exhibitions worldwide. She graduated from the College in 1962 with a degree in painting and art history. She went on to earn a master's in photojournalism from Penn's Annenberg School for Communication in 1964 and was awarded an honorary doctorate from the University in 1994.

Alumni Award of Merit

Chairman of the Steamboat Capital Group, *L. John Clark* earned his undergraduate and graduate degrees at Wharton in 1963 and 1968. While his career in finance and international marketing often took him abroad, Mr. Clark has consistently been an active volunteer and a generous supporter of Penn Athletics, the College, Wharton and the Kelly Writers House. He has been a University trustee since 1996 and is now an emeritus member of the board. As chair of the Athletics Overseers, he helped lead them to exceed their campaign goal and raise almost \$125 million.

Mindy Halikman Heyer, a 1979 graduate of the College and Wharton, received an MBA from Wharton in 1980. In 1997 she and her Penn-alumnus husband established the Andrew and Mindy Heyer Endowed Scholarship Fund for undergraduates majoring in English and economics. She also served on the College House Advisory Board, helping to

garner alumni support for the renovation of the Quad and Hamilton Village. As chair of the Board of Overseers for the School of Veterinary Medicine since 2009, she has been an active volunteer and generous benefactor of the School.

In 1978 *Helen Frame Peters* became the first woman to earn a doctorate from Wharton. She is also a 1970 graduate of the College with a master's. With a distinguished career in both financial services and academia, she is the former dean of the Carroll School of Management at Boston College. She founded the Center for Investment Research and Management there and continues to serve as a finance professor. She has served on the Graduate Board of the Wharton School and the Board of the Huntsman Program in International Studies and Business.

Steve Roth, a 1966 graduate of Wharton, helped to build a marketing research firm, Decisions Center Inc., working with such clients as Nike and Starbucks before selling the business to advertising giant Ogilvy & Mather. With his wife, Marsha, he created the Roth Family Endowed Scholarship. He has been instrumental in creating a successful annual Class Presidents' event and works to enhance the Penn Reunion Leadership Conference.

Young Alumni Award of Merit

Farnia Fresnel graduated from the School of Engineering and Applied Science in 1998. While at Penn, she served as chapter historian and activities co-chair on the Board of the National Society for Black Engineers. In her senior year, she received the prestigious Raymond Pace Alexander Award. As an alumna, she continues to volunteer. In 2005, she became actively engaged in the Engineering Alumni Society, rising to the role of president.

Chief strategy officer of Jawbone, a high-tech health-care venture, *Andrew J. Rosenthal* earned a degree in health and societies from the College in 2006 and went on to earn an MBA from Harvard Business School. He actively serves on the Penn Alumni Programming Committee and the Penn Alumni Executive Committee, as well as on the Penn Fund Executive Board. He also served a three-year tenure as president of the Penn Alumni Club of Philadelphia.

Class Recognition Awards

The *Class of 1978* received the Class Award of Merit for its extraordinary leadership, teamwork, organization and innovative programming, which led to exceptional results. The Class broke every attendance record for its 35th reunion, topping the previous record by 128%. They raised \$22.6 million in 2013, more than any other 35th reunion class. As part of their continued commitment to the Penn Libraries, they inaugurated the Class of 1978 Orrery Pavilion, a glass-enclosed lecture and event space at the center of the newly renovated Kislak Center for Special Collections, Rare Books and Manuscripts.

The *Class of 2008* was awarded the David N. Tyre Award for Excellence in Class Communication for its innovative use of various platforms to connect with classmates about their fifth reunion. The class was recognized for engaging 666 donors, more than any other fifth-reunion class.

The *Penn Alumni Club of Metro New Jersey* received the 2013 Club Award of Merit. Under the leadership of co-presidents Gary and Lorraine Survis and a dynamic board of directors, the club has reached nearly 1,000 members from eight counties. It has engaged more than a third of its membership through creative strategies such as hosting more than 25 innovative and compelling programs and events for alumni of all ages.

2012-2013 Report of the Office of the Ombudsman

Thadious M. Davis, University Ombudsman

Founded in 1971 after an initiative by the Faculty Senate, the Office of the Ombudsman provides an impartial, informal, confidential space to assist in improving conditions and communication and is open to all members of the University community: students, administrators, staff or faculty. The Ombudsman, Thadious M. Davis, PhD, is a tenured member of the standing faculty; the Associate Ombudsman Marcia Martinez-Helfman, JD, MSW, is a full-time staff member. Both are available by phone (215) 898-8261 and email ombuds@pobox.upenn.edu for scheduling confidential appointments. The office does not have secretarial or support staff assistance, but strives to respond to phone or email queries within 24 hours and to schedule a meeting within a week of an initial request.

The objective of the Office of the Ombudsman has remained constant since the 1970s. It provides an informal way to assist individuals within the University community with issues, complaints, problems or questions. A major part of the assistance offered is providing a sounding board in order to air, articulate and identify issues or conflicts such as interpersonal difficulties, administrative challenges or academic concerns that might be resolved informally. The Office does not participate in any formal grievance procedures or adjudicative measures. After 41 years, the primary objective of the Office remains meeting any need for assistance with questions or complaints that impact individuals within the University community.

In providing assistance, the Office treats each issue separately. There are no pre-assigned steps or fixed procedures; instead each query receives personalized consideration and each visitor is treated as an individual. In every instance, confidentiality and fairness are part of the work of considering options, formulating interventions or mediating solutions. Every query receives thoughtful attention, with the primary purpose being to facilitate resolutions that will reduce workplace tensions and open lines of communication within the work or study environment. But the Office of the Ombudsman does not function as an advocate for any visitor; it maintains a neutral and impartial stance, even though committed to helping to mediate and bring about resolutions. The informal nature of the mediating work the Office of the Ombudsman means, however, that the earlier a problem or conflict comes to our attention, the better chance we have in assisting with a resolution. The rationale is that before tensions around an issue escalate or before parties become too fixed in adversarial positions, the Office can help in mediating differences and diffusing hostilities.

Penn's Office adheres to the ethical principles that have emerged out of the developing professionalization of ombudsman offices in academia and out of the procedures provided by the International Ombudsman Association (IOA). The principles are: independence, neutrality, confidentiality and informality. They are central to the code of ethics advocated by the IOA to maintain a common set of principles. They function to preserve the integrity of the Office by codifying and making transparent and accessible the guiding procedures that have been in place in the Penn Office since its founding in 1971. The four as standards of practice, largely also accepted by Penn's peer institutions, distinguish the Ombudsman Office from the work of other service units on campus.

The Office takes confidentiality seriously as a mandate in all interactions with visitors and in all follow up discussions. The Ombudsman does not reveal the sources or the content of any communication brought by anyone seeking assistance, unless given specific permission to do so in the process of mediation; the only exception is in an instance in which there is the potential for serious harm. In protecting the privacy of visitors and confidential information, the Office does not keep any permanent files and does not participate in any formal hearings or grievances. All temporary materials related to visitors are coded for confidentiality and placed in se-

cure password-protected electronic files, and all paper files or notes are routinely shredded. Regarding its informality function, the Office of the Ombudsman does not participate in formal grievance procedures or adjudicative processes; however, it does refer visitors to other University resources that might be more appropriate for such issues.

In an ongoing effort to clarify its role for the University community, the Office of the Ombudsman produced a new information brochure that was then distributed to all 12 schools. The brochure emphasized the independence and neutrality of the Office, along with the confidentiality and informality of its procedures. Associate Ombudsman Martinez-Helfman extended this effort at dissemination by attending sessions for new faculty, resident and graduate advisors and graduate and professional students and by developing with the Human Resources Learning and Education group a slide presentation on the Office of the Ombudsman that is included in the monthly new employee orientation sessions.

Encouraged to make a larger effort at outreach within the University, the Office of the Ombudsman held three breakfast conversations, one each for staff, students and faculty, with participants drawn from all 12 schools. These networking conversations proved to be helpful not only for sharing information about the Office but also for gathering advice for improving services to the University community and updating its disseminated materials. Participants raised the issue of obtaining information about the Office, its services and accessibility, and they emphasized that many constituents were unaware that the services were available to students, faculty and staff. Some brainstormed about ways of helping to alert their respective divisions about the services and suggested additional groups that might want to have information sessions.

Even though with a history of over 40 years of existence and as one of the oldest established ombudsman offices among its peer institutions, Penn's Office of the Ombudsman made a concerted effort during the past year to gather data from other ombudsman offices about their operations and procedures. As part of that effort to achieve a better understanding of how ombudsman offices at peer institutions operated, the Ombudsman, the Associate Ombudsman and the Vice President for Institutional Affairs, Joann Mitchell, visited the Columbia University Office of the Ombudsman and the Cornell University's Scheinman Institution on Conflict Management to discover more about best practices at a peer institute and more about skills for resolving disputes. The Scheinman Institute offers professional interdisciplinary programs in training and research in dispute resolution and development for academics, students and practitioners. Founded in 1996, it operates in connection with Cornell's Law School and ILR School but not in relation to a specific ombudsman office. Established in 1991, the Columbia University Office of the Ombudsman has an online link to its charter and its position as a designated neutral. It has a full-time ombudsman who has been in the position since the inception of the office, a full-time associate ombudsman and both full and part-time office staff. Their office adheres to the Code of Ethics and Standards of Practice of the International Ombudsman Association but does not collect as many fields of information as the IOA's software enables and instead records only names, status and university location but shreds its records or notes three or four times a year. While offering services at any point in a resolution process, it functions as a supplement to resources already in place for resolving conflicts or upholding fair practices within Columbia.

A major aspect of information gathering involved a survey of ten ombudsman offices at peer institutions, including MIT, Yale School of Medicine and Harvard's Schools of Medicine, Dental Medicine and Public Health. Vice President Mitchell and Associate Ombudsman Martinez-

(continued on page 5)

(continued from page 4)

Helfman conducted the survey via phone and Skype interviews in order to collect information on practices in other offices that might then be compared to those in place at Penn. Questions included the staffing of offices, relation to university legal officers and connections to service units. As a result of these efforts, the Office anticipates moving forward in analyzing the procedures at Penn and, where necessary or advisable, aligning the Office of the Ombudsman's standards with those peer offices currently practice and that national and international ombudsmen typically follow.

One area that requires more attention from the Ombudsman and the Associate Ombudsman involves the difficulty of making clear what to expect from bringing a conflict forward. Neither the authority for decision-making nor the power to adjudicate outcomes resides with the Office. While an early intervention is encouraged, the Office of the Ombudsman cannot assure visitors that a satisfactory resolution will result from opening communication and initiating mediation. The Office can provide a mechanism for conversation and discussion with the intention of enabling a fair process and a resolution, but it cannot assure visitors of a specific outcome. Consequently visitors experience dissatisfaction with the process of the Office or its inability to provide clarifying follow-up information. The Office may, however, bring a problematic issue to the attention of a particular University unit with the authority to examine questionable policies or implement procedural changes. It may also make a recommendation that an issue be considered, but it has no way to ascertain when or if a forwarded issue or recommendation will be considered or if a change will be implemented. As a result both visitors and the Ombudsman may not be aware of how or whether the issue ultimately receives further attention or if it will have any impact in ameliorating a problem area that may hold some significance for the larger University community. Similarly parties that have been involved in a mediation that moves forward to administrative structures beyond the Office of the Ombudsman are not required to inform the Office of the outcome or resolution. The lack of a systemic structure for following up in these various scenarios may be perceived as inaction or inattention, though neither of which may be the actual state of affairs.

A recurrent concern expressed by visitors from every sector of the University is the fear of retaliation. Three previous reports from the Office of the Ombudsman have called attention to the issue (John Keene, *Almanac*, April 7, 2009, Joan Goodman, *Almanac*, October 25, 2011 and Thadius Davis, *Almanac*, September 18, 2012). Despite reassurances that the University has in place a policy against retaliatory measures and threats, as well as that the Office of the Ombudsman maintains confidentiality, visitors worry that either sharing a concern or seeking advice could result in measures being taken against them. Perhaps surprisingly, staff, students and faculty seem equally vulnerable when voicing fears that supervisors, chairs or directors might retaliate against them. Untenured and non-standing faculty members are also reluctant to make queries about procedural issues, whether for tenure, promotion, sabbatical or leave policies. Both staff and faculty members have pointed out that the location of guidelines for procedures are not easily accessible or are difficult to interpret without assistance, but that asking questions might create problems or generate negative impressions of them. Better and clearer access to procedural handbooks and guidelines in departments, programs and schools would alleviate part of the problem, but the larger issue of fear of retaliation requires a sustained effort to educate all members of the University community about how to create lines of communication and how to maintain an environment of trust, respect and cooperation. Going forward, the Office of the Ombudsman anticipates renewing its work toward these ends particularly because of the increase in abrasive, abusive or inappropriate treatment of subordinates in the workplace environment.

July 1, 2012—June 30, 2013	
Total Number of Visitors:	153
Visitors by Categories of Issues Raised:	
Academic, General	5
Academic Integrity	7
Academic Procedures	33
Employment, General	32
Employment, Benefits	2
Employment, Compensation	1
Employment, Inappropriate/Abusive Behavior	22
Employment, Procedures	11
Employment, Promotion	4
Procedures, General	6
Miscellaneous, Personal	10
Financial Matters	13
Student Services	2
Discrimination	3
Behavior, General	2
Visitors by Categories of Status:	
Employees	66
Monthly Paid	37
Weekly Paid	24
Other	5
Faculty	32
Dental Medicine	2
Medicine	11
Arts & Sciences	13
Engineering & Applied Science	2
School of Design	1
Wharton	2
Graduate School of Education	1
Post-Doctorates	8
Residents	1
Students	46
Undergraduate	13
Arts & Sciences	5
Wharton	1
Engineering & Applied Science	1
Liberal & Professional Studies	4
Unknown	2
Graduate/Professional	33
Arts & Sciences	10
Engineering & Applied Science	5
Graduate School of Education	2
Dental Medicine	2
Medicine	2
Nursing	2
School of Design	4
Wharton	2
Law	2
Liberal & Professional Studies	1
Social Policy & Practice	1

Burrison Gallery at the University Club: 2013-2014 Call for Submittals

The Burrison Gallery is calling for submittals of artwork to be considered for exhibition during the 2013-2014 academic year. Any Penn faculty, staff, alumna, alumnus or family member of these groups may submit work for consideration. Selected artists will be given a six-week, one person show at the gallery with the option of an opening reception. The deadline for submittals is *January 15, 2014*. Selected artists will be notified by February 15, 2014.

The Burrison Gallery is an entity of the University Club, a private club for faculty and staff, as well as associate members who include post-doctoral fellows, graduate students and alumni at the University of Pennsylvania. The Burrison Gallery provides a venue for artists in the University community. Maurice Burrison's vision was to encourage artistic freedom. His legacy continues as the Burrison Gallery emphasizes the role of art and culture in strengthening collaborative relationships across the University.

Submittal packages should include the form available at www.business-services.upenn.edu/universityclub/burrison.shtml a completed application form and at least ten digital images of individual works of art.

Works of art must be two dimensional: paintings, drawings, photography, prints, fabric pieces, etc.

2014 Summer Programs at Penn

Departments, schools or centers at Penn that are planning on offering a summer camp or program during the upcoming summer are encouraged to contact *Almanac* by email at almanac@upenn.edu no later than mid-January with camp/program information so that the annual roundup that will be published at the end of January will be as inclusive as possible.

To see last year's list of academic, athletic and enrichment options, visit www.upenn.edu/almanac/volumes/v59/n19/camps.html

PPSA Clothing Drive: Now Through December 20

The Penn Professional Staff Assembly is collecting clothing and accessory items to share with two Philadelphia organizations—Bethesda Project and Dress for Success—now through *Friday, December 20* at several locations across campus.

On December 20 from noon-1 p.m. at Civic House, join PPSA to help fold, sort and package the donations. Light refreshments will be served.

For collection locations and a listing of acceptable donations, see <http://penn-ppsa.org/?news=ppsa-clothing-drive-dec-9-20>

Traditional Telephone is History: ISC Launches Project Clean Sweep Campaign aims to prevent disruptions in voice services for faculty and staff

ISC has launched *Project Clean Sweep* as part of its *Traditional Telephone is History* campaign. *Project Clean Sweep* is designed to “clean up” traditional voice mailboxes and telephone lines that are left over following recent conversions to PennNet Phone.

Project Clean Sweep is being carried out in two concurrent phases. This two-phased approach, which started this past August, places emphasis on voice mail conversion since this service will be completely shut off on July 1, 2014.

What will happen when traditional voice mail is turned off?

When traditional voice mail service is turned off on July 1, 2014, incoming callers will not have the option to leave a voice mail message. To avoid a potential loss of messages and a disruption in service, *Project Clean Sweep* is identifying departments and offices that have yet to convert to PennNet Phone voice mail and providing them with spreadsheets that identify each voice mailbox owner, service start date, location and status. They are then asked to identify which voice mailboxes to convert to PennNet Phone and which ones to disconnect. On-site office visits will also be conducted by ISC to help staff expedite the scheduling and conversion process.

Old technology—analog telephone is ending too

The second phase of the project involves converting traditional telephone—*analog service*—to PennNet Phone. Analog telephone service will also be discontinued on July 1, 2014, with the exception of services such as security and FAX lines. For the complete list of services that will remain on the analog telephone infrastructure, please visit www.upenn.edu/computing/voice/phone/analog-service.html

The PennNet Phone advantage

PennNet Phone, the University's telephone and voice mail service, offers substantial cost savings, Internet-rich features, and intelligent handsets over traditional telephone and voice mail services. ISC brought VoIP (Voice over Internet Protocol) to Penn as its solution for upgrading the University's aging telephone infrastructure. As a result of PennNet Phone, the University telecom administrative bills have gone down from \$8.3 million annually to \$6.3 million annually, with additional reductions expected to continue through FY15.

Upgrade now—we're here to help

ISC is strongly advising all members of the Penn community to upgrade to PennNet Phone as soon as possible to retain access to telephone and voice mail services. We want to work with you to make sure that your upgrade experience is as easy, fast and as cost-effective as possible and to help prevent interruptions in service. We will “sweep back around” to departments and offices to coordinate upgrades before July 1, 2014.

Departments and offices remaining on the traditional telephone service will pay higher costs in FY15.

To find out how to upgrade to PennNet Phone, call the ISC Telecommunications office at (215) 5746-6000, email telephone@isc.upenn.edu, or visit “Switch to PennNet Phone Now” at www.upenn.edu/computing/voice/phone/order-switchnow.html

—Mike Palladino, Associate Vice President, ISC
Networking & Telecommunications

Catching Sneakers



Today is the last day to catch the Alumni Art Show at the Burrison Gallery. At left, one of the many pieces on view: *Sneakers*, a pastel by Charles Malloy, G'95.

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/acadcal.html and following the instructions from the link at the top of the page.

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.

If you're using any one of these telephones, call ISC now!

Traditional telephone and voice mail services will be discontinued on July 1, 2014.*

To avoid any interruptions or downgrades in service, upgrade to PennNet Phone now!

To find out how to upgrade, call the Information Systems and Computing Telecommunications office at (215) 746-6000 or email telephone@isc.upenn.edu or visit “Switch to PennNet Phone Now” at www.upenn.edu/computing/voice/phone/order-switchnow.html

* Certain services, such as security and FAX lines, will remain on the traditional infrastructure.



Update

December AT PENN

FILMS

International House

Info.: <http://ihousephilly.org>

Tickets \$9, \$7/students, seniors unless otherwise noted; showings w/English subtitles

20 European Cinema Uncovered Film Series;

Introduction by Greg DeCuir; 7 p.m.

The Swimmer; United States.

Gradually; Germany.

Tudor Village: A One Shot Deal; Canada.

Square Dance Hypnotist; Canada.

Infinita; Serbia.

Pigs; Greece.

Miss Candace Hilligoss' Flickering Halo; Italy.

From To; Croatia

What You Don't Put Into the Soup Goes Down the Loo; Switzerland.

AT PENN Deadlines

The December and January AT PENN calendars are located at www.upenn.edu/almanac. The deadline for the February AT PENN calendar is Tuesday, January 14.

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

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>

Subscribe to Express Almanac

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



Federal Government Reduces Pre-Tax Eligibility for Penn's Commuter Choice Program/COMPASS

Beginning January 1, 2014, the federal government's reduction in the monthly transit pre-tax limit will go into effect. Commuter transit riders who utilize Penn's pre-tax payroll deduction will experience a decrease in their pre-tax withholding limit from \$245/month to a cap of \$130/month.

Here are important details regarding what commuters can expect:

- The effective date of this change is the month in which you pay for your commute—January 2014. This adjustment will be seen in your January 3 pay, if you are weekly paid, and in your January 31 pay if you are monthly paid.
- The maximum pre-tax amount has been decreased to \$130 per month or \$1,560 per year.

Want A Ticket to Ride?

The World Cafe is planning our next International Sense of Place for Iceland, and we're taking a small group of XPN Members with us!

Clear your calendar now: June 14, 2014, World Cafe Travel Adventures will depart for a one-of-a-kind tour of one of our most exotic destinations yet.

From its Viking poet past to its modern troubadours, including Of Monsters and Men, Sigur Ros and Bjork, Iceland has a powerful musical tradition and lively scene that we'll dive into as well as the waters of the famous Blue Lagoon.

As part of our exclusive tour group, not only will visitors explore the sights, sounds and tastes of Iceland, but they will experience the music scene from the vantage point of the World Cafe, including private shows and recording sessions.

If you're looking for an amazing holiday gift, this just might be it!

Learn more about the World Cafe Travel Adventure Iceland and make your reservation now with a \$250 deposit. This tour is selling quickly, so please make your reservations as soon as possible.

—David Dye, World Cafe

• If your commuting costs per month are greater than \$130, your pay starting in January will reflect a pre-tax and a post-tax deduction. For instance, because the monthly cost of Septa Zone 3 (\$146.70) and Anywhere Zone (\$171.90) passes exceed the \$130 monthly deduction, commuters will see a pre-tax and post-tax deduction noted on their pay statement. Also, the amount that will be reflected in the pre-tax line is calculated less the five percent subsidy provided by Penn.

• The monthly cost of the City, Zone 1 and Zone 2 transit passes are lower than the new pre-tax threshold, so these commuters will not be affected.

• This decrease also applies to those who use the ADP MasterCard Check Card®, the TransitChek® program for SEPTA, DART, NJ Transit, Amtrak and PATCO.

If you wish to make an adjustment to your transit order, you may do so by logging into your account at www.upenn.edu/penncommuter. Otherwise your transit deductions will be automatically calculated.

If you have questions or would like further information, please contact the Transportation and Parking Office at parking@upenn.edu

Almanac Schedule

This is the last issue for the fall semester. After the Winter Break, weekly publication will commence on Tuesday, January 14, 2014. Breaking news will be sent by email to *Express Almanac* subscribers and will be posted to *Almanac Between Issues*, www.upenn.edu/almanac/

Happy New Year

Almanac

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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 **December 2-8, 2013**. Also reported were 20 Crimes Against Property (15 thefts, 2 burglaries, 1 other offense, 1 liquor law offense and 1 fraud offense). Full reports are available at: www.upenn.edu/almanac/volumes/v60/n17/crreport.html Prior weeks' reports are also online. —Eds.

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 **December 2-8, 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.

12/04/13	1:06 PM	3714 Spruce St	Male causing disturbance/Arrest
12/06/13	4:14 PM	4000 Pine St	Confidential sex offense
12/07/13	4:15 AM	4000 Locust Walk	Cell phone, purse taken from complainant by force

18th District Report

Below are the Crimes Against Persons from the 18th District: 7 incidents (3 assaults, 3 robberies and 1 rape) were reported between **December 2-8, 2013** by the 18th District covering the Schuylkill River to 49th Street & Market Street to Woodland Avenue.

12/02/13	12:42 PM	451 University Ave	Assault
12/02/13	3:40 PM	4700 blk of Locust St	Robbery
12/05/13	11:38 PM	46th & Walnut St	Robbery
12/07/13	3:15 AM	4640 Sansom St	Assault
12/07/13	4:15 AM	4000 blk of Locust St	Robbery
12/07/13	9:46 AM	3100 blk of Chestnut St	Assault
12/08/13	4:20 PM	3900 blk of Sansom St	Rape

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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Study Shows Few MOOCs Students Follow Through

Emerging data from a Penn GSE study show that massive open online courses (MOOCs) have relatively few active users, that user “engagement” falls off dramatically—especially after the first 1-2 weeks of a course—and that few users persist to the course end. Presented on December 5, 2013 by Laura Perna and Alan Ruby at the MOOC Research Initiative Conference in Texas, the findings are from the newly established Alliance for Higher Education & Democracy at Penn GSE.

The study analyzed the movement of a million users through 16 Coursera courses offered by the University of Pennsylvania from June 2012 to June 2013. The project aimed to identify key transition points for users—such as when users enter and leave courses—as well as when and how users participate in the courses. The study also considered how engagement and persistence vary based on various course characteristics.

The courses studied ranged widely in topic, target audience, length of study, instructional time, use of quizzes and assignment of homework and other dimensions. While a few courses were oriented toward college preparation (e.g. “Calculus: Single Variable”), most focused on occupational skills (e.g. “Cardiac Arrest, Resuscitation Science and Hypothermia”) or were geared toward personal enrichment (e.g. “Greek and Roman Mythology”). Researchers include Laura Perna, Alan Ruby, Robert Boruch, Nicole Wang, Janie Scull, Chad Evans and Seher Ahmad.

Emerging findings include:

- Course completion rates are very low, averaging 4% across all courses and ranging from 2% to 14% depending on the course and measurement of completion.

- Across the 16 courses, completion rates are somewhat higher, on average, for courses with lower workloads for students and fewer homework assignments (about 6% versus 2.5%).

- Variations in completion rates based on other course characteristics (e.g. course length, availability of live chat) were not statistically significant.

- The total number of individuals accessing a course varied considerably across courses, ranging from more than 110,000 for “Introduction to Operations Management” to about 13,000 for “Rationing and Allocating Scarce Medical Resources.”

- Across all courses, about half of those who registered viewed at least one lecture within their selected course. The share of registrants viewing at least one lecture ranged from a low of 27% for “Rationing and Allocating Scarce Medical Resources” to a high of 68% for “Fundamentals of Pharmacology.”

The Penn GSE research team will be conducting additional analyses with the goal of providing recommendations to improve future collection of data and answering additional questions, including which instructional approaches best engage users and which are the best measures of student engagement.

Surviving Survival

With advances in the treatment of childhood brain tumors, more children, some say up to 70%, survive and the numbers of caregivers have increased, as have the demands placed upon them. Usually caregivers are the children’s mothers and other family members, especially for those survivors who do not gain independence in terms of their ability to live on their own, find work, make friends and form partner relationships.

In the largest study of its kind, researchers led by the University of Pennsylvania School of Nursing have investigated the mothers who are caregivers to 186 childhood brain tumor survivors aged 14-40 whose care needs last long into adulthood. They based their research on a model containing factors central to nursing practice, namely the caregiver, the survivor and the family. They discovered that a complex interaction among components of the model, the health of the caregivers, the demands experienced by the caregiver, the caregiver’s perceptions about the health of the survivor and the family’s support interact to explain how the caregiver assesses herself in her role. The study was recently published in *Health Psychology*.

“Based on the results of this study, either family functioning or caregiver’s perception about the survivor’s health can be targeted to improve competence for caregivers of adolescent and young adult brain tumor survivors,” said Janet A. Deatrck, the Shearer Endowed Term Chair in Healthy Community Practices and professor of nursing. “Interventions targeted to survivor health could emphasize recovery expectations and reframe notions about the survivor’s functioning through family systems and cognitive-behavioral interventions.” The tumors and their treatment (i.e., surgery, chemotherapy, and cranial and/or spinal irradiation) can result in a range of late effects, including one of the most severe risk profiles for childhood cancer survivors (chronic morbidities and reduced health-related quality of life) and for their caregivers (ongoing care demands).

Specifically, the researchers tested a hypothesized model which confirmed that both the functioning of the family and the health of the survivor contributed to the caregiver’s sense of competence. “The direct relationship of family functioning with caregiving competence emphasizes the central role of family in the adaptation of the caregiver to his or her role. Instead of being predicted by caregiver demand as hypothesized, this study revealed that caregivers’ assessment of their role mastery is influenced most strongly by the functioning of their family,” wrote Dr. Deatrck, the lead author.

The study’s findings offered hope for families, noted Dr. Deatrck. “Researchers and medical personnel can target either family functioning or the health of the survivor as a means of improving the competence of caregivers.” Dr. Deatrck worked with colleagues and patients treated at The Children’s Hospital of Philadelphia, including Wendy Hobbie, who also provides leadership in the School’s nurse practitioner concentration that focuses on pediatric oncology.

Identification of Molecule Critical to Healing Wounds

Skin provides a first line of defense against viruses, bacteria and parasites that might otherwise make people ill. When an injury breaks that barrier, a systematic chain of molecular signaling launches to close the wound and re-establish the skin’s layer of protection.

A study led by researchers from the University of Pennsylvania’s School of Dental Medicine and published in the *Journal of Cell Biology* now offers a clearer explanation of the role of one of the players in the wound-healing process, a molecule called FOXO1. Contrary to what had been expected, FOXO1 is critical to wound healing, providing researchers with a possible new target for drugs that could help speed that process for people with impaired wound healing.

Senior author Dana Graves is a professor in Penn Dental Medicine’s department of periodontics and is vice dean for scholarship and research. He collaborated on the study with Penn’s Bhaskar Ponugoti, Fanxing Xu, Chenying Zhang, Chen Tian and Sandra Pacio.

A critical element of wound healing involves the movement of keratinocytes, the primary cells comprising the epidermis, the outer layer of skin. Previous research had found that FOXO1 was expressed at higher levels in wounds, but scientists did not understand what role the molecule was playing. In other scenarios, such as in cancer cells, FOXO1 promotes cell death and interferes with the cell reproduction, two actions that would seem to be detrimental to healing.

To investigate the role of FOXO1 in wound healing, Dr. Graves and colleagues bred mice that lacked the protein in their keratinocytes and then observed the wound healing process in these mice compared to mice with normal FOXO1.

“We thought that deleting FOXO1 would speed up the wound-healing process,” Dr. Graves said, “but in fact it had the opposite effect.”

The mice that lacked FOXO1 showed significant delays in healing. Whereas all wounds on control mice were healed after one week, all of the experimental mice still had open wounds.

Digging deeper into this counterintuitive finding, the researchers examined the effect of reducing FOXO1 levels on other genes known to play a role in cell migration. They found that many of these genes were significantly reduced, notably TGF- β 1, a critical growth factor in wound repair. When the team added TGF- β 1 to cells lacking FOXO1, the cells behaved normally and produced the proper suite of molecules needed for healing, indicating that FOXO1 acts upstream of TGF- β 1 in the signaling pathway triggered during the healing process.

Further experimenting revealed that mice lacking FOXO1 had evidence of increased oxidative stress, which is detrimental to wound healing.

“The wound healing environment is a stressful environment for the cell,” Dr. Graves said. “It appears that upregulation of FOXO1 helps protect the cell against oxidative stress.”

The fact that FOXO1 behaves in this unexpected way could have to do with the specialized microenvironment of a cell in a wound, Graves noted. While FOXO1 does indeed promote cell death when it is highly activated, it does the opposite when moderately activated. Which activity it promotes depends on the environment in which it is acting.

Taken together, the study’s findings demonstrate that FOXO1 plays an integral role in two key processes in wound healing: activation of TGF- β 1 and protecting the cell against oxidative damage. Its involvement in these aspects of healing make it a potential target for pharmaceuticals that could help speed healing.

“If you had a small molecule that increased FOXO1 expression, you might be able to upregulate TGF- β 1 as well as protect against the oxidative stress associated with wound healing,” Dr. Graves said.