Penn Medicine announced the newest Translational Center of Excellence (TCE) in the Abramson Cancer Center, which will be focused on Glioblastoma Multiforme, the most common and lethal form of brain cancer. The team will investigate new immune therapies for glioblastoma and, in particular, design and test new CAR T cell therapies. This involves engineering patients’ T cells (the cells that act on behalf of the immune system) to attack tumor cells. The world’s first gene-based cancer therapy, immunotherapy—or CAR T cell therapy—was pioneered at Penn Medicine, and it became the nation’s first FDA-approved personalized cellular therapy for cancer in August 2017 (Almanac September 12, 2017).

Roughly 15,000 people are diagnosed with glioblastoma each year, with a median survival rate of only 15 months. It has recently been in the news with regard to Senator John McCain, who died 13 months after his glioblastoma diagnosis (Almanac September 11, 2018). Penn Medicine is on the frontlines in the fight against brain tumors like glioblastoma, with the Penn Brain Tumor Center performing the most brain tumor surgeries in Pennsylvania.

“Penn Medicine is at the cutting-edge of research and clinical care for patients with glioblastoma, and our TCE will help accelerate this mission-critical work,” said Donald M. O’Rourke, the Templeton Associate Professor of Neurosurgery in the Perelman School of Medicine at the University of Pennsylvania. “Immunotherapy is a game-changer for aggressive forms of cancer, and Penn is the only institution in the United States researching this kind of combined CAR T and checkpoint inhibitor therapy for glioblastoma right now.”

The TCE, a partnership of the Abramson Cancer Center and the department of neurosurgery, is led by Dr. O’Rourke and brings together multidisciplinary teams across Penn, including investigators from pathology and laboratory medicine, systems pharmacology and translational medicine, medicine, neurosurgery, radiation oncology, and medicine and pathobiology at the School of Veterinary Medicine.

In addition to novel treatment options like immunotherapy, the Abramson Cancer Center and Penn Brain Tumor Center have a full arsenal of medical and surgical approaches for treating glioblastoma, including more traditional methods such as radiation therapy, chemotherapy and surgical resection, as well as new innovations such as TumorGlow and proton therapy. “The real cutting-edge breakthroughs are coming from immunotherapy,” said M. Sean Grady, chairman of the department of neurosurgery. “Getting to a cure is going to be difficult, there is no way around that. However, in the 32 years I have been a neurosurgeon, this is the first time I’ve thought ‘Yes, we can actually beat brain cancer.’”

On November 1, Penn President Amy Gutmann and EVP Craig Carnaroli welcomed Johnson & Johnson executives, including William Hait, global head, external innovation, as well as Philadelphia Mayor Jim Kenney, venture capitalists, entrepreneurs and other guests to the grand opening celebration of JPOD @ Philadelphia. J&J’s new innovation accelerator hub is the first of its kind in the world and is located at Penn’s Pennovation Center. Innovation is a central pillar in President Gutmann’s Penn Compact 2020. She said we can only imagine the future breakthroughs that will come out of this partnership. The hope is “to advance knowledge for good in the world,” she said.

There were 90-second pitches from the seven new JPOD @ Philadelphia resident companies who presented on their technologies and why they are excited about being part of this collaborative ecosystem. Several of these companies have Penn (continued on page 2)
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 Patrick Walsh, 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 31, 2018

Chair’s Report. Faculty Senate Chair Jennifer Pinto-Martin reported that the Senate is in early planning stages for a Mini Teach-In during Spring 2019 that will follow on the successful Knowl- edge Teach-In held in March 2018. The Mini Teach-In will comprise one session at a public, off-campus location in which members of the Philadelphia community will be encouraged to engage with Penn faculty, students and staff. Faculty interested in helping to plan this event are encouraged to contact the Senate Office.

Past Chair’s Report. Past Chair Santosh Venkatesh reported on the work of the Capital Coun- cil. Professor Venkatesh will deliver a more in-depth report on Penn’s annual budget planning effort at a future SEC meeting.

2018 Senate Nominating Committee. SEC members voted to adopt a membership slate for the 2018 Senate Nominating Committee. The slate will be published in a future issue of Almanac for comment by Standing Faculty members.

Moderated Discussion. Two topics were identified for focused attention by the SEC through- out the remainder of the year. On the first topic of improving Penn’s academic diversity pipeline, SEC members agreed that best practices that can be shared with Penn schools and departments, and to consider ways these practices could be implemented and tested at Penn. On the second topic of improving Penn’s faculty climate, SEC members discussed factors that may lead faculty to feel undervalued in their work at Penn. They also discussed initiatives at peer institutions that could serve as models for data collection on climate-related factors.

Wellness at Penn. Vice President for Public Safety Maureen Rush and Chief Wellness Officer Benoit Dubé provided a number of updates on wellness and security at Penn:
(1) The Department of Public Safety has been working closely with Jewish centers and groups on campus, as well as other places of worship at Penn, to ensure security in the aftermath of the synagogue shooting in Pittsburgh on October 27.
(2) Penn community members are encouraged to contact Public Safety (by calling 511 or 911) to re- port any suspicious activity they observe.
(3) Public Safety runs a federal liaison vetting program for any persons from federal or state investi- gatory agencies wishing to speak with faculty members in an official capacity.
(4) A pilot program of the Medical Emergency Response Team known as the Alternative Response Unit was launched this fall; the program is staffed by Penn paramedical staff who provide on-site med- ical assistance between 5 p.m. and 3 a.m., Wednesdays through Sundays. To encourage students to call in emergency situations, no bill is sent to students or their families. The University’s Office of Alcohol and Other Drugs follows up with students who are treated for alcohol- or drug-related poisoning and offers to connect the student with counseling.
(5) To increase access to mental health services by students in crisis, students may now reach a licensed counselor 24 hours per day, 7 days per week, at Counseling and Psychological Services (CAPS) by phoning 898-HELP and pressing 1. If a student calls when CAPS is closed, the counselor will work with the student to address the situation and, if needed, will transfer the student to the care of a CAPS counselor when CAPS reopens.
(6) A platform for students—the Student Wellness Advisory Group (SWAG)—will be created to sup- port current students and resource groups. SWAG will be comprised of 10-15 students and ambassadors from representative groups including, but not limited to, the LGBT Center, the United Mi- norities Coalition and the Women’s Center. Similar groups of faculty and staff will also be convened, al- though planning for these groups is still in the early stages.
(7) A “big idea” contest will be launched in January to crowd-source novel wellness initiatives at Penn.

Statement from the Alice Paul Center and Gender, Sexuality and Women’s Studies Program
Dear Members of the University of Pennsylvania Community:

On October 21, 2018, The New York Times published an article that describes a leaked memo from the Trump Administration that aims to define “gender as a biological, immutable condition determined by genitalia at birth.”

The effort, spearheaded by the Department of Health and Human Services, is the latest in a long series of attacks upon LGBTQ communities in the US and around the world. The most recent move from the Trump Administration, however, is one that seeks to erase an entire population. As scholars of gender and sexuality, as professors of transgender studies, and as members of this University community, we cannot stay silent.

We cannot stay silent because we know that our students, who identify as trans, as non-bina- ry, as gender-queer, are in need of our support and solidarity. Title IX, which is the specific target of the Administration’s memo, was enacted to ensure that all university students, regardless of gender, are able to receive an education free from discrimination. We intend to help keep that promise by supporting all students, and particu- larly those who identify outside of the gender binary, in whatever ways we can.

We cannot stay silent because we know that already vulnerable members of the transgender community now find themselves at increasing risk. As Penn alum and trans scholar C. Riley Snorton puts it succinctly: “Trans people exist- ed before state recognition, but this latest fed- eral proposal ... will intensify the relationship between transness and premature death for the most vulnerable among us, in prisons, hospitals, schools and homeless shelters.”

Moreover, we cannot stay silent when de- cades of gender and sexuality scholarship, to- gether with medical expertise and our own lived experiences, have taught us that a reinforced naturalized gender binary harms everyone.

We hope you will join the Alice Paul Center and the Gender, Sexuality and Women’s Studies Program in speaking out strongly against this in- justice and working actively to mitigate its effects.

—Kathleen M. Brown
David Boies Professor of History
Director, Alice Paul Center and Gender, Sexuality and Women’s Studies Program

—Anne Escacove
Associate Director, Alice Paul Center for Research on Gender, Sexuality and Women’s Studies

—Christina Beatham
Associate Director, Gender, Sexuality and Women’s Studies Program

For support: LGBT Center at Penn (215) 898-5044, Trans Lifeline (877) 565-8860

Trustees Fall Meetings November 8-9, 2018
Inn at Penn
Thursday, November 8
8:30-10 a.m., Local, National, & Global Engagement Committee
10:15-11:45 a.m., Facilities & Campus Planning Committee
2:30-3 p.m., Student Life Committee
3:45-5:15 p.m., Academic Policy Committee
3:45-5:15 p.m., Budget & Finance Committee
Friday, November 9
11:30 a.m.-12:30 p.m., Stated Meeting of the Trustees

WXPN Policy Board Meeting: November 14
The next meeting of the WXPN Policy Board will take place on Wednesday, November 14, at noon at WXPN, 3025 Walnut Street. For more information, call (215) 898-0628 during business hours.

JPOD @ Philadelphia (continued from page 1)
The Ad Hoc Consultative Committee for the Selection of a Dean of the School of Veterinary Medicine was convened by President Amy Gutmann on September 7, 2017. During its three months of work, the full Committee met on nine occasions and reported its recommendations to the President on December 5, 2017. The Committee members were:

**Chair:** Steven J. Fluharty, Dean and Thomas S. Gates, Jr. Professor of Psychology, Pharmacology, and Neuroscience, SAS

**Faculty:**
- Marisa Bartolomei, Professor of Cell and Developmental Biology, PSOM
- DeBroski Herbert, Associate Professor of Pathobiology, Vet
- Olena Jacenko, Professor of Biochemistry and Associate Dean of Faculty Affairs and Diversity, Vet
- Christopher Lenger, Associate Professor, Department of Biomedical Sciences, Vet
- Phillip Scott, Professor of Microbiology and Immunology and Vice Dean for Research and Academic Resources, Vet
- Deborah Silverstein, Associate Professor, Department of Clinical Studies Philadelphia, Vet
- Laura Stoeckel, Associate Professor, Department of Clinical Studies New Bolton Center, Vet

**Students:**
- Stefan Gallini (V’20)
- Emma Price (V’19)

**Alumni:**
- Mindy Hedy, Chair of Penn Vet Board of Overseers
- Juan Luis Ferrer Perez, Penn Vet Overseer

**Ex Officio:**
- Joann Mitchell, Senior Vice President for Institutional Affairs and Chief Diversity Officer
- Phillip Scott, Professor of large animal medicine — administrator via email and reviewed a variety of documents about the school.

The search was supported by Adam P. Michaels, Deputy Chief of Staff in the President’s Office and Philip Jaeger, Gregory Esposito and Sherlene Parsons of the executive search firm Isaacson, Miller.

The Committee and its consultants conducted informational interviews and consultative meetings with individuals and groups throughout the Penn and Penn Vet communities, as well as many informal contacts, in order to better understand the scope, expectations and challenges of the Dean’s position and the opportunities facing the University in the years ahead. These consultative activities included full Committee meetings with Dean Joan C. Hendricks and members of the Penn Vet leadership team, including the vice and associate deans and department chairs.

In addition, the Chair and the Committee members held open meetings for faculty, staff and students on both campuses. The consultants interviewed administrators from the central administration and from Penn Vet and sought nominations from academics and practitioners across the nation and the world as well as from leaders in government, foundations, academic societies and other organizations. Final members of the Committee engaged in extensive networking with Penn faculty and students, as well as colleagues at other institutions. The Committee also solicited advice and nominations from all Penn Vet faculty, Deans and senior administrators via email and reviewed a variety of documents about the school.

Based upon these conversations and materials, the Committee’s charge to the President was that the Committee’s own discussions of a comprehensive document was preparing outlining the scope of the position and the challenges a new Dean will face, as well as the qualities sought in a new Dean. The vacancy was announced (and input invited from the entire Penn community) in Almanac (Almanac September 19, 2017).

Over the course of its three-month search process, the Committee and its consultants contacted and considered more than 140 individuals for the position. From this group, the committee evaluated an initial pool of 25 nominees and applicants and ultimately selected eight individuals for semi-finalist interviews with the entire Committee. Based on voluntary self-identifications and other sources, we believe the initial pool of 25 contained eight women and 17 men, and one person of color. The five individuals recommended for consideration to the President included one woman and were selected from this pool.

On February 28, 2018, President Gutmann and Provost Pritchett announced the selection of Dr. Andrew Hoffman as Dean of Penn Vet. Dr. Hoffman is an acclaimed researcher, clinician, teacher and mentor who previously served as director of the Regenerative Medicine Laboratory and professor of large animal internal medicine at Cummings School of Veterinary Medicine. He assumed the position of Dean on August 1, 2018 after ratification by the Trustees at their June meeting.

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Steven J. Fluharty, Dean and Thomas S. Gates, Jr. Professor of Psychology, Pharmacology and Neurosciences, School of Arts and Sciences

Chair, Consultative Committee on the Selection of a Dean of the School of Veterinary Medicine

Lessons in organizational change management, team-building and negotiation are on the agenda in a new program designed to fortify leaders in academic medicine and health care for success in an uncertain environment for the field. Penn Medicine and Wharton Executive Education at the Wharton School are joining forces to launch an executive health care leadership program that will offer participants a strategic toolkit to cement their ability to lead at a time when science, technology and economics are reshaping the practice of medicine and altering the field’s economic landscape.

The program, known as Leadership in a New Era of Health Care, is designed for senior-level leaders in academic medicine — doctors, nurses, scientists and executives — from across the world. Beginning with its first four-day course in March 2019, the program will provide participants with targeted leadership development experiences and practical skills to drive visionary change in their organizations.

“A commitment to innovation is at the core of everything we do at Penn Medicine, and we’re dedicated to instilling that same passion for improvement and evolution in our approach to leadership,” said J. Larry Jameson, MD, MBA, executive vice president of the University of Pennsylvania for the Health System and dean of Penn’s Perelman School of Medicine. “Health-care leaders today need a broader skill set: They must be strong negotiators, keen students of business and have the emotional intelligence necessary to lead diverse teams who are evolving our approaches to patient-centric care and ensuring that our health systems continue to thrive in an era of some uncertainty for our field.”

“Leadership in a New Era of Health Care will be led by faculty from both Penn and Penn Medicine. Presenters will include deans and CEOs from the nation’s top academic medical centers, chairs of large clinical departments, nursing leaders and senior executives who have built dynamic academic-industry partnerships and overseen transformative new facility projects. Participants will also learn from renowned experts in organizational development and conflict resolution.”

“Wharton Executive Education excels at providing a holistic approach to leadership development,” said professor Jagmohan S. Raju, vice dean of Wharton Executive Education. “The US spends more than 18% of its GDP on health care and nearly one in every eight Americans are employed in this sector. Today’s health-care sector requires leaders who are interdisciplinary thinkers with the capability to envision the future, and this program is going to help them do that. Participants will have the opportunity to develop advanced leadership skills through a combination of interactive workshops and dynamic presentations. Areas of focus will include organizational and cultural change, negotiation and conflict resolution, relationship management, coalitions, strategic decision-making. The program is also designed to support quick-start change management. Through a unique, real-time health-care challenge, participants will get feedback from peers and faculty to help tackle their most pressing on the job issues and be prepared to institute new plans when they return to their institutions.

“We need to help our health-care leaders stay agile and build their capacity to pivot and respond strategically to changes in the field, from new digital health advances to changes in reimbursement,” said Carvin Lerman, vice dean for Strategic Initiatives in the Perelman School of Medicine and John H. Glick Professor in Cancer Research. “Today’s academic medicine leaders and health-care executives are highly knowledgeable and motivated. We’ve designed this program to leverage those qualities and arm them with the high-impact skills required to drive real change in the organizations they lead.”

The program builds on ideas Dr. Lerman and Dr. Jameson outlined in the New England Journal of Medicine in June 2018, when they called on academic health systems to make leadership development an organizational priority — an emphasis that they say will also pay off in improved patient satisfaction and clinical outcomes.

For more information, visit WhartonPennMedLeadership.com

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### Penn and Wharton Book Club

The new Penn-Penn Book Club is open to all Penn-Penn members who want to get together at lunchtime to enjoy a good book and a fun chat with colleagues.

PSA members of the Book Club chose the Book Club meeting date and the location. There are five books listed as options; four dates for the first meeting, on various days of the week; and a few location options as well as a chance to suggest books for future months. To vote, visit [https://openn.co/1qualtrics.com/jfe/form/SV_3zaJxgA40mV0tw](https://openn.co/1qualtrics.com/jfe/form/SV_3zaJxgA40mV0tw)
Deaths

Tom Adams, ELP and GSE

Thomas William Adams, a former director in Penn’s English Language Programs who also taught at GSE, died from cancer on October 21 at his home in New Hope, Pennsylvania. He was 67.

Dr. Adams was born in Carlisle, Pennsylvania, and he graduated from West Virginia Wesleyan College in 1973, where he majored in French. In 1974, he joined the Peace Corps and served two years in Togo, West Africa. Returning to the US in 1976, Dr. Adams pursued an MSED in Teaching English to Speakers of Other Languages (TESOL) from Temple University. After graduating in 1977, he took a position with Bell Helicopter International in Iran, where he taught English to helicopter pilots and support crews serving in the Imperial Iranian Army. He went on to teach TESOL/ESL at Harvard, Philadelphia College of Art, and Temple University. In 1980, he took a position in Saudi Arabia as a lecturer at what was then the University of Petroleum and Minerals.

In 1987, Dr. Adams began teaching at Penn’s English Language Programs as a language specialist and rose through several coordinator and director positions before retiring from the program in 2007. While with ELP, he enrolled in Penn’s Graduate School of Education, graduating in 1998 from the Educational Linguistics PhD program. He went on to serve as an instructor, part-time lecturer and finally as an adjunct associate professor with GSE until his retirement in 2012.

In GSE’s Educational Linguistics program, he taught Structure of English and Fieldwork in TESOL. He was awarded a citation by GSE for outstanding teaching in 1996.

He published Body English; Inside Textbooks—What Students Need to Know and co-authored Attitudes Through Idioms. He joined Penn’s 25-Year Club in 2012.

He is survived by his partner, David C. Scheller; sisters, Joann Adams Eberle (Howard) and Barb (Diane L. Easley); and many cousins.

Lucy Hackney, Children’s Advocate

Lucy Judkins Durr Hackney, wife of Penn President Emeritus Sheldon Hackney, died October 26, at her home in Vineyard Haven, Massachusetts, following a prolonged period of declining health. She was 81.

Mrs. Hackney was born in Montgomery, Alabama, to prominent civil rights activists.

Her father was one of the attorneys who helped Rosa Parks make bail after she was arrested for refusing to leave her seat on a Montgomery bus. Mrs. Parks was a family friend and also a talented seamstress who helped with the alterations on Lucy Hackney’s wedding dress. Mrs. Hackney’s uncle, US Supreme Court Justice Hugo Black, took part in the Brown v. Board of Education decision to end racial segregation in public schools.

Lucy Durr met Sheldon Hackney in high school and later left college to marry him. After having three children, she returned to school to earn her bachelor’s degree from Princeton and a law degree from Tulane. Ms. Hackney was a board member for the Children’s Defense Fund and served as a Juvenile Law Center staff attorney. In the early 1990s, she founded the Pennsylvania Partnership for Children, a broad-based advocacy center for children, and she served as the PPC board chair for many years. She was also a strong supporter of Camp Jabberwocky, where her daughter, Virginia, had been a camper.

During her husband’s tenure at Penn, she was very involved on campus. She served on the 1988 President’s Forum Committee to address the futures of children; she led a session during the 1990 Peak Week on child health at CHOP; and gave talks on other topics such as the Handicapped Act. She interviewed Sadie Al exander and Margaret Wettlin for the Women’s Oral History Project, which documented the experiences of over 100 prominent female University of Pennsylvania students, administrators, faculty and faculty family members; both taped interviews are held in the University Archives.

In 1993, when her husband retired from his position as Penn President (he later came back as a professor of history, as he was a noted historian of the American South), the Sheldon and Lucy Hackney Professorship in History was created by the Trustees in honor of their many years of dedicated service to Penn. Appointees have included Thomas Childers, Michael Katz and most recently Warren Breckman (Almanac February 20, 2018). At the 1993 Commencement ceremony, Mrs. Hackney was also awarded an honorary doctor of laws degree by the University (Almanac May 18, 1993).

In 2001, Mrs. Hackney was named a Distinguished Daughter of Pennsylvania, an award that recognized “her efforts [that] resulted in health coverage for 100,000 previously uninsured young people in the Commonwealth. As staff attorney at the Juvenile Law Center, she was tenacious in her work on behalf of numerous children’s health, welfare and justice programs. She also had been active on the boards of numerous regional, state-wide and national educational institutions.”

The Hackneys moved to Martha’s Vineyard after Dr. Hackney retired from Penn. He died in 2013 (Almanac September 24, 2013). Mrs. Hackney is survived by a son, Fain, and daughter, Elizabeth McBride.

Drew Mellen, Ob/Gyn

Arthur W. (Drew) Mellen IV, an obstetrician/gynecologist at Pennsylvania Hospital and clinical associate professor at Penn’s Perelman School of Medicine, died October 27 after a 12-year battle with leukemia and myelofibrosis. He was 64.

Dr. Mellen was born in Bethlehem, Pennsylvania. He graduated from Phillips Exeter Academy in New Hampshire in 1972 and from Harvard College in 1976. He earned his degree in medicine from Jefferson Medical College in 1980 and completed his residency in obstetrics and gynecology at Pennsylvania Hospital.

For 33 years, he was a full-time obstetrician/gynecologist in Clinical Care Associates at Pennsylvania Hospital. He also served as a clinical assistant and associate professor of obstetrics and gynecology at PSOM from 1984 until his death. He was a faculty preceptor for two to three medical students for three to four clerkship rotations each year. The most recent reappointment letter from Deborah Driscoll, chair of the department of obstetrics and gynecology, noted that “students love working with him and value his medical knowledge and clinical decision making abilities.” Her letter also stated that “although he no longer delivers patients he continues to provide prenatal care and gynecologic care. He has the busiest outpatient obstetric practice at PAH. He is adored by his patients and highly respected as an outstanding clinician and a role model for our specialty.”

He is survived by his wife, Jennifer Ann Metzler; three sons, Peter, Gregory and Matthew; one daughter, Phoebe; two grandchildren; and four siblings.

In lieu of flowers, donations may be sent to the Drew Mellen Fund, c/o Dr. Steven Ralston, Department of OB/GYN at Pennsylvania Hospital at 2 Pine East, 800 Spruce St., Philadelphia, PA 19107, or to the National Marrow Donor Registry at bethematch.org
Piyush Goyal: Carnot Prize

The 2018 Carnot Prize, the highest award presented from the Edmund Center for Energy Policy at the University of Pennsylvania, was awarded to the Honorable Piyush Goyal, India's minister of power and minister of coal, and former minister of power and renewables. The award recognizes distinguished contributions to energy policy.

As minister of power and renewables, Mr. Goyal fast-tracked the electrification of 18,000 remote villages in India—bridging the country's vast energy divide. The International Energy Agency (IEA) reports that in the year 2000, less than half of India's population had access to electricity. By 2020, more than 80 percent of the population has access to electricity. If this pace continues, India will have universal electrification by 2020, "one of the largest successes in the history of electrification."

Nancy Hornberger: Honorary Degree

Nancy Hornberger, professor of educational linguistics in Penn's Graduate School of Education, has been awarded an honorary doctorate by Umeå University in Sweden, since 2012. Dr. Hornberger has served as visiting professor to Umeå University’s Department of Language Studies, consulting and collaborating on the development of Sámi language teaching, teacher education, and research in support of Sámi Indigenous language revitalization.

Dr. Hornberger is internationally known for her work in bilingualism and biliteracy, ethnography and language policy, and Indigenous language revitalization. She researches, lectures, teaches and consults regularly on multilingual education policy and practice in the US and the Andes, and has also worked in Brazil, China, Mexico, Singapore, South Africa, Sweden and other parts of the world. She investigates language and education in culturally and linguistically diverse settings, combining methods and perspectives from educational anthropology, linguistic anthropology and sociolinguistics. She gives special attention to educational policy and practice for Indigenous and immigrant language groups, compared across national contexts.

Kenneth Laker: IEEE Technical Activities Board Hall of Honor

Kenneth Laker, professor in the department of electrical and systems engineering in Penn’s School of Engineering and Applied Science, has been named to the Institute of Electrical and Electronics Engineers (IEEE) Technical Activities Board Hall of Honor.

At Penn, Dr. Laker’s research is in mixed mode integrated circuit design and testing. He focuses on high performance, low-power data acquisition and radio-frequency systems, which have many important applications and present challenging obstacles for design, implementation and testing. Dr. Laker's commendation is for “championing the use of information technologies and the internet, contributing to the development of IEEE Xplore,” the organization’s digital repository and research database.

IEEE is the world’s largest technical professional organization for the advancement of technology. Its Technical Activities Board is responsible for the organization’s mission to foster the development and facilitate the exchange of scientific and technological knowledge that benefits members, the profession and humanity. The Technical Activities Board Hall of Honor is designed to honor those who have made major contributions to this mission.

Afaq Meleis: Princess Srinagarindra Award

Afaq I. Meleis, professor of nursing and sociology and Penn Nursing dean emerita, has been awarded The Princess Srinagarindra Award, established in commemoration of the Centenary Birthday Anniversary of Her Royal Highness (HRH) Princess Srinagarindra Mahidol, in recognition of her extraordinary contributions to the nursing and midwifery profession, advancing the nursing profession and contributing to the health and wellbeing of people in Thailand and around the world. This award is one of the most prestigious awards in Thailand.

Dr. Meleis has dedicated her life to advancing nursing education, science, practice and leadership. Throughout her career and around the world, she has been a force for change in the development of high-quality doctoral education. In addition to her contributions in doctoral nursing education, Dr. Meleis has also made a significant impact in nursing theory. Her book, *Theoretical Nursing: Development and Progress*, in its 6th edition, is a standard text in international graduate curricula. She has published numerous other books and hundreds of articles.

A global advocate for women and a leading expert on international health, and immigrant and women’s health, Dr. Meleis has dedicated her career to ensuring vulnerable populations, particularly women, are given a voice.

Chinedum Osuji: APS Fellow

Chinedum Osuji, Eduardo D. Glandt Presidential Professor in Chemical and Biomolecular Engineering at Penn, has been named a fellow of the American Physical Society (APS).

His fellowship nomination was for insightful determination of structure and functional properties of soft materials and especially the self-assembly and processing of polymers by the novel application of external fields such as chemical surface forces, magnetic fields and periodic pressure gradients.

The APS Fellowship Program was created to recognize members who may have made advances in knowledge through original research and pursuing or made significant and innovative contributions in the application of physics to science and technology. They may also have made significant contributions to the teaching of physics or service and participation in the activities of the Society. Each year, no more than one-half of one percent of the then current membership of the Society are recognized by their peers for election to the status of Fellow in The American Physical Society.

Julie Sochalski: AACN Lois Capps Policy Luminary Award

Julie Sochalski, associate professor of nursing, associate dean for academic programs, and Class of 1965 25th Reunion Term Chair at Penn Nursing, has received the 2018 American Association of Colleges of Nursing (AACN) Lois Capps Policy Luminary Award. The annual award, created in 2009, recognizes an outstanding nursing leader’s public policy achievements.

From 2010 to 2013, Dr. Sochalski directed the US Department of Health & Human Services Division of Nursing and was its principal advisor for health workforce policy, overseeing a $250 million budget. Dr. Sochalski is the current chair of AACN’s Health Policy Advisory Council. An investigator in health systems analysis and health policy, Dr. Sochalski studies gaps in the US health-care system and how policy solutions are devised and implemented to fill them. She also studies the impact of health policy decisions. She is particularly interested in how nurses and other health-care professionals are best deployed to achieve optimal population health. She is currently investigating the impact of nurse practitioners working to the extent of their practice authority in the Veterans Administration health system, the nation’s largest employer of nurse practitioners.

Penn: Reuters’ 2018 Most Innovative Universities List

*The University of Pennsylvania* ranked number 4 on the 2018 Reuters list of the 100 most innovative universities in the world, behind Stanford, MIT and Harvard. The list “identifies and ranks the educational institutions doing the most to advance science, invent new technologies and power new markets and industries.” This is the second consecutive year Penn earned the number 4 spot; up from number 8 in 2016.

Reuters recognized the University’s $966 million research budget; recently successful animal trials of a new drug that could serve as a universal flu vaccine; the new collaboration with Johnson & Johnson to open a hub at the Pennovation Center, where entrepreneurs will focus on developing new medical devices, pharmaceuticals, consumer and health technologies; 2017’s promising tests on a new single-dose Zika vaccine; and the identification of a genetic target responsible for allowing host cells to defeat the Ebola virus.
Volunteer Opportunities

Dear Penn Community,

The holiday season is almost here. The Penn community has a huge impact during the holiday season on our surrounding community. We look forward to working with you again this year as we strive to make a difference in the lives of our deserving neighbors.

Below is a list of current opportunities. These opportunities are special in that they are designed to bring joy during the holidays. I look forward to working with you as we make a difference in the lives of members of our surrounding community.

Thank you so much for your continued generosity. Your contributions allow us to respond to various requests from local agencies and families for donations during the holiday season.

Thank you for all you do. Warm regards,

—Isabel Sampson-Mapp, Associate Director, Netter Center for Community Partnerships

Holiday Food Drive Now Through November 15: Let’s Take a Bite out of Hunger!

In the season of Gratitude 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.

Donations will re-stock the pantry at Baring House and the People’s Emergency Shelter as well as help many deserving families in the area.

Please take donated items to one of our conveniently located drop sites listed below:

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<th>Location</th>
<th>Address</th>
<th>Contact</th>
<th>Phone</th>
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<tbody>
<tr>
<td>President’s Office</td>
<td>100 College Hall</td>
<td>Brenda Gonzalez</td>
<td>898-0447</td>
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<tr>
<td>Penn Museum</td>
<td>Kress Gallery Entrance</td>
<td>Bonnie Crosfield</td>
<td>898-4001</td>
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<tr>
<td>Provost Office</td>
<td>353B 3401 Walnut St.</td>
<td>Susan Curran</td>
<td>898-6841</td>
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<tr>
<td>Human Resources</td>
<td>600 Franklin Building</td>
<td>Syreeta Gary</td>
<td>898-6018</td>
</tr>
<tr>
<td>Van Pelt Library</td>
<td>IPC, Room 454</td>
<td>Rachelle Nelson</td>
<td>898-9048</td>
</tr>
<tr>
<td>ISC</td>
<td>265C 3401 Walnut St.</td>
<td>Maureen Goldsmith</td>
<td>573-8771</td>
</tr>
<tr>
<td>Stouffer Commons</td>
<td>3702 Spruce St.</td>
<td>Linda Kromer</td>
<td>898-8240</td>
</tr>
<tr>
<td>Wharton</td>
<td>1000 SH-DH</td>
<td>Jennifer O’Keefe</td>
<td>898-1092</td>
</tr>
<tr>
<td>ISC</td>
<td>203A Sansom West</td>
<td>Kathy Ritchie</td>
<td>573-3561</td>
</tr>
<tr>
<td>Research Services</td>
<td>P-221 Franklin Building</td>
<td>Lauren Oshana</td>
<td>573-6710</td>
</tr>
<tr>
<td>Levy Dental Library</td>
<td>240 S. 40th St.</td>
<td>Laurel Graham</td>
<td>898-8978</td>
</tr>
<tr>
<td>FMC</td>
<td>2929 Walnut/Suite 1st floor</td>
<td>Gretchen Ekeland</td>
<td>898-3633</td>
</tr>
<tr>
<td>Comptroller’s Office</td>
<td>312 Franklin Building</td>
<td>Celestine Silverman</td>
<td>898-7593</td>
</tr>
<tr>
<td>FRES</td>
<td>3101 Walnut St.</td>
<td>Carole Maccaldo</td>
<td>573-8795</td>
</tr>
<tr>
<td>Physics &amp; Astronomy</td>
<td>DRL 2E5</td>
<td>Michelle Last</td>
<td>898-5954</td>
</tr>
<tr>
<td>Nursing</td>
<td>3rd/4th Fl. Mailroom,Fagin Hall</td>
<td>Pat Adams</td>
<td>573-1630</td>
</tr>
<tr>
<td>African American Resource Center</td>
<td>3643 Locust Walk</td>
<td>Colleen Winn</td>
<td>898-0104</td>
</tr>
<tr>
<td>Netter Center</td>
<td>111 S. 38th St.--2nd floor</td>
<td>Isabel Mapp</td>
<td>898-2020</td>
</tr>
</tbody>
</table>

Become a Drop-Site Volunteer

We are in need of locations around the University that can serve a drop-off point during our school, toy, gift drives as well as others.

Participate in the four annual drives held by Penn Volunteers In Public Service (Penn VIPS) to benefit members of the surrounding community.

Your role would be to help advertise the event and to collect as well as deliver the donated items to our central location.

We look forward to having you join us. Contact Isabel Mapp at (215) 898-2020 or send an e-mail to sammapp@pobox.upenn.edu for additional information and /or to make a donation.

Create Your Own Volunteer Activity for Your Department

Would you and your colleagues or friends like to participate in a volunteer activity? Penn VIPS is happy to connect you to an activity or help you develop one of your own.

Contact Isabel Mapp at (215) 898-2020 or send an e-mail to sammapp@pobox.upenn.edu for additional information and /or to make a donation.

Remodeling the Office? Donate Unneeded Items

No longer need that file cabinet, chair or desk? Want to do something useful with no longer needed items used by your department, but still in good condition? Penn VIPS maintains an extensive list of local agencies, and non-profits in desperate need of your no longer needed items. We connect no longer needed items with members of the community that are happy to put donated items to good use. We can easily make arrangements for pick up.

Don’t throw it out! Contact Penn VIPS at (215) 898-2020 or send an e-mail to Isabel Mapp at sammapp@pobox.upenn.edu for additional information and /or to make a donation.

One Step Ahead

Security & Privacy
Made Simple

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

Stop and Verify:
Do These Two Things to Avoid Being a Victim

We get much of our news and information electronically now. Some of this information might appear legitimate, but in reality it isn’t. Consequences for taking action on or sharing the information might be tame, such as ridicule from your colleagues, to something way more insidious, such as fraud.

Avoid becoming a victim by doing just two simple things whenever you receive questionable information: Stop and verify!

One: STOP! Ask yourself questions. For email, what is the sender trying to make you do? Is the sender known to you, and are they making a reasonable request?

If a request is not from someone you know or is unusual, confirm the request via another contact method such as a phone call to the sender to confirm.

If you receive a request that is from someone you know, you may still check the link independently, especially noting the ‘About Us’ section if the site has this information.

Two: VERIFY! Check the source of the information:

• Don’t mindlessly click ‘Share’ on any piece of information, especially from social media: Check its source first!

• Facebook and other social media platforms now provide information on the sites that post on their platform.

• Leave the social media platform and check the link independently, especially noting the ‘About Us’ section if the site has this information.

• There are websites that offer fact checking on stories, so check these out as well.

• In the banking example above, don’t click on any links in that email. Instead, verify if there is a problem by manually entering your institution’s official web address to check your account, or calling your bank’s officially published number. You can find out who provides your IT support by consulting this page: http://www.isc.upenn.edu/get-it-help

For additional tips, see the One Step Ahead link on the Information Security website: https://www.isc.upenn.edu/security/news-alerts/One-Step-Ahead

Accessing Almanac Online

Subscribe now to Express Almanac (http://www.upenn.edu/almanac/express.html) to receive each Tuesday’s issue in your inbox before it reaches your desk. Breaking news will be posted in the Almanac Between Issues section of the Almanac website and sent out to Express Almanac subscribers.

ALMANAC November 6, 2018

6 www.upenn.edu/almanac
Illuminations: Manuscript, Medium, Message

In partnership with the Rare Book Department of the Free Library of Philadelphia, the Schoenberg Institute for Manuscript Studies (SIMS) at the University of Pennsylvania is pleased to announce the 11th Annual Lawrence J. Schoenberg Symposium on Manuscript Studies in the Digital Age.

Manuscript illumination has often been considered in relation to the texts it accompanies, but rarely in terms of its interplay with other artistic media. Historically, however, the technique was closely associated with other forms of artistic expression and served as a crucial point of contact and transfer for visual motifs across space and time. The goal of this year’s symposium is to examine cases of intermedial exchange through the lenses of technique, style, iconography, social context and cultural geography, while also posing broader questions about the deep connections between the craft of illumination and other arts more widely. Of special interest will be insights gained from the technical examination of works in different media, new comparisons made possible by digital technology and the discovery of linkages once obscured by strict historiographical divisions.

The program will begin 5 p.m. on November 15, at the Free Library of Philadelphia, Parkway Central Library, with a keynote lecture by Susan Nash, Courtauld Institute of Art. The symposium will continue November 16-17 at the Kislak Center of Special Collections, Rare Books and Manuscripts in Penn’s Van Pelt Library.

For more information on the Schoenberg Symposium and to register, see http://library.upenn.edu/about/events/kislak/SIMS/jfs-symposium1

Salary: $35 ($10 for students with valid student ID).

Penn’s Way 2019 Raffle Prize Listing

Week Four Winners

<table>
<thead>
<tr>
<th>Prize</th>
<th>Sponsor</th>
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<tbody>
<tr>
<td>Gift Card</td>
<td>Philip Rosenau Co., Inc.</td>
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<tr>
<td>Gift Card</td>
<td>Fisher Scientific</td>
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<tr>
<td>Gift Card</td>
<td>Fisher Scientific</td>
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<tr>
<td>Gift Card</td>
<td>Airgas Healthcare: Body Shop gift set</td>
</tr>
<tr>
<td>Gift Card</td>
<td>Day by Day: Gift Card</td>
</tr>
<tr>
<td>Gift Card</td>
<td>Longwood Gardens: Complimentary tickets</td>
</tr>
</tbody>
</table>

**Notes:**
- **Philosophy:**
  - Gift Card ($50); Juanita Mole, Pennsylvania Hospital
  - Gift Card ($50); Fandango gift cards ($45)
  - Gift Card ($50); Airgas Healthcare: Body Shop gift set ($26)
  - Gift Card ($20); and Day by Day: Gift Card ($20)
  - Gift Card ($20); Longwood Gardens: Complimentary tickets ($30)

- **Outsourcing:**
  - Classes (3) ($100)

**The University of Pennsylvania Police Department Community Crime Report**

**About the Crime Report:** Below are the Crimes Against Persons or Crimes Against Society from the campus report for October 22-28, 2018. Also reported were 18 Crimes Against Property (1 vandalism, 2 DUs, 2 burglary and 13 thefts) with 2 arrests. Full reports are available at: https://almanac.upenn.edu/security/crime_report/.

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 22-28, 2018. The University Police actively patrol from Market St to Baltimore Avenue and from the Schuylkill River to 43rd St 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**

Below are the Crimes Against Persons from the 18th District: 10 incidents (1 aggravated assault, 1 indecent assault, 3 robberies and 5 assaults) with 2 arrests were reported between October 22-28, 2018 by the 18th District covering the Schuylkill River to 49th Street & Market Street to Woodland Avenue.

10/22/18 4:51 PM 4844 Cedar Ave
10/24/18 3:27 PM 4700 Locust St
10/24/18 5:53 PM 4304 Chestnut St
10/25/18 12:01 AM 200 S 46th St
10/25/18 9:48 AM 140 S 40th St
10/25/18 1:06 PM 3245 Chestnut St
10/25/18 3:43 PM 108 Farragut St
10/25/18 11:13 AM 4200 Sansom St
10/26/18 10:23 AM 4700 Locust St
10/26/18 11:00 PM 4000 Walnut St
10/25/18 11:10 PM 4200 Sansom St
10/27/18 10:09 AM 3735 Walnut St
10/27/18 11:00 PM 4000 Locust Walk
10/25/18 11:10 PM 4200 Sansom St
10/27/18 10:09 AM 3735 Walnut St
10/27/18 11:00 PM 4000 Locust Walk

10/25/18 Complainant assaulted by male
10/27/18 Staff threatened by unknown male
10/27/18 Purse taken/Arrest

**FILMS**

**Update November AT PENN**

**12 Hale County This Morning, This Evening:** 6:30 p.m.; Zellerbach Theatre, Annenberg Center; register: https://tinyurl.com/ydd3ch (Slought).

**AT PENN Deadlines**

The November AT PENN is online. The deadline for the weekly Update is the Monday of the week prior to the issue.

**Veterans Day Flag Raising: November 12**

The Veterans at Penn Committee invites the Penn community to attend the Veterans Day Flag Raising Ceremony on College Green, Locust Walk on Monday, November 12, the observed date for Veterans Day. It will start at 9 a.m.

Jill DiSanto, US Navy Veteran and news officer for Penn Communications, will be the keynote speaker. The Presentation of Colors will be by the Penn Navy ROTC Honor Guard and Battalion, who will also lead the Pledge of Allegiance. Callie Holtermann and Annie Fang, students in Platt Performing Arts, will perform “The Star Spangled Banner” and “America the Beautiful.” Also participating in the event is Jesse Morgan Raines, US Army Veteran and SAS Student, and Peter Freudenberger, US Army Veteran with the Cohen Military Family Clinic. The Office of Affirmative Action and Equal Opportunity Programs, VPU: Veteran Upward Bound Program, The Steven A. Cohen Military Family Clinic and the School of Engineering & Applied Sciences are sponsoring this annual event. The rain location is the Benjamin Franklin Room in Houston Hall.

For more than two centuries, military veterans have been a part of the Penn community. For a history of veterans at Penn, see the Benchmarks article (Almanac November 11, 2014).

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.

**ASSOCIATE EDITOR**

Louise Emerick
Alisha George
Jackson Belz
Greenberg
Jocelyn
Christina Lu
Penn has many policies that govern the behavior of all Penn faculty, administration and staff. The ethical expectations contained in these policies are highlighted in the text of the ten principles that follow, and supporting policies, statements and guidelines are available for each at the corresponding web link.

Principles of Responsible Conduct—A Reminder to the Penn Community

The Principles of Responsible Conduct promote the highest standards of integrity and ethics at Penn. To remind the Penn community of the basic expectations that should guide our work at Penn, the Principles of Responsible Conduct are published annually and are found below. Everyone at Penn is expected to be familiar with and adhere to the Principles of Responsible Conduct, which can be found on the Office of Audit, Compliance and Privacy website at: http://www.upenn.edu/audit/oacp_principles.htm

The Office of Institutional Compliance is available to present a training and awareness program on the Principles of Responsible Conduct to Penn employees. In addition, printed versions of the Principles of Responsible Conduct are available for Penn employees. If you are interested in obtaining the brochure or scheduling a presentation, please contact Linda E. Yoder, deputy institutional compliance officer, at (215) 573-3347 or at elyoder@upenn.edu

Principles of Responsible Conduct

1. Ethical and Responsible Conduct. Penn’s faculty, administration and staff should conduct themselves ethically, with the highest integrity, in compliance with all applicable laws, regulations and University policies, in all aspects of their work. They should be fair and principled in University and Health System business transactions and other related professional activities, acting in good faith when dealing with both internal constituents and external entities. Their conduct should always reflect their positions of trust and loyalty with respect to the University, the Health System and members of these communities.

http://www.upenn.edu/audit/oacp_principles1.htm

2. Respect for Others in the Workplace. Penn recognizes that people are the most important resource for achieving eminence in accomplishing our mission in the areas of teaching, research, community service and patient care. Penn is an institution that values academic freedom, diversity and respect for one another. Penn is committed to the principle of non-discrimination and does not tolerate conduct that constitutes harassment on any basis, including sexual, racial, ethnic, religious or gender harassment.

http://www.upenn.edu/audit/oacp_principles2.htm

3. Avoidance of Conflict of Interest. As more fully stated in Penn’s conflict of interest policies, Penn’s faculty, administration and staff should avoid conflicts of interest in work at Penn. As a non-profit institution, it is imperative, for both legal and ethical reasons, that University and Health System employees do not improperly benefit from their positions of trust at Penn. Financial conflicts must be appropriately disclosed in accordance with conflict of interest and conflict of commitment policies, so that they can be reviewed, and as appropriate, managed or eliminated. Faculty, administrators and staff are responsible for identifying potential conflicts and seeking appropriate guidance.

http://www.upenn.edu/audit/oacp_principles3.htm

4. Responsible Conduct in Research. As members of a complex research university, Penn faculty, administrators and staff have significant responsibility to ensure that research is conducted with the highest integrity, and in compliance with federal, state, and local laws and regulations, as well as University and Health System policy.

http://www.upenn.edu/audit/oacp_principles4.htm

5. Responsible Stewardship and Use of Penn Property, Funds and Technology. Penn faculty, administration and staff are expected to ensure that Penn property, funds and technology are used appropriately to benefit the institution, consistent with all legal requirements as well as University and Health System policies.

http://www.upenn.edu/audit/oacp_principles5.htm

6. Environmental Health and Safety. Penn is committed to the protection of the health and safety of the University community and the creation of a safe working environment. To accomplish this end, Penn provides training in health and safety regulation and policy, and Penn faculty, administration and staff are expected to comply with sound practices and legal requirements.

http://www.upenn.edu/audit/oacp_principles6.htm

7. Respect for Privacy and Confidentiality. In their various roles and positions at Penn, faculty, administration and staff become aware of confidential information of many different types. Such information may relate to students, employees, faculty, staff, alumni, donors, research sponsors, licensing partners, patients and others. Penn faculty, administration and staff are expected to inform themselves about applicable legal, contractual and policy obligations to maintain the confidentiality of such information, so as to protect it from improper disclosure and to protect the privacy interests of members of our community.

http://www.upenn.edu/audit/oacp_principles7.htm

8. Appropriate Conduct with Respect to Gifts, Travel and Entertainment. Penn faculty, administration and staff are expected to conduct themselves so as to ensure that their positions are not misused for private gain, with respect to acceptance of gifts and the undertaking of University-related travel and entertainment.

http://www.upenn.edu/audit/oacp_principles8.htm

9. Appropriate Use of the University Name and Logos. Penn regulates the use of its name, its shield and related trademarks and logos in order to protect the University’s reputation and to ensure that their use is related to the University’s educational, research, community service and patient-care missions. Faculty, administration and staff are expected to protect the University name and logos from improper use.

http://www.upenn.edu/audit/oacp_principles9.htm

10. Responsible Reporting of Suspected Violations and Institutional Response. Penn faculty, administration and staff are expected to report suspected material violations of University and Health System policies, as well as violations of applicable laws and regulations, including laws requiring the reporting of sexual abuse involving minors, to appropriate offices, as set forth in the various policies. Penn faculty, administration and staff may be subject to discipline in accordance with the policies.

http://www.upenn.edu/audit/oacp_principles10.htm

The mission of the University of Pennsylvania and its Health System is to offer a world-class education to our students, train future leaders, expand and advance research and knowledge, serve our community and society both at home and abroad, and provide the most expert and outstanding health care for our patients. In pursuing this mission, and to ensure the continued excellence of the University and its reputation, all members of the University community need to understand and uphold both legal requirements and the highest ethical standards.

In the following Principles of Responsible Conduct, we articulate the basic expectations that should guide each of us in our work at Penn. These Principles are embedded within many policies and practices identified throughout University and Health System handbooks, manuals, websites and other materials. We have endeavored to distill these policies, rules and guidelines for easy review and access. The Principles are not intended to be a comprehensive catalogue of all applicable rules and policies of the University and the Health System. Rather, these Principles set forth the underlying expectations that we have for the conduct of University and Health System activities with the highest standards of integrity and ethics. Useful references to relevant policies and resources are included.

We urge you to read these Principles closely and familiarize yourself with both the expectations and the resources provided.

— Amy Gutmann, President
— Wendell Pritchett, Provost
— Craig Carnaroli, Executive Vice President
— J. Larry Jameson, Executive Vice President of the University for the Health System and Dean of the Perelman School of Medicine

— W. Craig Carter, Executive Vice President for Finance and Operations
— Geoffrey S. West, Executive Vice President for Research
— John E. Nau, Executive Vice President for Business Affairs
— Drew Ginsburg, University Solicitor
— John I. Simon, Director, Institutional Compliance Office

Office of Audit, Compliance and Privacy website at:

http://www.upenn.edu/audit/oacp_principles3.htm
http://www.upenn.edu/audit/oacp_principles4.htm
http://www.upenn.edu/audit/oacp_principles6.htm
http://www.upenn.edu/audit/oacp_principles7.htm
http://www.upenn.edu/audit/oacp_principles8.htm
http://www.upenn.edu/audit/oacp_principles9.htm
http://www.upenn.edu/audit/oacp_principles10.htm

J. Larry Jameson, Executive Vice President of the University for the Health System and Dean of the Perelman School of Medicine